

Cognizant®



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Digital answers, from beta to big

Real results for today's business challenges

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Speeding Time to Market

Foreword

Clients first

At Cognizant, it's what we're all about. We're committed to your success – and your results.

Digital answers, from beta to big highlights our clients' business challenges and bold outcomes. Their stories feature business gains in everything from innovative experiences to finding new efficiencies and getting to market faster.

They include success stories of digital transformation, the big, sweeping changes that most companies need to make but often find hard to do.

At the heart of our clients-first approach are our digital teams in Interactive, Internet of Things, Artificial Intelligence, Automation, Digital Engineering and Cloud. Working together forms the foundation for everything we do.

Sure, we partner to find the right solutions. Equally important, we help you ask the right questions. What's the best strategy for using sensors to connect things? How do you convert data into insights and deliver the ideal customer experience? Which applications make sense to move to the cloud? Which can wait?

Together, we collaborate to deliver the digital answers that produce the outcomes you're looking for. It's an approach that keeps us laser-focused on our clients.

Take a look at our work in the following pages. Then ask what you can do to digitally transform the way you work and serve your customers.

Malcolm Frank
President
Cognizant Digital Business



“Together, we collaborate to deliver the digital answers that produce the outcomes you’re looking for.”

Transforming Your Business





Jack in the Box Reinvents Fast Food

A digital platform for on-the-go guests connects front-end experience to back-end operations

The Challenge

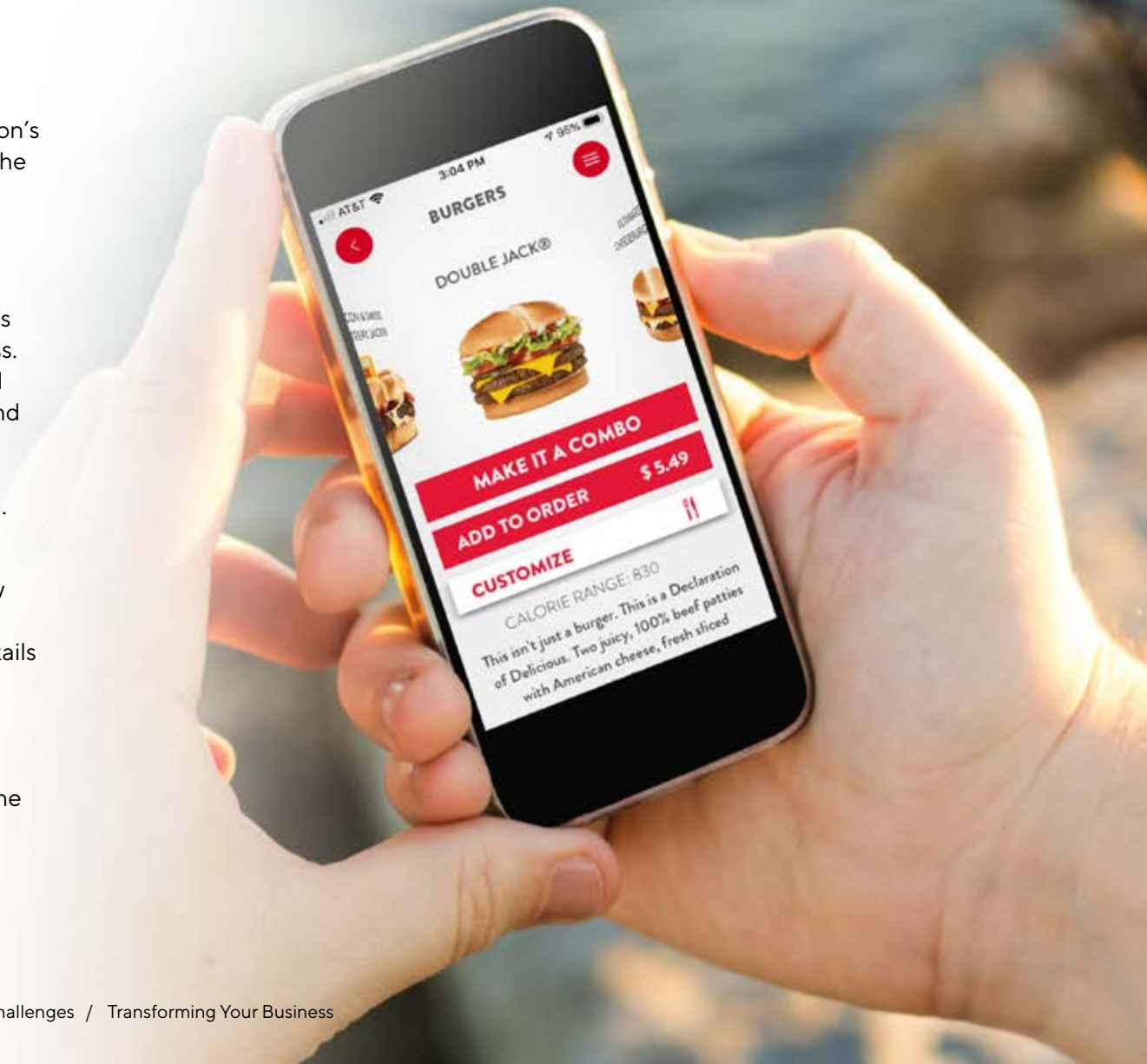
The San Diego-based hamburger chain, one of the nation's largest, sought a strategy for innovation and growth in the digital space.

Our Approach

We started with a digital vision Jack in the Box could implement in phases, over time – serving the company's immediate needs and setting it up for long-term success. Through workshops and interviews, our team partnered with the client to reimagine the perfect app. We built and tested the technology in rapid cycles, using an iterative, agile approach. Backed by clearly defined business objectives, our team created a customer-centric design.

The resulting app, Jack in the Box's first, provides one-tap functionality for ordering and payment. Guests view menus and promotions, find the nearest location, place orders and pay using their mobile phones – and the details seamlessly flow to kitchen and CRM tools for improved business insight and decision making.

The mobile app is now available for use with more than 2,200 U.S. locations. It's opening new ways for Jack in the Box to connect with customers like seasonal back-to-school deals. The transformation initiative is part of the company's growth: Same-store sales increased 2.7% for the third quarter.



OUTCOMES

2,200
store rollout across the U.S.

10%–15%
increase in average
check size

“The app addresses the evolving needs of our guests while increasing in-store efficiencies both critical to maintaining positive momentum in the highly competitive food service industry.”

– Adrienne Ingoldt, Vice President of Marketing Communications, Jack in the Box



A Robo-Advisor to Woo Millennials

Low-cost, fast options for a new generation of investors

The Challenge

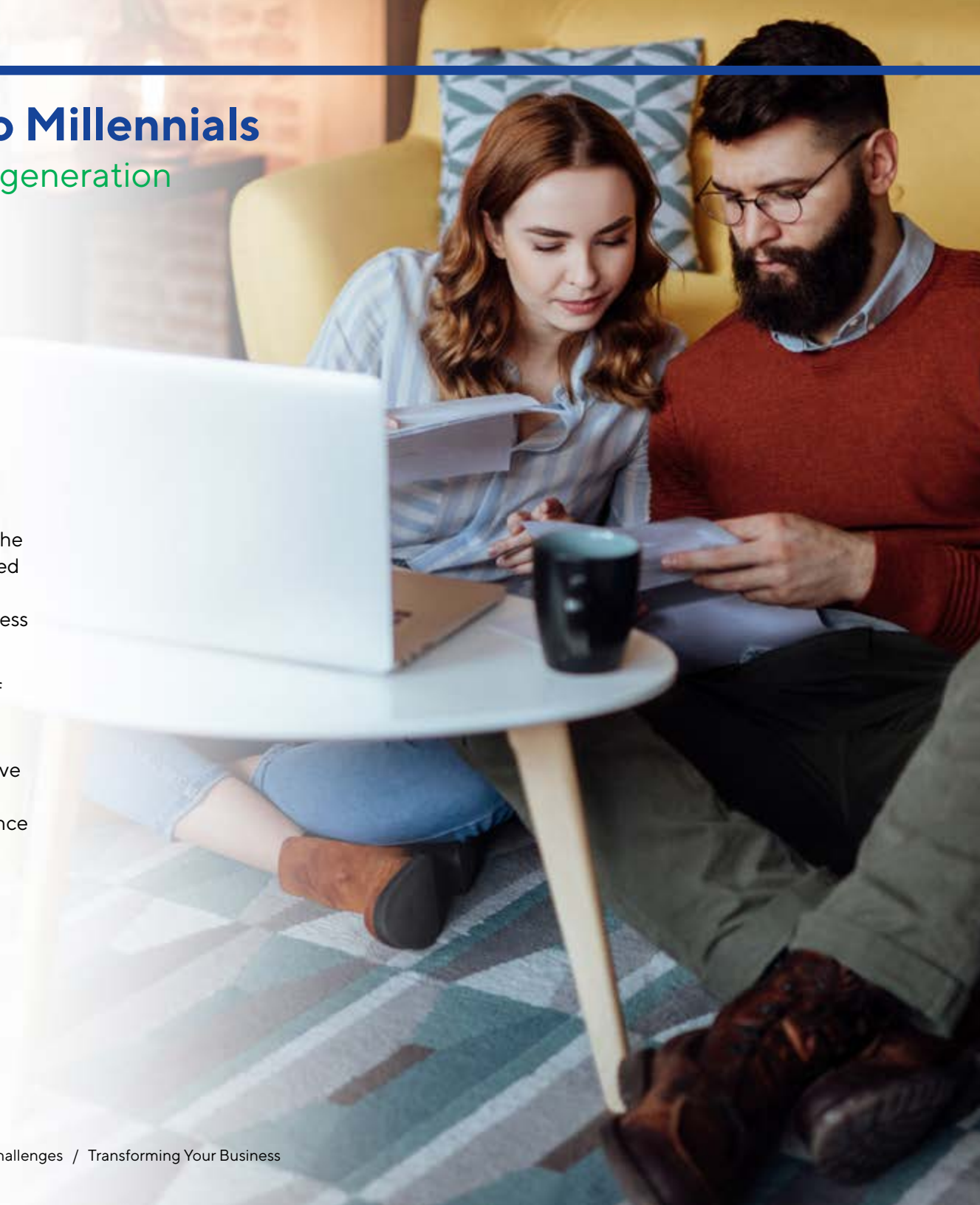
When a 100-year-old financial services firm sought to fend off digital native competitors, it turned to us for an automated investment solution targeting millennials.

