



# Powering Growth Through Consolidation of Business-Critical Systems

## Global satellite communications provider partners with Cognizant for a customer-centric approach to services and billing.

After a series of acquisitions, a leading global satellite communications provider sought to consolidate multiple billing systems and processes. Partnering with Cognizant, the client overhauled all aspects of the billing customer journey. The results? Improved time to market for new products and services, along with advanced functionality and lower costs. What's more, the new system enables faster payment collection that has increased the company's cash flow. Within the organization, the program is hailed by CXO stakeholders as the model for successful transformation initiatives.

### ACQUISITION GROWTH STRATEGY LEADS TO COMPLEXITY

To drive growth, the company had embarked on a series of acquisitions that had quickly expanded its customer base as well as its portfolio of services and solutions. The strategy was a success, netting the company a compelling set of offerings and helping to expand the cutting-edge technologies it had developed over the years. But it also led to disparate systems and significant operational complexity. Operational overhead included high costs and slow time to market for

#### AT A GLANCE

By streamlining its billing processes, systems and data, a global satellite communications provider gained the structure it needed to advance its digital strategy. The transformation program will deliver not only greater efficiencies and better customer service, but also new growth opportunities.

#### Outcomes:

- Time-to-market for new services will shrink from months to weeks
- Pricing updates can be implemented as much as 80% faster
- More than \$4 million savings in annual operating and capital expenditure for systems support and maintenance
- 50% reduction in billing errors
- Increased self-service and personalization

new services. Due to inconsistent service, the company suffered from low customer satisfaction scores.

As part of its strategic shift from mobile broadband to digital enablement, the company sought to transform its support functions. It identified billing as mission critical. In 2016, the company engaged Cognizant to build a unified, scalable billing operation across all of its services and geographies. We defined, designed and transformed the business, from discovery to deployment and ongoing support.

The program was sweeping in its scope. The goal was to convert 38 billing systems into one, across eight release cycles. The project's teams stretched across four continents, with 250 individuals supporting five business units and 8,000 customers. In close coordination with the client, Cognizant managed the transformation initiative, including governance, program management office (PMO) processes and executive sponsorship.

As a strategic partner, we designed the business architecture to implement new digital concepts and future-proof the technical solution. We assessed, identified and streamlined business processes to harmonize billing and create a customer-centric experience.

To ensure full user adoption and align the leadership team, Cognizant applied organizational change management (OCM) disciplines. We also created a marketing campaign to promote the value of the new billing system for customers.

Coupled with a cultural shift, our program has resulted in the satellite communications provider's readiness to embrace new capabilities and competitiveness.

For more information: <https://www.cognizant.com/communications-media-technology>.

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## ABOUT COGNIZANT

Cognizant (Nasdaq-100: CTSH) 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 195 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](http://www.cognizant.com) or follow us [@Cognizant](https://twitter.com/Cognizant).



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