



Cognizant

# Achieving Digital Dexterity

Here's how 21 organizations worldwide are taking the right steps to become digital across business functions — and realizing real results.



# Foreword

## It's Game Time: Are You Prepared for the Opportunities and Challenges of Digitization?

We're at a turning point for businesses worldwide. With digital transformation now an imperative, decisions made this year will determine organizations' ability to execute on their digital strategies.

Execution is the name of the game — while many businesses claim to understand the importance of shifting to digital, not all have acted on their intentions. Roadblocks are being encountered at every turn, including confusion about the goals of digital, problems created by legacy technology, a lack of investment and ownership, and failing to involve the right people.

The four most important steps for driving successful digital initiatives are defining what digital means for the business, aligning it with specific business goals, setting success metrics to track progress, and deciding which KPIs to modify

to ensure progress across the enterprise. Whereas scale and competence were once the prime movers for leading businesses, success today depends on the ability to quickly innovate with next-gen technologies and new business models. With the opportunities possible with artificial intelligence, machine learning and the Internet of Things, organizations are moving at breakneck speed to keep up with the pace of innovation and change, and they're adopting cloud to gain operational efficiencies and reduce costs.

As you review the 21 user stories that follow, you'll discover how Oracle and Cognizant have closely collaborated to tie in every aspect — your data, your customers, your workforce and your ideas — so you can drive valuable and sustainable change across your organization. We've enabled enterprises worldwide to make great strides in the digital race by understanding the patterns

driving their digital needs. We hope you'll find this compilation an effective guide to resolving the complexities you may encounter in your journey to digital dexterity.



**Rajesh Balaji**

Senior Vice President, Enterprise Application Services, Cognizant

*“When digital transformation is done right, it’s like a caterpillar turning into a butterfly, but when done wrong, all you have is a really fast caterpillar.”*

— George Westerman,  
Principal Research Scientist with the MIT  
Sloan Initiative on the Digital Economy

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# Human Capital Management







# By Unifying Itself in the Cloud, a Large Insurer Can Focus on the Health of its Members

## The Challenge

A large health insurer was struggling to operate as a fully integrated organization. While it was officially merged with its subsidiaries and affiliates, key corporate systems like finance, HR and supply chain all ran on different and often highly customized on-premise platforms, with different sources of data. Procurement and invoicing was done in one system, while account reconciliation, book balancing and budgeting was done in on another.

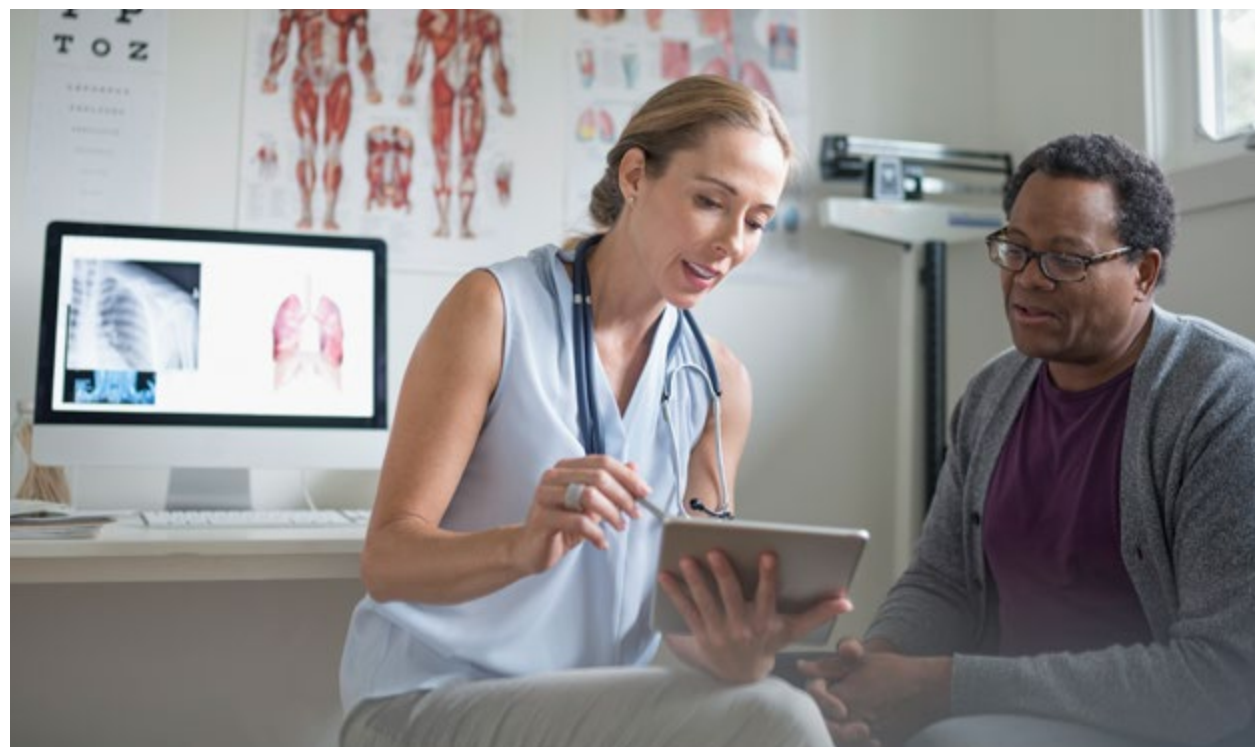
There was also no easy way to get reports and analytics or a 360-degree view of employees. Additionally, the company's core finance system — an early version of PeopleSoft — badly needed an upgrade.