Our Approach

Millennials often invest less than \$50,000, far short of the \$500,000 required for the firm's professionally managed accounts. But online self-service makes these digitally savvy customers economical while letting them do business the way they want to.

Backed by a 2-day brainstorm session and 300 hours of research and development, we created a roadmap for a millennial-friendly robo-advisor platform. Within two months, we built an application that captures prospective investors' information and feeds it into algorithms that make recommendations based on the user's risk tolerance and investment preferences. The robo-advisor is a hit, generating \$25 million in assets in the first two months.

For the firm, it's a perfect match of technology and business objective: Its goal is to acquire \$200 million in assets in the first year – and young investors who will transition to managed accounts.



OUTCOMES

500
new customers in 60 days

\$25 million
in assets in 60 days

7x
faster to open new accounts



An Eye in the Sky Keeps the Power On

A utility pairs AI analytics with drone photography to reduce service outages and speed repairs

The Challenge

When it comes to spotting equipment that needs repair, drones provide an important advance for a U.S.-based utility. But manually examining the photos and opening repair tickets slowed the company down. It sought an analytics application that would let it take action on the drone images in real time.

Our Approach

We used our AI Data Modernization Platform to create an image analytics application. It assesses photos in real time and identifies problems, such as broken or chipped insulators. An alerting engine notifies the utility's maintenance team about repairs. The self-service application is hosted on a cluster of high-computing containers orchestrated by Cognizant partner Kubernetes. To increase the raw data from which the application can learn – and continue to improve accuracy – image augmentation creates as many as 12 new images from each original by changing the lighting or angles or adding new objects.

With the analytics platform, the utility's data scientists are now able to build, train and deploy AI models on-site or in the cloud.



OUTCOMES

60%
reduction in the effort
required to scan images

Automated
problem identification and
work order notifications
to cut costs and speed up
repairs

Increased
service levels, reduced
service outages and
improved customer
experience



Well Played: Football Association UK Unites Players and Fans Alike

To more effectively promote its sport, a governing body gets personal

The Challenge

The Football Association UK thinks big: Its official mission is no less than to unite the game and inspire the nation. To achieve that amid declining participation and competition from other activities, FA wanted to move beyond its organizational and rules-making function. As the overseer of amateur and professional football in its territory, it needed to grow relationships and make it easier for players, coaches and fans to get involved in the sport and feel rewarded.

Our Approach

To identify needs and barriers, we conducted in-depth, on-site research. Using an iterative sprint-based process, our team partnered with FA to move its digital assets to a mobile-first strategy, developing digital products that included backend databases as well as text and video for experiences. With the data and experience ecosystem we created, FA gains a full view of every participant so it can develop customized information, news services and experiences. Our team also crafted compelling, dramatic content to engages players with deeply personal stories of how football changes lives.



OUTCOMES

50 million

page views of near real-time information by grassroots fans in year since launch

34,300

players across 6,877 teams engaged through the platform in initial launch

2x

growth in women's game by helping 10,000 girls find football locally

Watch the video How Digital Is Helping The FA Score | Cognizant



Championing New Advances in Customer Loyalty

With a blockchain-powered mobile app, a manufacturer makes a bold move to go direct to consumers

The Challenge

Facing a market squeeze from e-commerce and retail competitors, a consumer healthcare giant eyed a smarter path. Its goal was dramatically twofold: It wanted to not only strengthen its B2B partnerships but also to disrupt the consumer marketplace by reaching out to directly to shoppers – and using distributed ledger technology to do it.

Our Approach

Our team forged a path that was as innovative as the multinational company’s vision. We launched one of the first blockchain-powered consumer loyalty programs in Singapore that’s enabled through a mobile app. To ensure the app’s success, we created a powerful brand identity. With the colorful app, consumers earn points for purchases of the manufacturer’s products. They can trade the points at partner stores for discounts and for product samples delivered to their home.

The loyalty program’s blockchain technology helps the manufacturer better manage the extended value chain. The company is able to gather insights and digitally engage with consumers as well as build customer loyalty.

In addition to launching the app, our team conceptualized and executed media and marketing campaigns for awareness and adoption. The single platform benefits the client, its B2B partners and end consumers.



OUTCOMES

4.15M
impressions

63.2K+
clicks

1.52%
CTR

10 days
4,000+ downloads



Acquiring Factory Smarts

A pharmaceutical giant integrates its manufacturing systems — and realizes its ROI in six months

The Challenge

After an acquisition, a Fortune 50 pharmaceutical company urgently needed to streamline its manufacturing processes and systems. It sought a unified, flexible system to increase visibility of its plant floors and lower costs across 70 global locations.

Our Approach

Our team managed an initial site readiness assessment, executing parallel implementations of the manufacturing systems and go-live and support. We aligned the company's goals with its ERP milestones and supported sites across the globe during transition and post implementation. Cognizant OnePlant templates, process documents and best deployment practices allowed the team to roll out project deliverables as much as 30% faster. Through Cognizant OnePlant customization and accelerator tools, the company reduced cycle time, including data migration and language translation. It also saw a 50% decrease in batch review efforts. The accelerators have already saved 4,000 person hours, enabling the client to realize ROI in six months of rollout on average.

OUTCOMES

70
locations with unified
manufacturing systems

20%
increase in throughput

6 months
time to ROI realization

10%
decrease in inventory costs



Generating New Business Value

HERC puts massive amounts of IoT data to work – and reaps the payoff

The Challenge

As an early adopter of sensors and IoT for tracking its fleet, global equipment rental company HERC sought a clear approach to digital. With a wealth of information coming from 33,000 sensors, it needed an impactful way to put the telemetry data to use.

Our Approach

The solutions we created capitalized on HERC's telematics infrastructure for its heavy equipment fleet. Leveraging information from sensors, Cognizant Connected Vehicles and Product Intelligence solutions provide the company with a host of new efficiencies. Employees receive alerts when rental equipment enters or exits sites. Customers save time with GPS services that pinpoint an asset's exact location for pickup.

We also created a family of solutions that enable HERC to work more efficiently. New mobile and web tools for field technicians feature a simple UX that makes it easy for them to view job schedules and equipment location. For a more convenient customer experience, we added electronic signatures and an automatic SMS for estimated equipment arrival time. The company saves \$10 million in revenue leakage through a mobile tool we developed to track fueling and damage charges during equipment rental check-in.

OUTCOMES

33,000
pieces of equipment supported by telematics data

\$10 million
decrease in revenue leakage

CIO100
Award winner for ProControl Telematics solution

"Cognizant has long been a valued partner to HERC, so it is natural that we turn to them as we innovate with new technologies, and look to enhance our operational efficiencies."

