



Case Study: Communications, Media & Technology

Firm's digital transformation cuts time to market by 50%

An end-to-end managed services engagement and digital marketing transformation give a software provider the valuable bandwidth it needs to execute its product roadmap.

The challenge

The software company's existing product roadmap prioritization consisted of a two-step process that required aligning business and engineering priorities between marketing teams in the US and business units in India. There was a constant need to stay on top of complex hiring and negotiation activities, to keep staff ramped up to meet project requirements and ensure availability of the right skillsets.

Balancing work priorities among different stakeholders in marketing, product lifecycle management and engineering added to the pressure—and this scenario created growing dependencies and delays.

At a glance

A leading US-based provider of business and financial management software for small businesses, accountants and individuals faced bandwidth issues in resourcing, managing different partners and executing its product roadmap. By partnering with Cognizant on a digital marketing transformation and selection and deployment of a personalization platform, the company has achieved significant benefits:

- Over a two-year period, the firm generated \$160+M annual revenue in year one and \$200+M in year two, compared to a prior baseline revenue of \$95+M
- Cut time to market (TTM) by 50%, from 8 to 10 weeks, to less than 4 weeks
- Rationalized its application portfolio, reducing infrastructure costs by 30%

Weighing multiple priorities

The product roadmap's disparate management approach slowed marketing campaigns and hindered the client's ability to access marketing intelligence to inform future decisions. Juggling myriad processes also left the firm unable to launch marketing campaigns at a more granular level, resulting in the release of more generic campaigns that lacked personalization.

The client also wanted to overcome these challenges:

- **Migrate to cloud** to facilitate more scalable and reliable data coverage for better data-driven decision-making in product roadmap efforts
- **Rationalize the application portfolio** to reduce overall infrastructure costs
- **Add skill flexibility** based on project demands without commercial impact
- **Increase marketing revenue** by executing more granular campaigns with upsell/cross-sell tactics
- **Centralize disparate smaller teams** from different partners that created more dependencies and reduced overall efficiency
- **Choose and deploy a third-party personalization and experimentation SaaS platform** to use in marketing campaigns
- **Save business leaders' time** spent prioritizing daily work of the staff-augmented team
- **Simplify the complex tech stack** (full stack, UI, core and native technologies)

The approach

Building upon our previous working relationship, the company was confident Cognizant had the flexibility to invest in and provide staff with the right skills immediately. We brought strong product engineering expertise and quickly ramped up staff, with skillsets such as data, development, digital engineering and quality assurance. We laid out a preliminary plan in an initial pilot that led to a complete product engineering and managed services hand-off.

We offloaded our client's staffing requirements immediately, taking ownership of the process from end to end. This shift allowed the company to focus on its product roadmap while we served as the thinking and development engine.

During the project, we maintained clear and consistent updates using a three-tier robust governance and communication model with the client's business and IT leadership. We held weekly delivery reviews, monthly strategic reviews and a quarterly executive connect summit.

Taking on end-to-end ownership

We participated in the company's yearly campaign planning, working with its marketing and development teams at the offshore center. Together we planned, built and released projects, maintaining end-to-end ownership. In this dual service model, we managed delivery for run the business initiatives. We also managed new capabilities development, including cleaning up capacity, adding necessary new features, implementing enhancements and optimizing data. Improvements were made to the system during the project as needed.

Choosing key technical solutions

Our client trusted us to select the best SaaS platform to help the company handle everything from planning and development to implementation and rollout of marketing campaigns. After performing the initial R&D, we determined which tool to bring in and implemented the solution.

Business outcomes

A four-year engagement resulted in several notable business outcomes, including a direct revenue impact—we helped the client generate \$160+ million annual revenue in year one and \$200+ million in year two, compared to a prior baseline revenue of \$95+ million.

Among metric- and KPI-driven SLAs, we maintained a rigorous velocity of seven story points per engineer in a two-week sprint or 224 story points per sprint.

Migrating to cloud

Migrating the client's in-house data lake to AWS Cloud, including its entire 2.5 million user base and product database, created more scalable and reliable data coverage. This approach supports better data-driven decision-making in the company's product roadmap efforts.

Speeding time to market

The enhanced platform delivers a data-driven content strategy across the learn-and-buy journey, with integrated marketing and an end-to-end customer experience. The new platform also supports upsell opportunities.

Implementing the SaaS-based digital experience platform lowers time to market by 50%, and marketers can now launch quick and easy self-service rollouts in as little as four weeks.

As part of the improved customer experience, marketers also gain enhanced desktop interactions with product landing page load times that are 50% faster.

The digital transformation delivers a number of outcomes:

- Rationalization of the application portfolio, which enabled the sunset of redundant apps and reduced overall infrastructure costs by 30%
- Architecture revamp of legacy native applications
- Integrated DevOps team to manage development and release/deployment
- Defined and implemented an effective demand management procedure

The overall engagement helps our client reduce pain points through better decision-making, which results in a positive impact on revenue.

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 185 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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