



CONTINUOUS IMPROVEMENT HELPS US INSURER OPTIMIZE COST OF QUALITY AND ACCELERATE DELIVERY

Multi-year automation strategy transforms quality assurance approach and enables digital and agile adoption

This 200-year-old US property and casualty insurer was using multiple, decades-old core systems to support 13 service lines across the organization. These legacy systems were tightly interconnected, creating layers of complexity that made automation difficult as product releases for one service line impacted others. Over the years, the company had developed 1,100 applications and interfaces, sixty percent of which were legacy and all of which required IT support. In the quality assurance (QA) service line, only 20 percent of processes were automated. Instead, the carrier relied on 500 full-time resources provided by its long-time, end-to-end strategic QA partner, Cognizant, to conduct manual testing which increased the QA to IT cost ratio. The carrier asked Cognizant to develop a strategy and roadmap to help automate and optimize QA to reduce QA costs.

AT A GLANCE

One of the largest US-based P&C carriers struggled with multiple legacy systems that supported 13 service lines across the organization. The systems were interconnected, making it difficult to automate one without impacting the others. In addition, the company had developed 1,100 applications and interfaces over the years, the majority of which were legacy, creating a highly complex, onerous and expensive IT environment. Because only 20 percent of QA was automated, the carrier's end-to-end QA strategic partner, Cognizant, was providing a team of 500 to conduct manual testing. The carrier engaged Cognizant to develop a strategy and roadmap to optimize and automate QA. Over a five-year period, Cognizant:

Cognizant began transforming 40 percent of its QA workers to QE (quality engineers) and integrating development and QA to support digital and agile transformation. Cognizant enabled DevOps by implementing continuous development/continuous integration (CD/CI) for more than 70 applications to accelerate agility and create efficiencies. In addition, Cognizant implemented traditional and non-traditional automation tools including robotics, intelligent automation and several of its own proprietary solutions to enable maximum automation leverage and analytics-driven testing.

To help the carrier navigate the challenges inherent in making so many significant changes and help speed adoption, Cognizant developed training materials and conducted numerous workshops to communicate the many benefits automation had on quality and productivity.

Cognizant's strategy optimizes QA and helps carrier keep pace with industry trends

Over a five-year period, Cognizant modernized the company's QA tools and processes, reducing QA to IT costs from 15 percent to 7 percent and more than doubling automation leverage. This enabled Cognizant to reduce QA resources to 300 and still maintain quality, evidenced by QA product defect leakage of less than two percent. The carrier also realized a 20 percent year-over-year increase in test productivity and a 30 percent increase in test execution.

AT A GLANCE (CONTD)

- Reduced QA to IT costs from 15 percent to 7 percent
- Increased automation leverage to 50 percent
- Reduced product defect leakage to <2 percent
- Enabled DevOps through implementation of CD/CI for 70 applications
- Increased test productivity by 20 percent y-o-y
- Increased test execution by 30 percent y-o-y

Managing multiple major changes in such a complex QA environment presented many challenges. However, Cognizant successfully optimized the QA department while maintaining quality levels, making continuous improvements and fostering adoption. To ensure the company's workforce continued to develop the necessary skills to keep up with the many technological changes, Cognizant shared its knowledge management framework with the carrier to help it evaluate each member of its workforce and develop training plans to increase skill levels. Cognizant continues to provide 95 percent of the company's QA services and anticipates expanding its involvement as the carrier begins migrating to cloud.

ABOUT COGNIZANT

Cognizant (NASDAQ-100: CTSI) is one of the world's leading professional services companies, transforming clients' business, operating and technology models for the digital era. Our unique industry-based, consultative approach helps clients envision, build and run more innovative and efficient businesses. Headquartered in the U.S., Cognizant is ranked 205 on the Fortune 500 and is consistently listed among the most admired companies in the world. Learn how Cognizant helps clients lead with digital at www.cognizant.com or follow us @Cognizant.



World Headquarters

500 Frank W. Burr Blvd.
Teaneck, NJ 07666 USA
Phone: +1 201 801 0233
Fax: +1 201 801 0243
Toll Free: +1 888 937 3277

European Headquarters

1 Kingdom Street
Paddington Central
London W2 6BD England
Phone: +44 (0) 20 7297 7600
Fax: +44 (0) 20 7121 0102

India Operations Headquarters

#5/535 Old Mahabalipuram Road
Okkiyam Pettai, Thoraipakkam
Chennai, 600 096 India
Phone: +91 (0) 44 4209 6000
Fax: +91 (0) 44 4209 6060