– Rich Marani, Chief Information Officer, HERC



From Brick and Mortar to Mobile-First

By leaning in to digital, a retail powerhouse maintains its edge

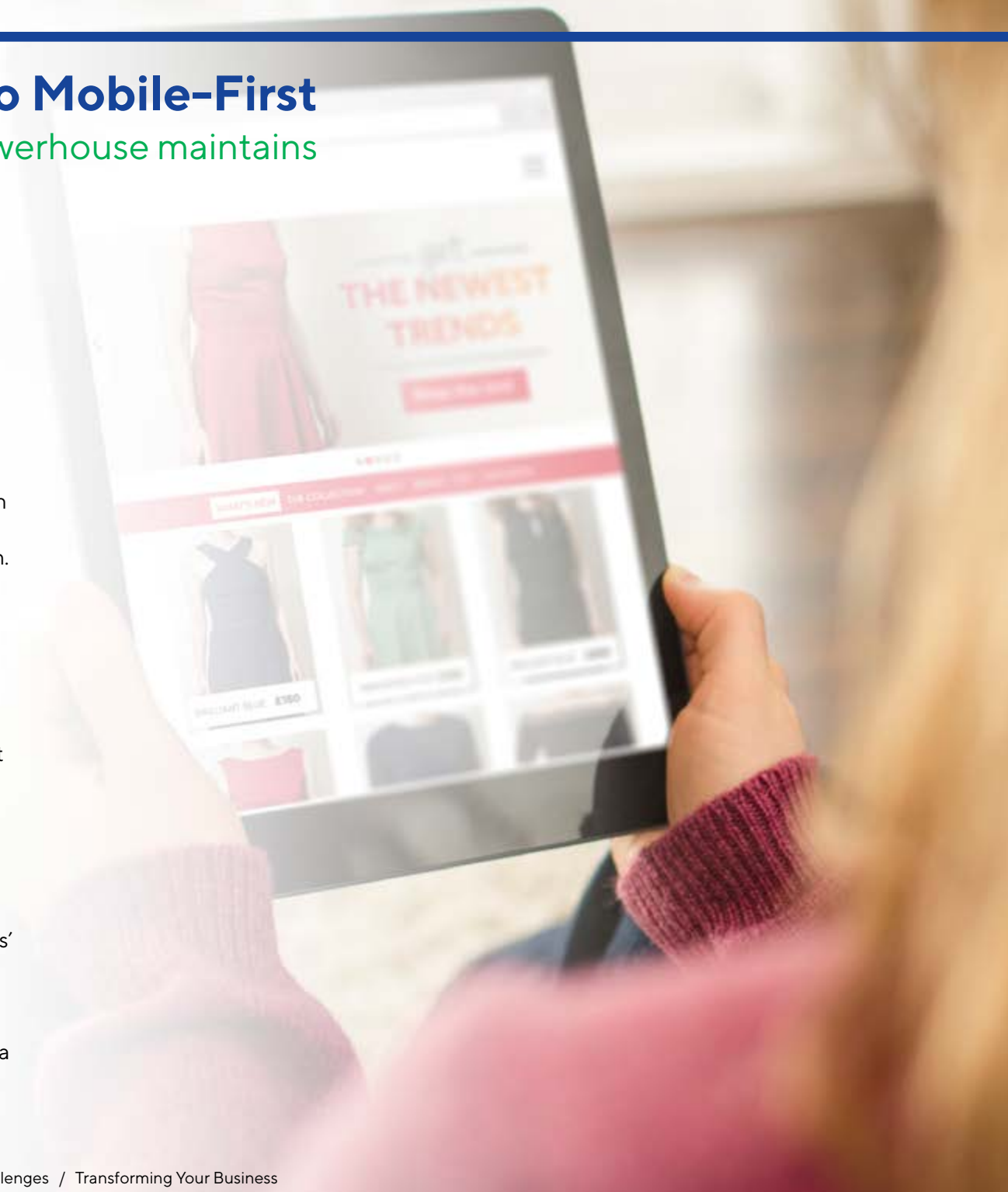
The Challenge

With revenue in the billions, a storied brick and mortar retailer had successfully morphed into one of the nation's premier omnichannel merchants. In addition to refreshing its stores, the retailer needed to digitally transform to fend off pressure from online retailers. But a disconnect between its digital applications and legacy IT systems kept the company from making the most of its digital transformation.

Our Approach

By partnering with Cognizant Softvision, the retailer successfully built custom mobile applications on top of its legacy systems to enable its selling environment. Among the apps we built is one for associates that provides visibility into customer accounts and enables mobile point of sale (POS) capabilities. Our team also implemented a service-oriented architecture to enable real-time information that supports omnichannel initiatives such as inventory visibility and order status.

The retailer gained a host of outcomes. It saved \$1 million during the holiday season as a result of the new applications' round-the-clock warehouse management support. Weekly sales rose \$600,000 – for a projected annual impact of \$30 million – due to enhanced clienteling systems. The new agile development capabilities will play a crucial role in maintaining same-store sales.



OUTCOMES

\$1 million
savings from holiday
warehouse management

\$600,000
increase in weekly sales



A Maker of Pumps Finds New Revenue in Data

By converting data from millions of sensors into insights, a manufacturer expands into the digital-service business

The Challenge

Long an innovator, a manufacturer of water pumps eyed its boldest move yet: Mobile offerings that let industrial customers monitor and manage the company's pumps, which are used in everything from municipal wastewater treatment to off-shore oil and gas drilling. Meeting the goal, however, means processing data — in near real time — from its massive installed base.

Our Approach

To advance its vision, the pump manufacturer enlisted our team to build an enterprise-wide data analytics platform that will serve as the heart of its new business. Determining that the company's existing IoT platform couldn't collect, process, and analyze the data needed, we designed an IoT platform that lessens the load by processing data "at the edge." We used Microsoft Azure for the cloud-IoT backbone and Cortana as the means for customers to access information. Our solution is scalable and integrates with the company's CRM software.

The new platform serves as a common base to which the manufacturer can now port all of its applications. The platform gathers data from sensors on the company's millions of pump products and from new products in the future. With the new platform, the company can generate analytical insights in hours rather than months and days.



OUTCOMES

16 million

IoT sensors feed data from the installed base

19

use cases

3

minimum viable products (MVPs)

Hours

instead of months for analytical insights

New revenue streams

from services



Financial Refreshment

Sales transformation delivers topline growth and customer focus for a global beverage company

The Challenge

The beverage business is fast changing. Health and wellness are on more consumers' minds and expanding retail channels open new opportunities. To keep its edge, a leading food and beverages company had a two-pronged goal: It wanted to enhance selling and execution opportunities at retail outlets as well as simplify its processes to speed selling time.

Our Approach

Our team developed a transformation initiative that helps the company better serve its customers by digitally connecting the sales organization with the frontline go-to-market teams. We integrated CRM selling and analytics capabilities and also created a centralized tool to plan promotions, displays and events. With the new system, the company can exchange real-time communication on selling objectives and retail execution activities. It provides tailored optimization and assortments for brand building in 350,000 stores. The company's transformation journey redefines it as a sales leader and fundamentally changes the way its associates engage, sell and service customers.



OUTCOMES

\$26 million
topline growth by closing execution gaps

2x
time savings in event planning using precision planner tool

350,000
stores with consistent brand promotion



Turning Field Data into Revenue

With a unified IoT platform, a heavy-equipment manufacturer prepares to monetize its data

The Challenge

For 10 years, a maker of heavy equipment had used telemetry to keep tabs on its equipment out in the field. The Internet of Things opened up a world of new possibilities. By building an enterprise-wide telemetry platform, the company could centralize its data collection – and begin to monetize the information through new service offerings.

Our Approach

Leveraging Microsoft Azure and its specialized IoT services, we built a telemetry platform to store, manage and analyze data for the company’s equipment and products. The platform centralizes data collection and makes it easy to exchange information across applications. Data collected from the field powers the company’s applications and is accessible to other applications through an application programming interface (API) layer. Equally important, the unified IoT platform enables data analytics the manufacturer can now begin to monetize.

OUTCOMES

2 million installed machines supported, up from initial 300,000

6,000 terabytes data collected in the field, up from 15 GB per day

From weeks to hours accessibility of equipment and job data



Reinventing Agriculture

Real-time field management and decision-making empowers farmers to improve crop yields

The Challenge

A public-private partnership in Europe had a unique vision: an easy-to-use app to let farmers monitor the health of their fields directly from mobile devices. The result is a digital tool that tracks water usage and sets accurate irrigation plans – without requiring installation of a costly irrigation management system.

Our Approach

Based on feedback from farmers, our UX designers created an intuitive interface viewable across a range of devices. The solution relies on satellite-linked probes that monitor soil for water usage, and on crop health maps that help monitor possible risks. A local weather feed lets farmers adjust their irrigation plans. With the information about water use and crop health, farmers gain greater control over their land. By capitalizing on improved connectivity and accessibility to smart devices, Cognizant and the client have brought the labor-intensive business of agriculture into the digital fold.

OUTCOMES

30,000

farmers use the application to monitor their fields

17%

savings in water use

27%

improvement in harvests

20%

improved energy efficiency

19

additional digital services in the innovation pipeline



A Retail Giant Reaches for the Cloud

Modernizing its data and infrastructure grows merchandising sales

The Challenge

A retailer's 68,000 convenience stores around the globe are a model of order. But the company's legacy IT infrastructure struggled to keep up. With an unstable IT environment, the stores' outdated infrastructure and technologies were leading to higher expenses and maintenance costs. The company sought to move its operations to a cloud-first strategy.

Our Approach

Our team has partnered with the retailer on its digital transformation since the company began modernizing its legacy systems in 2014. Most recently, we developed and implemented the Cognizant AI Data Modernization Platform, a scalable cloud-based infrastructure hosted on Microsoft Azure. We also created a streamlined data model with dimensional modeling and MPP architecture. The platform's advanced analytics provide business users with more self-service capabilities for planning and merchandising. They're able to pull data down to the lowest level or roll it up. The 360-degree view of store attributes lets franchisees and business users view details on performance, sales and orders, and eliminates all manual efforts for generating reports.

With the new system, the retail chain now has on-demand processing capability and lower costs. The flexible platform made its acquisition of another retail chain a non-event by extending analytics to the new stores instantly.



OUTCOMES

40% savings in merchandising and planning infrastructure costs

20% increased merchandise sales via better insights

3 years of data analysis and trend analytics available



Building a Billion-Dollar Digital Brand

A top cosmetics company masters e-commerce

The Challenge

Realizing the urgent need to expand its mobile and digital presence, a global cosmetics company sought to quickly localize its e-commerce and m-commerce sites for 125 subsidiary brands in 39 countries.

Our Approach

Cognizant Softvision's network of experts designed, implemented and ran an e-commerce platform to support the cosmetic company's diverse portfolio of prestige brands. We also defined a plan to re-platform with a microservices architecture. The goal? To build a solution that lets the company continuously evolve over time rather than through major periodic rebuilds.

In addition to mobile and e-commerce, Cognizant Softvision's agile delivery teams worked in areas that include full stack, design and UX, and QA automation as well as front- and back-end digital touchpoints.

The cosmetics company's e-commerce division is recognized as a pioneer in digital commerce, one of the few companies to achieve a \$1-billion online business on a global basis using custom-built technology.



OUTCOMES

\$1 billion
annual online revenue

20%-30%
annual growth for online division

1,480
e-commerce and m-commerce sites

39 countries



Fighting Fraud in Real Time

AI-driven verification helps a global bank flag bad checks

The Challenge

It may feel like a Venmo world, but millions of handwritten checks are still exchanged every year. Counterfeiters cost banks millions of dollars annually. When a global bank sought a solution to reduce check fraud, we delivered an AI solution that teaches itself to identify counterfeit checks in near real time.

