

Case Study: Communications, Media & Technology

Running Faster, Smarter, Better

Cognizant has partnered with a leading business information services company to transform its global approach to applications management, making it more consistent, efficient and productive.

A leading business information company was looking to eliminate operational silos, make customer experience globally consistent and free up capital for strategic growth investments by transforming its approach to applications management.

This presented numerous challenges. The company's operating model didn't have clear demarcation between application development and support activities, causing conflicting priorities and a lack of standardized support frameworks. Priorities were set according to local demand and resources were deployed inefficiently, without centralized governance and performance metrics.

We saw this as an opportunity to deliver quick and dramatic efficiency improvements by optimizing support for the company's global application portfolio. We analyzed the application landscape and ticket metrics and proposed a clear and consistent approach to applications management. This addressed the organization's shortcomings using a combination of right-shoring and right-skilling that leverages the right skills for the right job.

At a glance

A global business information company needed to improve the performance of its decentralized and inefficient applications management organization. We partnered with the company, designing and managing a centralized global model.

Outcomes

The three-year project is expected to produce significant measurable results including:

- \$10 million in savings through right-shoring, right-skilling and operational excellence
- 40% improvement on Mean Time to Resolve (MTTR) with the help of enhanced diagnostics tools
- 4383+ person-hours of effort saved through automation and self-help portals

The company quickly awarded a three-year managed services contract to Cognizant for more than 150 global applications across four geographic areas. We set up a global service management office aligned with key performance indicators and metrics for measuring the success of the program. We built a global dashboard to monitor project performance and introduced advanced diagnostics to analyze the root cause of specific performance issues. We also launched a structured digital transformation initiative to modernize the legacy application platforms and accelerate the migration to cloud.

At the heart of this digital transformation initiative is longer-range productivity and achieving aggressive growth goals through enabling technology. This partnership has progressed well and exceeded the program objectives by reducing operating costs with vastly improved application performance and quality.

A Long-Term Partnership

We were chosen for this engagement because we have a long-term relationship with the company and a deep understanding of its technology and business operations. Our mandate was to optimize a decentralized and inefficient applications management operation and deliver results in a matter of months.

We designed a global operating model that consolidates separate units into one group governed by one consistent set of processes. To ensure speed and agility, we adopted an Agile development approach based on the Kanban methodology pioneered by engineering teams at Toyota. We also leveraged offshore resources for lower-priority activities.

The global model features numerous operational innovations to improve service and efficiency. Centralized self-help, for example, moved issue resolution closer to the user and automated many of the frequent, repeating issues. This also helped cut outstanding service tickets by 53% and deliver 100% service-level agreement compliance across all applications.

- 99.6% application availability maintained across all critical applications
- 100% SLA compliance across all applications

An enhanced service diagnostic monitors business-critical applications and facilitates fast restoration of service. An enterprise risk framework provides a comprehensive solution for managing risk in the application landscape.

Digital Transformation

We utilized the metrics and learnings in this engagement to create a roadmap for modernizing the legacy mainframe platforms and accelerate the move to cloud. These transformational changes will help the company meet immediate priorities, like scalability, faster time to market and better response to customer priorities.

Digital operations frameworks like our enterprise risk management platform, centralized self-help portal and data quality tool helped the company to stay ahead of competitors in digital innovation. Transformation of customer experience due to consistency across product platforms has created long-term customer loyalty and brand equity.

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 194 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](https://twitter.com/Cognizant).

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