



## TELECOM GIANT STRIVES TO DEVELOP START-UP CULTURE TO RAPIDLY IMPROVE CUSTOMER EXPERIENCE, LOWER COSTS AND IMPROVE STABILITY

### OPERATIONAL TRANSFORMATION IS KEY TO SURVIVAL AS COMPETITION INCREASES

Declining revenues and increased competition prompted this major telecom organization to rethink its operational strategy. An analysis of the company revealed that its operating costs and time to market were drastically out of line with industry standards. The company issued a request for proposal that included several clear objectives: reduce operating costs by 50%, improve the stability of IT systems by 50% and add at least 20 points to its negative net promoter score (NPS) – all in four years.

In its response, Cognizant proposed a shift toward a future state DevOps model with a modern IT platform to support it. Cognizant's approach included a vertical integration strategy, keeping application development, maintenance and infrastructure integrated across business support systems using a single provider. Operations support systems would require a second provider, ultimately consolidating the company's vendors from six to two.

Cognizant's ability to demonstrate the benefit of moving to DevOps, coupled with a strong track record for IT delivery and operational transformation, won it the work. Cognizant

#### AT A GLANCE

This telecom giant found itself struggling with high operating costs and slow time to market. Knowing its survival depended on aligning operations to meet industry standards, the company engaged Cognizant to modernize its IT infrastructure and transform operations to a DevOps environment. Now halfway through the four-year engagement, the company has already realized significant results.

- Improved NPS by 10+ points for consumer market and 6+ points for business market in first three quarters of 2017
- Transitioned ~130 applications in less than 6 months without disturbing quality, delivery and velocity.
- Increased Agile adoption from 10% to 100%
- Increased test automation to more than 85% and CI/CD automation to more than 70% in one year

partnered with the company to drastically transform its operations, becoming the exclusive managed services partner responsible for application development, maintenance, system integration and infrastructure for business support systems.

## AUTOMATION HELPS STABILIZE SYSTEMS AND REDUCE RESPONSE TIME FOR SERVICE REQUESTS

Cognizant took a structured approach, starting with careful planning and extensive training to ensure zero impact to the business during the transition. Collaboration among the transition teams from the company, Cognizant and other suppliers ensured transparency, strong governance and quick resolution when issues arose. In the first six months, Cognizant transitioned more than 130 applications from large, complex off-the-shelf solutions using a unique Agile-to-Agile transition that eliminated disruption to quality, velocity and delivery schedule.

To reduce manual activity and eliminate human errors, Cognizant developed an open-source automation platform. Using a factory model, the Level 2 team creates standard operating procedures (SOPs) for each application. SOPs are transferred to the Level 1.5 team and ultimately to the automation team where each procedure is automated. By reducing manual effort through continuous automation, Cognizant shortened the time it takes to address service requests from days to minutes.

Cognizant focused on continuous integration continuous delivery (CICD) for automation and testing by establishing engineering and tooling best practices, which enabled a bottom-up push for Agile DevOps.

- Increased DevOps adoption to 70% in one year
- Improved time to market by more than 20% across applications
- Reduced costs by nearly 26% in year one
- Improved operations stability by 30% in year one
- Used tools and automation to improve productivity, exceeding the target by 25%
- Improved system uptime by 26% in one year

As the Agile team matured from a waterfall environment to real Agile, IT Agile adoption increased from 10% to 100%, and testing went from being fully manual to 90% automated with no disruption to delivery. In addition, Cognizant created an application that monitors business activity and enables self-help capabilities for operations users to provide transparency into orders processing. This improved productivity in operations, exceeding the target by 25%, and elevated satisfaction among users.

Now halfway through the engagement, time to market across applications has improved by more than 20% and production issues reduced to nearly zero. The company's negative NPS rose by 10+ points for its consumer market and 6+ points for its business market in the first three quarters of 2017, and costs were reduced by

nearly 26%. With a DevOps platform in place and systems stabilized, Cognizant is now actively working to transform the entire operating model to DevOps. Mirroring a startup environment and culture, with a ~32-day turnaround from development to production deployment, will transform the company from a telecom giant to a nimble technology player.

Cognizant is also working with the company to evaluate opportunities to move applications to the cloud and explore new technologies that can further reduce licensing fees. In addition, the team is working on a strategic greenfield development project to transform a BSS CRM application to a cloud-based CRM system. This will help improve user experience and order process cycle time

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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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