Our Approach

Our objective is twofold: to spot fraudulent checks in real time, and to decrease the number of checks requiring manual review. The solution we created uses Tensorflow, Google's open source platform for machine learning, to parse a historical database of checks and compare deposited checks against it. The solution automates signature and image analysis, relying on comparative algorithms to establish what is normative for good checks and what factors fall outside those norms. We taught the neural network rules; now it teaches itself.

In 70 milliseconds, the solution delivers a confidence score the bank can use to determine whether to make funds available to depositors. During tests on a historical portfolio, our model reduced fraudulent transactions by 50%. It processes 20 million checks daily and 1,200 checks per second.



OUTCOMES

\$20 million
forecast in annual savings

50%
reduction in fraudulent transactions

1,200
checks processed per second



Smart Manufacturing, Stronger Bottom Line

A manufacturer uses a “greenfield” opportunity to transform to Industry 4.0

The Challenge

Manufacturing’s transition to digital is so compelling it’s been given its own name: Industry 4.0. For a global tool manufacturer, re-envisioning its operations for the next wave was no small feat. It runs more than 100 factories. Few assets were instrumented with IoT sensors. Our client knew it had a “greenfield” opportunity to transition cleanly to digital. Its objective is to create significant new business value over the next five years.

Our Approach

We developed an integrated, cloud-based platform to enable the manufacturer to gather, analyze and share information from factories. After inventorying equipment and production machinery to gauge readiness for instrumenting with sensors, we retrofitted the equipment with state-of-the-art wireless IoT sensors. The sensors allow for monitoring efficiency, uptime, yield, and productivity measures. We designed and deployed an IoT platform – an “operational nerve center” – and implemented it at four plants in less than 12 weeks.

We rolled out the solutions globally, establishing secure enterprise-wide connectivity without disrupting the business. Metrics are now embedded in manufacturing processes, providing managers details on asset availability, run-time, configuration and scheduling.

OUTCOMES

\$100 million
cost-savings and profitability
forecast over five years

12 weeks
to move 4 plants to an
IoT platform

100+
factories instrumented with
IoT sensors



An App for Dairy Farmers

How do 19,000 owners work together to run one company?

The Challenge

Quality is a key market differentiator for Royal FrieslandCampina, a multinational dairy cooperative based in the Netherlands. To ensure better communication among the 19,000 farmers who own and operate the cooperative – and produce the milk used in products – FrieslandCampina sought a way for everyone to share accurate, up-to-date information on milk production.

Our Approach

We created an omnichannel strategy for FrieslandCampina’s communication. One of the first projects to go live was a milk app. To design a digital app that fits farmers’ needs, we studied their daily routines for milk production. We involved farmers early in the design process. Through interviews, sketch sessions and prototypes, our teams learned how the app could be relevant for farmers’ daily work. Within the first year, 5,000 farmers in the Netherlands, Belgium and Germany downloaded the app.



OUTCOMES

7 critical dairy tasks managed on the apps

4 months earlier annual planning by farmers

6 hours, 120 days monitoring time needed annually for cows out in the meadow

5,000 downloads by farmers in the first year

Read our interview with Yvette van de Meerakker, cooperative office & communication manager at FrieslandCampina.



On the Front Lines of the Opioid Crisis

AI helps caregivers identify patients at risk for addiction — and combats an American epidemic

The Challenge

Opioid dependency devastates patients and their families. We partnered with a healthcare services provider to help determine the factors that lead to addiction.

Our Approach

Our AI-driven solution identifies behaviors of at-risk patients and alerts caregivers in real-time to potentially contributing behaviors. Developed in three months, the solution uses text analytics and an advanced machine-learning algorithm to mine caregivers' notes in the electronic medical records (EMR) system for patient behaviors and symptoms that correlate with addiction to painkillers.

When the solution spots a pattern of at-risk behavior, it issues pop-up alerts during patient visits so physicians can take corrective actions, interceding with patients in real time. In addition, our solution learns continuously from its own results to verify the accuracy of its models and improve searches. By addressing addiction through data, the provider hopes to make a difference to patients and their families.



OUTCOMES

85,000 patients identified as at-risk

\$60 million in potential medical cost savings

Improved patient and health outcomes



From Ingenious Idea to Disruptive Business in 90 Days

Online boiler business BOXT heats up a traditional marketplace

The Challenge

Start-up BOXT wanted to revolutionize the purchase of home heating systems in the UK. Instead of a process requiring two weeks from initial contact to installation, BOXT spotted a market opportunity to let customers take control by linking them directly to heating professionals. Getting the new business to market fast was critical.

Our Approach

We built a digital platform that distills the laborious two-week process of arranging a new boiler into a 20-minute interaction on a mobile phone. Our team mapped the boiler service journey from multiple points of view – customer, installer, back office and supplier – to discover the key pain points and opportunities for efficiency.

The platform launched in just 90 days. Post-launch we built an installer app that allows Gas Safe-accredited installers to manage availability, complete forms, submit photos and manage payments.

Our team also developed the visual language, branding and communications to give BOXT's online business its compelling look and personality, including a playful boiler character that livens up a historically dull subject.

OUTCOMES

28,000+
unique visitors

500x
faster boiler installations
than traditional competitors

1 million
page views

10/10 rating
by customers on TrustPilot

Best New Brand
2018 UK Marketing
Society Award



Helping an Online Marketplace Become a \$3-Billion Empire

By integrating into the company's culture, our team plays a key role in process refinement and strategy development

The Challenge

As an e-commerce marketplace was fast gaining subscribers, it knew that cutting-edge mobile development and quality assurance (QA) were mission critical factors for its growing business. So were business intelligence and around-the-clock operations. It sought a partner to integrate multiple development teams into its engineering organization to help deliver top-notch digital experiences that keep customers coming back.

Our Approach

Our team's expertise and support played a key role in the company's mobile development, enabling its ongoing adaptation and its shift from web-centered to predominantly mobile. Our initiatives include the smooth application software releases that have made the retailer stand out and earned it high praise. Automated QA helped the retailer meet aggressive quarterly financial objectives as a publicly traded company.

Cognizant Softvision worked to revamp project management processes and accelerate the company's release cycle from five weeks to three. Our agile delivery teams provide expert talent in design and UX, mobile, QA automation and analytics. We are fully integrated into the client's culture, actively contributing to process refinement, strategy development and continual improvement.

OUTCOMES

Best retail app
in the App Store

5
years of collaboration

Every 2 weeks
store updates



Making the Most of “Near Me” Searches

A search engine reaches out to become the local call directory

The Challenge

It’s a critical micro-moment for any retailer: A shopper nearby needs your product or service – but may not know you’re out there. “Near me” online searches put stores and services providers on the map, so to speak. The queries represent a huge market in the tap-and-swipe era. To establish itself at the heart of “near me” inquiries, a top search engine sought an omnichannel campaign to become the local call directory for “near me” searches in India.

Our Approach

We began by identifying key use cases based on keyword volume and trend analysis. For a 2-month campaign, we worked with five agencies and provided end-to-end management for creative, digital, social and media. In addition, we built 26 digital-first creatives.

The campaign provided brand exposure to the search engine’s top 12 clients, creating 150 million digital impressions and bringing in two million daily active users, far exceeding its target of 1.5 million. It also doubled the amount of social engagement on Facebook and Twitter.

The campaign was amplified through below-the-line promotions using stickers in 200,000 storefronts in 20 cities to remind consumers to look up telephone numbers and make calls directly from the search engine.



OUTCOMES

2 million
more daily active users

150 million
digital impressions for
top 12 clients

2x
social engagement on
Facebook and Twitter



Bottoms-Up Approach to Brand Renewal

A spirits maker creates a new beverage experience for millennials

The Challenge

A multinational alcoholic beverages company that enjoys great success among mature consumers sought to extend its brand relevance with millennials. Its goal was to better understand the group's preferences and desires regarding alcohol and alcohol-related brands.

Our Approach

Our team of anthropologists and design researchers observed participants at bars and clubs, effectively immersing ourselves in millennial drinking culture and conducting informal interviews. We also included millennials in the design process for two dozen beverage prototype concepts based on experience drivers and preferences that set them apart from older audiences. Through a short documentary film, we shared the experiences and drivers with our client as well as possible use cases. In addition, we devised a digital platform strategy featuring new branding ideas and directions.

As a result of our work, the company introduced new products in major markets and devised an award-winning series of pop-up and social media campaigns for its top brands. The project delivered 14% net sales growth in the first year, helping to position the company as the fastest growing drinks brand in Britain.

OUTCOMES

14% growth
in net sales in the first year

8.7% increase
in value sales for a liquor brand in the second year

Shorty Award
top-performing social media brands in spirits (tequila category)

Creating Experiences





Improving on Almost Perfect Service

A utility company looks to its mobile app to make great service even better

The Challenge

With near-perfect service reliability scores and a reputation as one of the world's most admired companies, a major utility was always striving to do more.

Our Approach

It targeted better digital engagement with customers – and a mobile app to put more power in customers' hands.

Our team built and launched an easy-to-use app that lets customers access their accounts, pay bills and make service requests. It's a modern, intuitive digital experience. Customers can also sign up for paperless billing, ensuring immediate cost savings for the client. Analytics track and analyze customer engagement.

The utility's customers are enthusiastically downloading the app and logging in at high rates. We're now partnering with the company on phase two: building advanced features, defining the utility's mobile vision for the future, and, as always, keeping an eye on customer experience.



