



Case Study: Communications, Media & Technology

How a global telecommunications leader saved \$872,000 a year

A major telecoms operator had more IT applications than it could handle. We simplified things to lower costs and improve agility.

Major telecommunications operators are expected to have access to lots of technology. But things were getting out of hand at one global top 50 carrier. The company's IT landscape had more than 20 legacy technologies and 150-plus applications, including Informatica enterprise cloud data management, OpenText business process management, Oracle Billing and Revenue Management and Oracle Siebel.

This diverse mix was poorly integrated, and with a limited end-to-end view of its systems, the carrier faced cost and productivity issues. The business also struggled with a backlog of IT problems, as well as its 6,000 new trouble tickets per month. And an intellectual property rights issue had led to the removal of automation scripts from its production systems, delaying service fulfillment.

These challenges increased time to market, decreased application availability, delayed orders and fulfillment, and affected customer experience and revenue. The carrier's net promoter score was negative. It needed help.

At a Glance

A major telecommunications carrier had trouble dealing with its highly diverse and poorly integrated IT landscape. We applied market-leading technologies and techniques to streamline operations, saving money and improving performance metrics.

Outcomes

- Gave the client its first-ever positive net promoter score for business-to-business customers.
- Decreased total cost of ownership by the equivalent of more than 100 full-time employees.
- Influenced an increase in the business-to-consumer net promoter score from nine to 17.
- Slashed business escalations to zero across more than 150 applications.

Streamlining operations, saving money and improving performance metrics

Impactful approach

A multidisciplinary team with representatives from Application Management Services, AI and Analytics, Infrastructure Services, Enterprise Application Services, Integrated Process Management and the telecoms vertical delivers IT excellence.

Our work with the carrier since 2010 had been consistently highly valued, so when the company opted to consolidate its stable of eight managed services providers in 2013, Cognizant was one of just two suppliers kept on. In the 2016 financial year, we ranked at the top of the carrier's IT suppliers.

As such, we were well placed to tackle the company's challenging application rationalization and business simplification project. This included cutting IT total cost of ownership by 50%, improving time to market by 50% and reducing the number of top-priority incidents by 40%. To ensure success, we made sure our horizontal and vertical teams were aligned to the client's goals and structure, instead of working in silos.

We also tracked our progress against our bid costs and quality mandates from the outset of the project, with the goal of over-delivering on our promises. We deployed a multidisciplinary team with representatives from Application Management Services, Artificial Intelligence and Analytics, Cognizant Infrastructure Services, Enterprise Application Services, Integrated Process Management and the telecoms vertical.

Key elements of our approach included:

- **An end-to-end order visibility platform** that reduced top-priority incidents by 25% and order management system issues by around 13%. This led to a roughly 85% reduction in correction efforts and generated \$148,600 of additional revenue in the 2017 financial year.
- **DevOps transformation** that aligned more than eight teams with the client's strategy, facilitated seamless handovers between application development and management, reduced bottlenecks and wait times, and cut Seibel problems by 80%.
- **Continuous integration and delivery** that led to 80% faster application deployment, a 50% increase in quality, 15% to 30% lower costs, an

Outcomes

- Increased customer satisfaction scores to 8.9, against a target of 7.5.
- Introduced agile and DevOps practices across the entire estate.
- Achieved 95% order management availability and stability.
- Boosted the agile maturity score to 95%.
- Reduced human interventions by 17%.
- Automated 90% of service requests.
- Speeded app deployment by 80%.
- Improved time to market by 30%.
- Cut order fallout by 90%.
- Saved \$872,000 a year.

enhanced end-user experience and better decisions through predictive reporting.

- **Agile transformation** to enable continuous delivery by merging development and IT operations into a single team, reduce deployment failures and rollbacks, facilitate earlier detection and faster correction of defects, and speed time to market.
- **Test automation** to simplify code maintenance and support multiple languages while enabling the recording and playback of web application tests and the running of multiple scripts across browsers.
- **Cloudification** to enable a steady move from on-premises to cloud-based Salesforce.com assets, leading to a tenfold improvement in order processing times.
- **Process automation** that led to a 15% reduction in effort and zero-touch handling of more than 80% of access and authorization requests across 22 applications.

Our Data Science Practice developed a ticket analysis and prediction engine. We also introduced an autobots framework for application value management automation, fixing issues such as broken scripts, human errors, delays and lack of monitoring and alerts. We aligned systems to the business's key performance indicators, with a 360-degree view of all open, stuck and faulty orders available through a business activity monitoring platform.

Finally, we implemented CA Technologies's Application Performance Monitoring and Unified Infrastructure Monitoring systems as well as the

CA Automatic Service Orchestration and Automatic Release Automation modules to automate standard operating procedure-based file monitoring work. Completing the package, we delivered knowledge management and training resources through the Cognizant Academy, put in place a service catalog-based delivery system, and established an Integrated Service Management Office for service excellence and integration.

About Cognizant's ComTech Business Unit

Cognizant's Communication and Technology (ComTech) business unit helps communications services providers (CSPs) move toward the digital world by combining our disciplines in strategy, experience design, industry process and foundational technical knowledge to co-create new business models with our clients. Our digital maturity assessment helps CSPs understand the gap between their customers' needs for anywhere, anytime service and a CSPs ability to provide it. Our customer journey mapping process identifies customer needs at each stage of the purchase and support process and identifies how CSPs can better meet customers' needs throughout the service lifecycle. We have helped multiple CSPs refine service and support processes to maximize efficiency and customer retention and to analyze data from customer interactions to improve service and develop innovative new products.

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 193 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).



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