

Case Study: Utilities

Automation Saves Giant Energy Company \$10M a Year

An energy company with a broad vision for automation turns to Cognizant to create an automation Center of Excellence (CoE) to power business-aligned productivity increases and cost savings.

A giant energy company had many robotic process automation implementations under way in different business units. Executive leaders were concerned these efforts were not delivering expected savings and efficiencies. Multiple vendors were deploying a variety of bots in projects not necessarily aligned with broader business objectives and strategy. The CFO and compliance executives wanted to establish better project controls and metrics. The company turned to Cognizant to develop an automation center of excellence to supply the strong governance and quality assurance necessary for a successful enterprise-wide automation strategy.

At a glance

A giant energy company turned to Cognizant to develop an automation center of excellence to supply the strong governance and quality assurance necessary for a successful enterprise-wide automation strategy.

Outcome

- CoE with strong methodology and governance program industrializes creation and deployment of business outcome-driven automation throughout the client organization.
- \$10 million in annual savings.

The company chose Cognizant because of our track record in intelligent process automation and CoE performance. The ideal CoE aligns automation investments with a company's overall automation strategy and its business objectives. Then, the CoE implements an effective governance program enabling the center to evaluate projects, ensure code reuse (such as software bots) and integrate automation efforts, eliminating data silos.

Powering up RPA

First, we educated different business units about robotic process automation (RPA) and its evolutionary path to intelligent process automation (IPA). Using a lean-based assessment method, we worked with stakeholders in the supply chain, finance, power generation and customer service units to identify time-consuming repetitive processes that are often appropriate candidates for automation.

Next, we helped the client deploy a project intake model that combined top-down leadership with grassroots idea generation. Senior executives from each unit who were part of the CoE reviewed all grassroots ideas. From that central collection point, they identified similar ideas and objectives from different units and recommended how these could be connected in broader initiatives to achieve greater scale and benefits.

Then, we prioritized these projects based on the client's business objectives and scoped the effort necessary to create and implement them. Our solution also incorporated a strong governance program to build in security and risk management. Strong governance eliminates duplicated automation efforts, helps industrialize bot creation and deployment for consistent results and ensures units follow best practices across the business and its geographies.

We also piloted the concept of an RPA champion, a business unit expert who helps direct the efforts of the client's bot development squads. Training

- 75% more IPA initiatives delivered through the CoE.
- Cycle time to develop bots decreased by 50%.
- Cost per bot decreased by 55%.

helps the RPA champion ask the right questions to identify processes suitable for automation. This person's deep business knowledge helps deliver more and better ideas for automation. In turn, the change management effort required to adopt the new automation is more effective because the ideas come from within the business unit.

Additionally, analytics provides transparency into the performance and health of bots and processes, accessible via a dashboard providing customized data views to different users. The CoE ensures analytics captures metrics that align with expected business outcomes.

By using Cognizant-developed utility bots and reusable components specific to the client, the CoE has automated an additional 75% of processes. Cycle time to build bots has decreased by 50%, and cost per bot has dropped by 55%. In just six months, the CoE has delivered two times the savings the client achieved in the first two years of piecemeal automation. Annual savings have reached \$10 million.

At Present

Cognizant supports the client's CoE and provides advisory services, ensuring new initiatives reuse or tailor existing bots and code for faster deployment; we also are assisting the client's evolution to intelligent automated workflows, AI-based chat and process mining, keeping these initiatives aligned with the client's overarching automation strategy and business objectives.

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 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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