OUTCOMES

90% increase
in customer satisfaction

82% increase
in new users daily

200,000
app downloads

5 star rating
on Apple Store



AI Helps an Insurer Offer Comfort During Times of Stress

A specialized AI application ensures customers who call to report losses find empathy and efficiency

The Challenge

Reporting losses can be an emotional call for policy holders initiating a claim. Property has been damaged, valuables lost. To better serve its customers, a global insurer sought a way to offer greater comfort and better service during claims calls. Its goal: ensuring that the issue is resolved to the customer's satisfaction while minimizing the risk of litigation, detecting potential fraud and controlling costs.

The challenge was significant: Not only were call-handling times high, but call-center software was unable to transcribe and analyze the calls. Only 40 of 8,000 calls per month were reviewed.

Our Approach

Our team created a specialized AI application to improve CX during claims calls and to boost call center accuracy. We leveraged the insurer's use of IBM's Idea Watson to analyze customer sentiment. With the new analytics we created, customer service representatives (CSRs) can better gauge callers' emotions and respond with empathy as well as relevant questions and information. We also taught Watson how to recognize call steps and created a dashboard that lets CSRs monitor call progress. Equally important, the checklist informs a new dashboard for supervisors that lets them monitor all 8,000 calls each month and view CSR performance scores.

OUTCOMES

85% accuracy in call dialogue

35% reduction in supervisors' review time

20x increase in number of calls reviewed



Grammarly Becomes a Viral Sensation

With 100 million views, an app repositions its brand

The Challenge

Grammarly's AI-powered writing assistant helps 20 million people around the world improve their communication every day. While already a popular digital brand, Grammarly wished to amplify its reputation by fostering better life habits and outcomes. The company sought a strategic partner to develop a data-driven video campaign highlighting Grammarly's mission to help everyone feel confident in their ability to be understood in any situation.

Our Approach

With an eye toward performance and brand-building, we created the Write the Future campaign. The video series taps into universal frustrations about writing and connects the dots between better communication and achieving goals. The videos range from 30 to 90 seconds, and each one features authentic personae inspired by people who use Grammarly's writing assistant.

The campaign's humor and relatability struck a chord. The videos quickly went viral. On YouTube 36 million viewers tuned in to a **best man struggling over a wedding toast**, and 98 million watched the journey of a **term-paper-writing student**. Against a targeted audience, the campaign converted an astonishing 1% of viewers. Videos from the campaign also ran on TV, Facebook, Instagram, and Twitter, spawning additional iterations, including a series of ads featuring real Grammarly users.

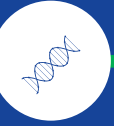
OUTCOMES

100 million
views collectively

0.20%–0.30%
click-through rate

#1
on Ad Age's *Viral Video Chart*

**Best Advertiser
in Video**
2019 Digiday *Video Awards*



Easing Employees Through Transformation

A communication strategy and campaign guide workers through a major IT initiative

The Challenge

Workplace change can be hard for employees. As a medical device company underwent a major IT transformation, its employees faced shifts all around them. Restructuring of the workforce. Retiring of familiar systems. To ensure the IT transformation's success, the company sought a continuous communication strategy to spread organizational awareness and encourage adoption.

Our Approach

Keeping in mind the sensitive nature of the transition, our team created an employee-centric communication strategy and framework. The goal was to promote the IT transformation through digital marketing activities at each stage of the communication lifecycle. Each week, the campaign published a schedule of well-crafted communications to educate and inform employees of the initiative's intent, benefits and stages. Using the branding consistently to build familiarity, the transformation campaign unit became the face of the IT transition.



OUTCOMES

From -53% to +25%
improvement in NPS

800
video views in a period of a few weeks

63.39%
open rate



Smarter Decisions for Sales Reps

AI leads the way to accelerating product sales at key accounts

The Challenge

Sales reps make a host of decisions every day: They prioritize the accounts most worth their time and then identify the best mix of products and promotions to offer the influencers at each account. When a pharmaceuticals company found its sales reps' decision-making abilities hampered by slow, costly spreadsheet-based processes, it sought a better way to map sales opportunities and strategies.

Our Approach

Cognizant AI Data Modernization Platform helps the company's reps cut through the clutter with the right information for the right accounts. We developed a system that aggregates data from 20 internal and external sources and readies it for use. By using prebuilt analytics tailored for the industry, we cut deployment time for this AI platform by one third.

Now, AI-driven reports include early indicators of concern, such as falling or stagnating sales of a particular product within an otherwise well-performing account. Reps can take preemptive action to prevent further drops in sales. For the first time, the company has a single source for its financial and marketing data.

OUTCOMES

20
data sources aggregated by the system

35%
shorter time to produce sales reports

\$450,000
annual savings in providing data to sales reps

33%
reduction in implementation time using prebuilt analytics



A Luxury CX for MG Motor

An interactive platform conveys brand distinction — and puts buyers in the driver’s seat

The Challenge

For the launch of its first luxury SUV in India, iconic automaker MG Motor sought an online experience that was as comfortable and elegant as the new vehicles themselves. The automaker envisions the MG HECTOR brand becoming a distinctive international leader. To bring that vision to life, the company wanted a next-gen integrated platform that could deliver a differentiated, consistent luxury experience.

Our Approach

Our team created a *brand website* and 50 dealer websites that convey the high-end look and feel of the new SUV, which is India’s first connected car and features Internet access. The interactive platform uses Adobe Marketing Cloud to align with MG Motor’s business plan and brand strategy for a consistent experience across all digital touchpoints.

To deliver personalized, real-time offerings to customers, the end-to-end solution integrates with Adobe Customer Solutions for campaigns, web-based personalization through Adobe Target, and analytics-driven insights through Adobe Analytics. The platform enables the company to perform customer segmentation, targeting, hyper-personalized campaigns, and lead scoring. Strong results were seen in the first six months.



OUTCOMES

95x
increase in site traffic

2 million
unique monthly visitors, up from 20,000

30%
increase in average time spent

Watch the video: MG Hector | #ItsAHumanThing

“As a brand...we are determined to create a customer experience outside the car that matches the deeply personal experience inside and while driving the car. We are pleased to partner with a digital technology leader like Cognizant to help us achieve this vision.”

— Gaurav Gupta, Chief Commercial Officer, MG Motor India



Many Channels, One Experience

Smooth connections get a telecom company closer to its customers

The Challenge

For a large Australian company, communications is the heart of its business: It builds and operates telecommunications networks, and markets voice, mobile and internet services. Yet its ability to communicate with customers was falling short. Its interactive voice response (IVR) system had no omnichannel authentication, delivering a bumpy experience for customers of its consumer and small business units. A redesign of its IVR would give the company the seamless CX it sought.

Our Approach

Our team performed detailed cross-functional diagnostics to better understand the problem. Through customer interviews, technical design workshops and in-store visits, we defined customer personas and future journeys to create IVR authentication that would be smooth and convenient for customers. We also defined a future architecture and an implementation roadmap. We evaluated multiple biometric solutions and recommended future solutions.

OUTCOMES

27%
reduction in average
IVR time

30%
reduction in average time
spent resolving query
through mobile app



National Life Stays True to its Corporate Mission

Digital experience help bring the insurer's values to life

The Challenge

With a history that dates back 170 years, National Life Group thrives by staying true to its cause: do good, be good, make good. It sought seamless, convenient experiences for customers and employees as an extension of that mission.

Our Approach

National Life is one of the fastest-growing life insurance companies in the US. Our team partnered with the company to better understand its competitive landscape, define its customer habits, and create a multi-year roadmap for transforming the business's digital strategy. As initial steps, we collaborated on the development of a private customer portal and new native mobile app.

The tools enable policyholders, sales agents and employees to securely check account balances, make payments and conduct other transactions online or through mobile devices. Through our strategic partnership, a dedicated team of Cognizant and National Life experts continue to build out and refine the tools.

OUTCOMES

260%

increase in monthly self-service transactions

117%

increase in monthly customer visits

"Our experience working with Cognizant has demonstrated a journey of opportunity and success. For 170 years, our cause has been to bring peace of mind to everyone we touch and to keep our promises. We know that 21st century customers expect convenience. That's what we've introduced, and it's a perfect fit with our values to do good, be good and make good."

— Mehran Assadi, Chairman, CEO and President, National Life

Cognizant
Digital Business



Creating a Buzz on Social Media

With a targeted strategy, a new line of mobile phones takes the market by storm

The Challenge

Breaking out in a crowded market takes highly differentiated customer engagement. For a new series of mobile phones in India, a global device manufacturer knew its social media strategy needed to be innovative and targeted.

Our Approach

Our team created a content, channels and communications strategy. The end-to-end social media strategy included the launch of a community forum for customers and awareness for employees as well as the design of engaging content. For the campaign, we developed teasers, launch countdowns, giveaways and in-depth articles. Our team also created attention-grabbing videos and online contests as well as microsites and website banners.

OUTCOMES

27%
increase in fan base in the first month

15%
increase in customer engagement

40,000
new likes

200%
increase in organic reach

6
social media events/contests



Shipping Company Finds a Global Voice

Using the power of social media to influence perceptions and behaviors

The Challenge

With shipping responsible for 90% of global trade, our client had a clear ambition: To be a recognized trade champion, and to spread understanding of the social and economic value of enabling trade. The shipping conglomerate sought to be a prominent voice in the online dialog around global trade — and use the platform to influence policymakers for real-world results.

Our Approach

We nurtured strategic relationships online that opened real-world partnerships. Our analysis revealed the company was creating social content to serve an audience of shipping enthusiasts who couldn't help the company realize its strategic ambitions. Through social listening we discovered its target audience's interests — and where they overlap with its priority messaging. Starting with discrete campaigns, we began to build a database of key external influencers.

We focused activity around global events. Deploying teams of producers, designers and editors live on the ground, we produced reactive content, tailored to appeal to our target list of influencers. From content on the role of inclusive trade to grow economies, we forged relationships with policymakers, leading to a partnership with the International Trade Centre and its SheTrades initiative connecting one million women entrepreneurs to market by 2020.

OUTCOMES

300%
increase in target audience engagement

2,000
brand-specific influencers identified

41%
engagement by influencers

73%
average growth across all social channels

Getting More Efficient





Ready When Disaster Strikes

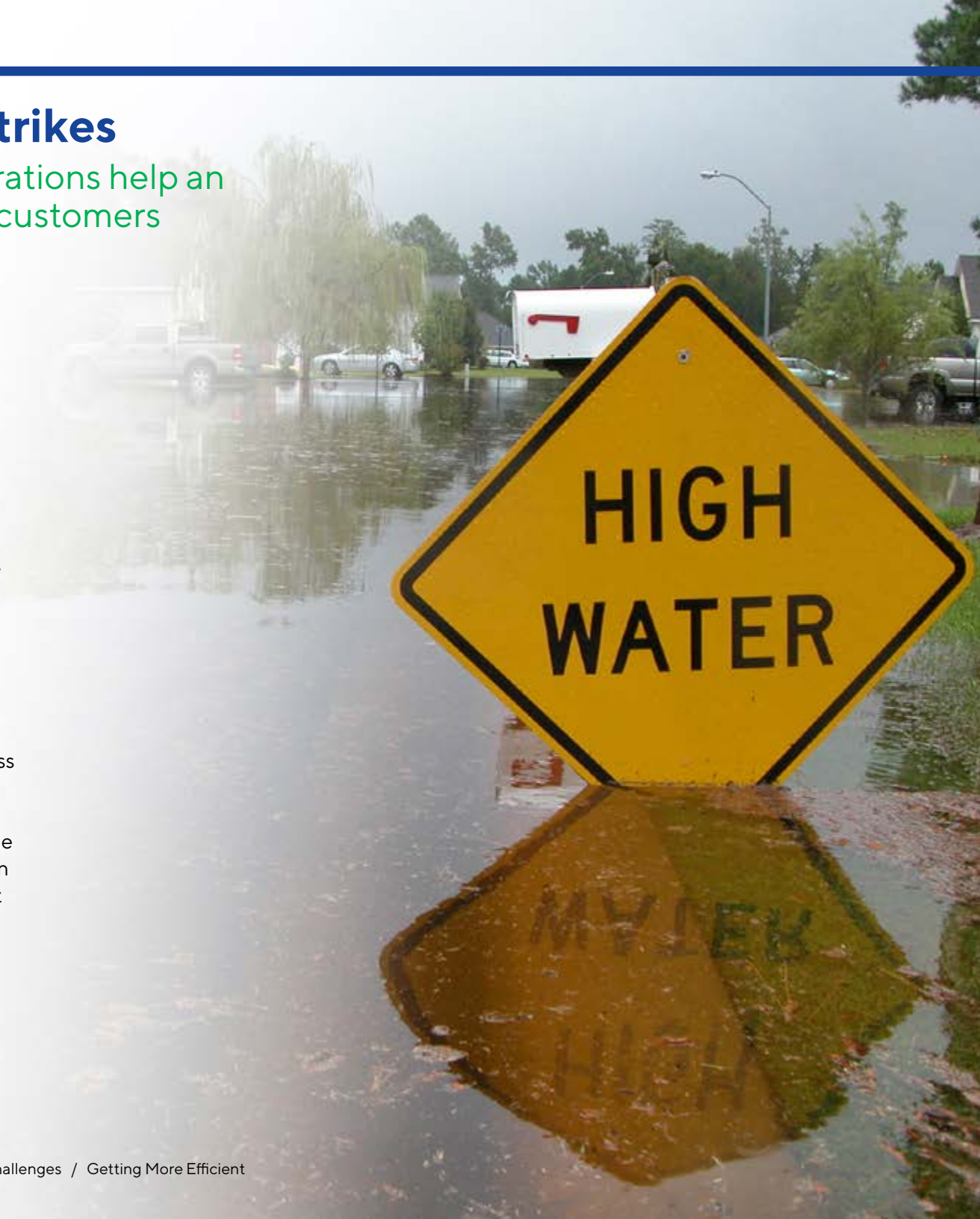
Automated claims response operations help an insurance carrier better serve its customers

The Challenge

In times of natural disasters, insurance companies help customers recover from great loss. Yet when a major U.S. insurance carrier examined its catastrophe claims response, it saw that the largely manual process was negatively impacting customer experience as well as its operations. Disparate teams managed processes and operations. Customer satisfaction was low. The company lacked a consolidated visual view of its catastrophe response.

Our Approach

We launched the project with a five-day workshop for the carrier's team members. Tapping design thinking principles, our team developed a storyboard-style process map to track the customer journey. Next, the carrier implemented Cognizant Interactive Exposure Map™, which combines business intelligence and precise Google Maps-driven geocoding, leveraging an extensive location database and integrated weather-related data to predict catastrophic events. We helped the insurer implement workload balancing, adjuster deployment and route optimization. Because catastrophic events are seasonal, the solution-as-a-service option benefits the carrier by allowing it to scale services and costs as needed.



OUTCOMES

30%
more efficient claims processing

\$300,000
reduction in annual operations costs

Improved
customer satisfaction and field adjuster utilization



West Corp. Connects Faster Than Ever with Customers

A move to the cloud transforms product development and delivers efficiencies

The Challenge

West Corp. builds the software that powers familiar services such as 911 calling and video conferencing. With 200 applications crowding onto different platforms and languages, maintenance was costly. Deploying new code meant six- to 12-month delays. The answer? A single cloud-native platform to ensure scalable, stable delivery across geographies.

Our Approach

West Corp. chose Pivotal Cloud Foundry, a platform for developing and running software to promote global interoperability and workflows. On Pivotal's recommendation, West Corp. turned to our team to speed the application migration and modernization, and to integrate PCF with multiple cloud providers so West Corp. could choose the best mix of price, performance and features.

Sixty Pivotal specialists from our team worked alongside West Corp. We identified interdependencies and assessed which applications could be most easily migrated. By creating applications from reusable microservices, our team enabled West Corp. to bring products to market faster and more cost effectively. The architecture lets West Corp.'s applications tap into a repository of customer data that dynamically updates in the cloud and decreases data infrastructure costs.

OUTCOMES

1,300x
faster software releases

\$20 million
projected maintenance cost savings a year

On-demand
deployment of changes to virtual machines

"This platform re-engineering work, tightly tied to our transformation and modernization efforts, is critical to improving product development efficiency, time-to-market and ever-better quality in our voice and data services."

— Thomas Squeo, Chief Technology Officer,
West Corporation



Keeping Food Fresh

An IoT platform and algorithms help a retail chain strengthen grocery sales

The Challenge

Food waste costs a large retail chain \$2 billion annually. Alarms triggered by the refrigeration system's controllers take five to six hours to reach the operations team. The resulting spoilage accounts for 15% of the chain's loss, or \$300 million. Because the retailer's vendors no longer support the legacy controllers, changing alarm and logging parameters is nearly impossible. The retailer needed a strategy to address food waste — and end the financial loss for its otherwise strong grocery sales.

Our Approach

We recommended a device that interacts directly with the refrigeration equipment controllers to periodically retrieve sensor information. Our team designed an enterprise-level platform that uses Internet of Things (IoT) technology to monitor and predict alarms and failures at the retailer's U.S. stores based on data from the controllers.

With the new solution, the retailer collects data from meters, fleets, and energy sources that it can use to create algorithms that predict system issues and limit food spoilage. The platform also monitors energy use and optimizes the supply chain.

OUTCOMES

\$18M
savings projected

From 36 to 4 hours
reduced lead time to generate an automated work-order

87%
field service work orders automated



Unified IT and Plant Operations

A global manufacturer gets real-time visibility into factory workflow

The Challenge

Data lies at the heart of successful manufacturing. Yet a global industrial conglomerate was running 20 standalone applications that didn't communicate with each other – or the company's ERP software. Like many manufacturers, it lacked IT and enterprise integration, preventing real-time visibility into the supply chain or factory workflow. To get at its organization's data and avoid a costly, risky multiyear migration, the company sought an agile, responsive approach.

Our Approach

We brought digital integration to the client's dispersed factory floors through Cognizant OnePlant, our blueprint for implementing a transformative manufacturing execution system (MES). We accelerated the company's ERP deployment and new manufacturing plant acquisitions into a matter of months.

With its factory floor now integrated with IT systems, the company has access to real-time data and valuable analytics. It's able to map common event and service models, predict production pain points, adapt to evolving customer needs, and solve problems in real time. The new digital platform harmonizes plant and operations processes and improves operational agility.

OUTCOMES

75%
reduction in
implementation time

800
manufacturing unit
systems analyzed

Accelerated
new manufacturing plant
acquisitions



Checking in to a Better Flight Experience

An airline streamlines its on-ramp activities for agents and passengers

The Challenge

Hard-to-use applications slowed a global airline’s employees — and its passengers. On-ramp activities such as baggage loading and fueling were taking longer than necessary. So were customer-facing activities like check-in. Because the airline relied on multiple applications for everyday tasks, the resulting confusion among agents often resulted in delays and frustration for passengers.

Our Approach

The airline sought to identify areas in which application consolidation and smooth workflow could lower costs while improving efficiency and customer experience. Through on-site research at 15 airports, we helped the airline prioritize a list of applications and processes to consolidate and improve. We developed prototypes of several applications as minimally viable products using an iterative process that incorporated feedback from product managers at every step. Our team also recommended an increased emphasis on change management, including training.

Our program delivered a clear roadmap of the improvements to the applications and processes that will deliver the greatest benefits at the least cost, maximizing the ROI of each.

OUTCOMES

25%
faster gate agent processing of domestic flights

\$1 million
annual savings in airport baggage transfer costs

20%
faster ramp preparation of flights for departure



Tapping the Power of Information

A real-time view of operations improves global service and quality for a medical device company

The Challenge

For a medical device maker, the global marketplace had become complicated. The siloed systems it used to track service and quality made it difficult to get the information needed for everything from cost reduction and customer satisfaction to regulatory compliance. The company's objective? A single solution with standardized processes across a dozen operating companies and geographies that also integrated with multiple platforms including ERP systems and mobile devices. A change management strategy was needed to ensure buy-in.

Our Approach

To replace 22 systems in 60 countries, we deployed Cognizant MedVantage, our service and complaint management solution. Agile delivery processes enabled us to deliver and globally implement a minimum viable product in eight months. We also worked closely with stakeholders to host worldwide education and training. User adoption topped 90%.

As a result of the end-to-end processes we designed for customer complaints and regulatory reporting, the device maker now has unified call-intake processes and real-time visibility into global service and quality operations. It's able to solve problems more quickly and maintain better compliance.

OUTCOMES

40%
faster customer complaint resolution

30%
expected improvement in field service personnel productivity

\$3 million
approximate annual savings



Smarter Decisions, Faster Food

Hyper-local data helps franchisees keep the line moving one drive-through window at a time

The Challenge

Quick, reliable comfort food is the hallmark of a U.S.-based fast food giant. The company's data was another story: An on-premise legacy data warehouse was slow and inconvenient. It fell short of the up-to-the-minute sales and performance data that leadership and franchisees need. The restaurant chain sought to retire its legacy architecture and find a new approach to make better informed and more competitive decisions.

Our Approach

We partnered with the company to shift it from IT-driven business intelligence to analytics-driven insights. We migrated the data to our AI Data Modernization Platform, a cloud-based platform. Our team used agile development practices to produce deliverables in two-week sprints.

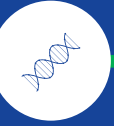
With its transition to cloud, the company now taps into a world of real-time data reports and dashboards. The company's president and finance team use the information to resolve operational challenges. Marketing tracks promotional efforts. Franchisees gain a window into their operations: Daily business views account for local sports and entertainment events so managers can better plan for inventory and staffing, and current weather feeds enable up-to-the-minute decisions. A real-time data feed at each outlet's drive-through window identifies bottlenecks, leading to faster order times and a better CX.

OUTCOMES

10%
reduction in customer's average order time

4,000
stores with real-time access to data warehouse

Up-to-the-minute
sales insights and performance metrics



New Life for 150 Terabytes of Data

Applying AI to open up access to insights and generate business value

The Challenge

Over its 100 years, a global life sciences company has accumulated a vast repository of health data totaling 150 terabytes. From this data, the company is able to address questions and concerns, respond to legal inquiries and incorporate the data in ongoing research. But its legacy mainframe environment was expensive to maintain and access to the data was slow. The company needed smart open access to its data.

Our Approach

Examining the company's IT architecture, we developed use cases to support its vision and then designed and managed the successful migration of all its data. Our solution is based on Amazon Web Services (AWS) and the Cognizant AI Data Modernization Method reference model.

The cloud-enabled architecture is a highly responsive data ecosystem. With it, the company can leverage AI and advanced analytics to source, transform and consume data. It provides the flexible data structure, tools and accelerators the company needs to generate maximum business value.

The new repository reduces the IT department's reliance on an internal team and the once exhaustive process to produce custom reports.

OUTCOMES

50%
improvement in data access and retrieval speeds

95%
reduction in external mainframe data-hosting costs

\$3.6 million
annual savings

Fast, open
access to analytics and insights



All Together Now

A global manufacturer's new system lets it make any product at any of its plants around the world

The Challenge

Most manufacturers make one type of thing, and they make it well. When you're a Fortune 500 manufacturer, chances are you make many types of things — and you have to make them all well. A global giant with six divisions and 800 plants discovered that its plants' disparate systems prevented an SAP upgrade that would let it continue to meet that goal. When it searched for a single advanced system, it was shocked to find one didn't exist.

Our Approach

We offered a daring alternative: why not build a custom manufacturing execution system (MES) from scratch? Our team applied its expertise — from consulting, blueprinting, and design to development, deployment and business processes — to create the architecture needed to harmonize operations and enhance real-time visibility across plants. The custom MES is unique in its geographical reach and operational scope. It's being rolled out across two business divisions, with the ultimate goal being a global rollout across all operations.

The uniform MES across multiple sites lets the company assign any updated plants to produce any of its product lines — flexibility that was unthinkable before the project.

OUTCOMES

After full deployment:

60,000
products ready for
global rollout

80%
reduction in support costs

Global visibility
of shop floors in real time



Smart Spaces for a Smart Footprint

A financial institution optimizes facilities and energy use for reduced cost and environmental impact

The Challenge

With flexible work arrangements becoming the norm, a US-based global financial institution sought a better way to allocate office space for its highly mobile professionals. It wanted to explore innovative options such as employee “hoteling” and smart space allocation.

Our Approach

Our objective was to help the company shed \$3 billion in facilities and energy costs over three years. Working across 530 locations was no small task. The platform we created lets the firm update space allocation in real time as people’s plans change. It monitors employees’ space usage and work habits and optimizes energy use based on occupancy and need. With the Cognizant OneFacility solution, the client can coordinate and track employee needs and office space inventory across its global organization.

So that the firm can improve demand forecasting and user experience, the platform captures data on space utilization and allocation. Desk locations and user devices map to specific Ethernet patch panels that allow IT to track devices and monitor utilization. Occupancy sensors and workstation usage analysis allow for greater intelligence gathering on productivity, compliance monitoring and decision-making.



OUTCOMES

\$3 billion
savings in three years

20%
reduction in number
of buildings

80%
space utilization rates in
corporate hubs, up from 65%

**Productivity
intelligence**
from employee workstation
usage



Unified Billing Unites a Growing Business

A global billing program's success makes it a model for transformation across the organization

The Challenge

After a series of successful acquisitions, a leading global satellite communications provider had expanded its customer base and portfolio of services and solutions. But the company also found itself with dozens of billing systems and processes. Operational overhead was high. Time to market for new services was slow. It identified a unified billing system as mission critical.

Our Approach

Our team built a unified, scalable billing operation across all services and geographies. The program was sweeping in its scope: Conversion of 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. We assessed and streamlined business processes to harmonize billing and create a customer-centric experience. To ensure adoption and align leadership, we applied organizational change management disciplines.

Within the organization, the program is hailed by CXO stakeholders as the model for successful transformation initiatives. In addition to improved time to market and lower costs, the new system enables faster payment collection that has increased the company's cash flow.



OUTCOMES

80% faster implementation of pricing updates

\$4 million savings in annual systems support and maintenance

50% reduction in billing errors



Training Reimagined

Virtual reality helps an insurer remake its training for claims adjusters

The Challenge

Claims adjusters are like detectives: When it comes to water and fire damages, they read for clues in puddles, cracks and scorch marks. Their role is integral to the claims process. To improve its adjuster training and lower costs, a leading U.S. insurance company turned to VR.

Our Approach

Our technologists and training experts created a solution that uses a hypotheses-driven model to pilot VR-based training. We partnered with the insurer to develop an end-to-end training experience that simulates physical environments and offers flexible scenarios and tutorials. Our process began with strategy and design and transitioned to development and testing.

Early results are impressive, with the VR pilot generating a 60% increase in recall among trainees. Upon completion of the pilot, the client will have a proven VR training vehicle, validated through user testing and ready to scale.

OUTCOMES

60%
increase in recall

30%–40%
improvement in
training efficiency

\$10–12M
savings on claim
adjustment

Speeding Time to Market





Getting to Market in Weeks Not Months

A communications company identifies customer needs — and goes to market quickly to meet them

The Challenge

Faced with increasing competition, fickle customers and commoditized services, a major communications and media company struggled to identify the relevant products and services it needed to stand out in the market.

Our Approach

We helped spot customer needs and develop innovative products to meet them. Our team conducted in-home ethnographic research, living with 20 customers in three major cities to document how they use the company's products and services. We gained insight into everything from the problems they faced troubleshooting devices to how they feel about family members' screen time. Based on our research, we helped the company match customer needs with its existing product pipeline. Our rapid prototyping model slashed the time to produce a minimum viable product for customer testing from 20 months to 20 weeks.

OUTCOMES

From 20 months to 20 weeks

reduction in time required to develop prototypes

10 concepts

identified for high-value, emerging products and services

4

market-ready prototypes delivered for most promising offerings



Building a UX Design Hub in 30 Days

A payments provider kickstarts its product development with a consolidated hub

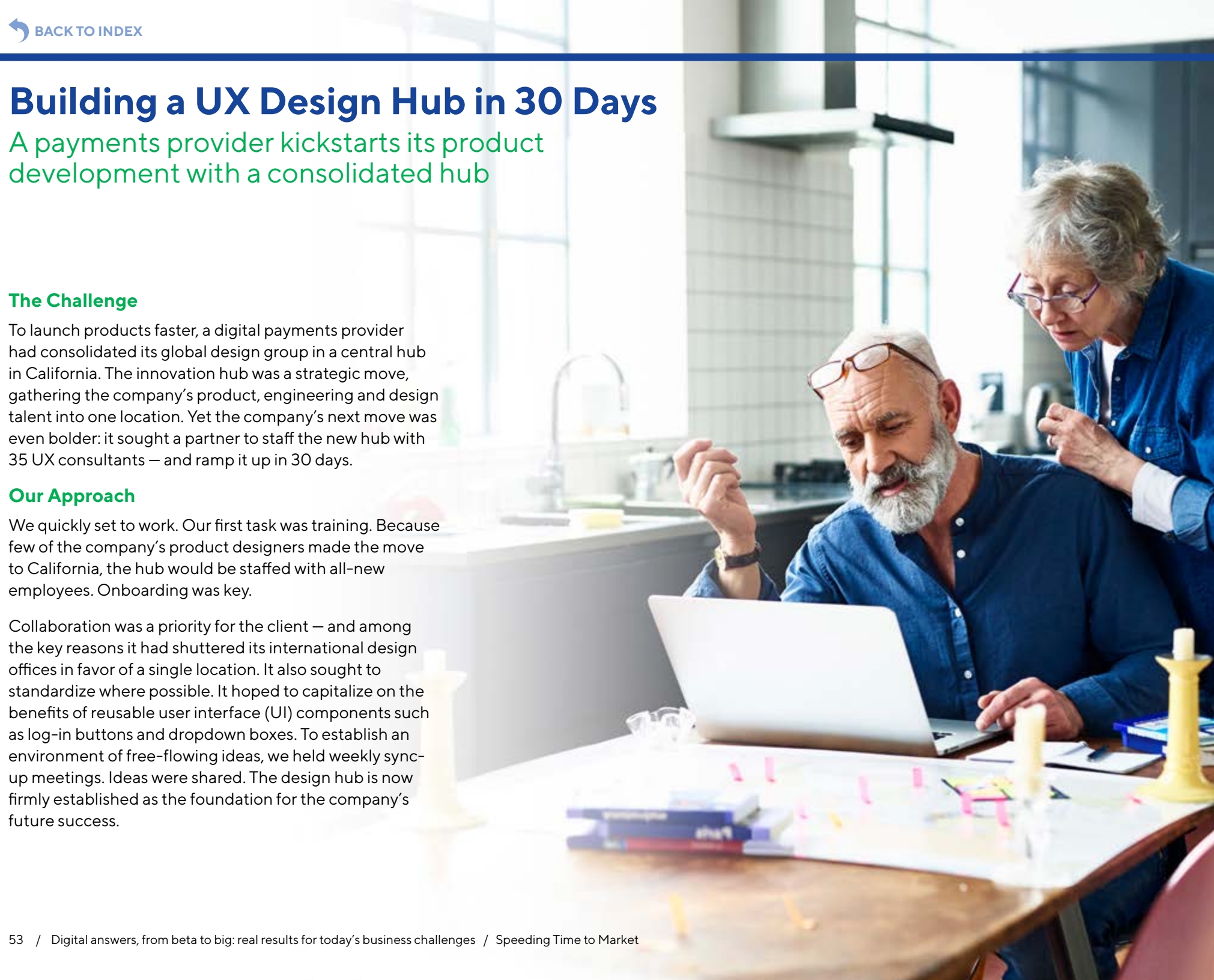
The Challenge

To launch products faster, a digital payments provider had consolidated its global design group in a central hub in California. The innovation hub was a strategic move, gathering the company's product, engineering and design talent into one location. Yet the company's next move was even bolder: it sought a partner to staff the new hub with 35 UX consultants – and ramp it up in 30 days.

Our Approach

We quickly set to work. Our first task was training. Because few of the company's product designers made the move to California, the hub would be staffed with all-new employees. Onboarding was key.

Collaboration was a priority for the client – and among the key reasons it had shuttered its international design offices in favor of a single location. It also sought to standardize where possible. It hoped to capitalize on the benefits of reusable user interface (UI) components such as log-in buttons and dropdown boxes. To establish an environment of free-flowing ideas, we held weekly sync-up meetings. Ideas were shared. The design hub is now firmly established as the foundation for the company's future success.



OUTCOMES

30 days to hire and train designers for new hub

35% faster time to market

25 product releases in 24 months



A Regional Bank Goes Digital – Fast

Remaking CX with a revolutionary modern banking platform

The Challenge

Time was of the essence for a large regional bank to revamp its online and mobile capabilities: Competitors' digital experiences had left the bank with little marketing leverage to retain and attract customers. Worse, the lack of digital options drove high call-center volumes – and costs. It needed a new way to work, fast.

Our Approach

We helped the bank build an integrated platform for web and mobile that aggregates accounts across all services. To accelerate time to market, we used a rapid development strategy in a series of three-week agile sprints. Our teams collaborated to prioritize features, with the rollout addressing the most pressing areas first.

Customers gained a sleek, modern banking experience that Javelin Mobile Banking Scorecard named to the top five in the U.S. The app includes person-to-person money transfer and mobile check deposit as well as on-demand credit score. In addition, customers can schedule calls or in-person meetings with personal bankers via online or mobile. Card holders receive real-time alerts and set spending limits. A new loyalty program offers location-specific deals based on spending habits.



OUTCOMES

3.5 million customers migrated to the new platform in 23 months

375,000 downloads in the first 25 months

250,000 opt-ins for the personal financial management program

145,000 customers enrolled in the loyalty program



Moving Quickly into Strategic New Markets

A large company gains insight into the lucrative small-business market

The Challenge

A major media and communications service provider saw an opportunity to better compete with digital platforms that were dominating the \$88-billion advertising market for small and medium businesses (SMBs). The client engaged with Cognizant to scope and design the advertising portal it envisioned.

Our Approach

Our consulting team examined the SMB target audience to determine its challenges and then created the business case, competitive analysis and GTM plan. We conducted the field study with small business owners to get insights into how and why they make advertising decisions. Together we investigated the legacy landscape and then created the product plan and target architecture.

The results? Our findings produced important insights such as owners' preference for hyper-local offers. Combined with the client's need to get in-market without significant cost, the new findings fundamentally changed the direction of the client's solution.

Working side by side with our digital product engineering team, the company launched the solution in four months — virtually unheard of for an enterprise-scale public launch.



OUTCOMES

4 months
to launch new solution



Booking Air Travel Through Social Messaging

For passengers of a European airline, ticket purchases are a text message away

The Challenge

Witnessing its customers' widespread adoption of chat apps, a European airline spotted the opportunity for a new way to serve its changing base. The airline, a leader in holiday travel, wanted to use AI and cognitive services to let passengers purchase tickets through popular instant messaging platforms Facebook Messenger and WhatsApp.

Our Approach

Our team partnered with the airline to find the points in the interaction where chat could provide real value. Simple click-based functions were added to eliminate gaps and accelerate the transaction. Just weeks after the initial concept was completed, the flight search capability was ready. Through the chatbot, customers can now request travel information and book flights by text message.

Cloud technology enables the team to make improvements based on real-time feedback and analytics. Through machine learning, the chatbot will learn from user interaction.

OUTCOMES

20% shift from call to social care

70% of conversations end with our customers saying "thank you"

50% of inbound social care volume is WhatsApp traffic

Cognizant Digital Business: Engineering the Modern Enterprise

We build digital businesses and innovate products that create new value – by using sensing, insights, software and experience to deliver on what customers demand in the digital age

Internet of Things

Connect the digital and physical worlds to **make smart**, efficient and safe products, operations and enterprises

OFFERINGS:

Connected Factories, Connected Places, Connected Vehicles, Connected Products, IOT Product Engineering Services, 5G Services

TEAMS:

5,500 experts in sensors, product engineering, industrial operations and IoT engineering

PARTNERS:

Microsoft 2019 US Partner Award for Intelligent Cloud – Internet of Things; R&D Partnership with AVEVA

LEADERS:

IoT Consulting and Systems Integration Services, IDC Marketscape

Artificial Intelligence

Leverage data, analytics and AI to drive intelligent decisions and **anticipate** where markets and customers are going next

OFFERINGS:

Data Modernization, Customer Intelligence, Operations Intelligence

TEAMS:

18,000 data and analytics experts plus 7,000 AI practitioners

PARTNERS:

50 industry/partner awards including Microsoft Data Modernization Partner of the Year 2017, 2018, 2019

LEADERS:

Recognized as a Leader by Forrester, IDC, HFS, Everest; including #2 AI Consultancy, Forrester Wave™

Digital Engineering

Design, engineer and deliver the software needed to **innovate** products and accelerate outcomes

OFFERINGS:

Software Product Engineering, Application Modernization

TEAMS:

14,000 software engineering and application development experts across 35 studios and offices globally

PARTNERS:

Pivotal Global Systems Integrator of the Year; 2018, 2019

LEADERS:

Application Modernization and Migration Services, Forrester Wave™

Interactive

Combine creativity and technology to deliver the experiences that consumers **expect** of their brands

OFFERINGS:

Content Engine, Customer Experience Transformation, Adobe Managed Experience, Omni-Channel Marketing Services, Employee Experience Transformation

TEAMS:

17,000 Interactive specialists across 53 studios and offices globally

PARTNERS:

Adobe Delivery Quality Partner of the Year U.S. and EMEA; 2018, 2019

LEADERS:

Customer Experience, Gartner



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Learn More

For more information and to view our full library of client case studies, visit www.cognizant.com/case-studies.

About Cognizant Digital Business

We help clients build digital businesses and innovate products that create new value — by using sensing, insights, software and experience to deliver on what customers demand in the digital age. Through IoT we connect the digital and physical worlds to make smart, efficient and safe products, operations and enterprises. Leveraging data, analytics and AI we drive intelligent decisions and anticipate where markets and customers are going next. Then we use those insights, combining design and software to deliver the experiences that consumers expect of their brands. Learn more about how we're engineering the modern enterprise at cognizant.com/digitalbusiness.

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).

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