## The Solution

As a long-time partner of the insurer, we devised a plan to migrate 16 PeopleSoft applications onto 21 Oracle SaaS Cloud modules — one of the first full-suite Oracle Cloud migrations in the healthcare payer space.

The implementation covered Oracle HCM Cloud, Oracle Taleo Cloud, Oracle ERP Cloud, Oracle Cloud for procurement functions, Oracle EPM Cloud and Oracle PaaS Cloud, including OACS Essbase.

After an 11-month migration, the insurer's financial processes are now increasingly



automated and efficient, with all entities moving to a common financial platform and adopting industry best practices for expense approval, procurement and budgeting. In HR, everything from compensation cycles to goal-setting is becoming standardized.

The company now has a unified reporting platform, with the ability to drill down into operational details. The business has also replaced its disjointed workflows with seamless,

end- to-end processes — from requisition to journal entry, for example.

Future plans include automated invoice processing and use of optical character recognition technology. Our shared goal is to reduce manual processing by 60% or more, generating more savings and speeding vendor payments. The insurer hopes to leverage its cloud cost savings and efficiencies to improve the health of its 3.1 million members.

## RESULTS

**\$700,000** in annual business savings.

**30% to 35%** annual reduction in IT-related savings.

**Upgraded** the overall user experience, including mobile capabilities.

**One-day reduction** in monthly close cycle.

*“This big-bang approach in implementation and in such a short time is exceptional, and very few companies would be willing to take the risk. With Cognizant’s Oracle Team, we were confident that this is achievable.”*

— Director, HRIS & Finance Systems



# U.S. Conglomerate Relies on HR Cloud to Complete Successful Divestiture

## The Challenge

When a U.S. multinational conglomerate spun off two divisions into independent publicly-traded companies, each entity needed a separate implementation of Oracle HCM Cloud, aligned with its business mission and vision. Both divisions had employees distributed throughout North America, Asia-Pacific and the EMEA region.

It was vital for the implementations to happen quickly to avoid business disruption. Additionally, the spun-off divisions also planned to move from their legacy PeopleSoft, Cornerstone, Success Factors and Documentum systems to Oracle HCM Cloud.

## The Solution

To meet these timing requirements, we led phased parallel implementations of eight Oracle HCM Cloud modules for each divested entity. We provided project management, functional and technical expertise across all phases of the project implementation cycle. Additional acceleration was provided by our proprietary Oracle Cloud Rapid Start Implementation Methodology.

After discovering significant differences in the requirements and business processes across



both the companies, we adjusted resourcing and project schedules accordingly.

The first client has deployed the Oracle Recruitment Cloud modules across 41 countries, in seven languages. Implemented modules

include Core HR, Manager Self Service, Employee Self Service, Recruiting, Learning, Absence Management, Talent Management and Workforce Compensation.

## RESULTS

**Drove consistency** of global HR processes, aligned with the business visions of each entity.

**Increased efficiency** by enabling multiple business processes to be maintained on a single platform.

**Increased productivity**, improved the user experience and eased compliance through streamlined processes and simplified workflow approvals.

*"It's been a strong and effective collaboration, and we've landed a good end product on time and without significant issues."*

— Business Leader, Talent Management





# Quick-Service Restaurant Ensures Market Leadership with Migration from Mainframe to Cloud

## The Challenge

A world-leading quick-service restaurant brand wanted to modernize its core infrastructure by moving its applications to the cloud. With more than 40,000 restaurants in 135 countries, the company could no longer rely on its decade-old mainframe-based, heavily-customized PeopleSoft application.

The business took a multivendor approach to manage different aspects of the migration from Oracle PeopleSoft to Oracle Fusion HCM Cloud and Cloud ERP. We were engaged to develop the interface automation across all external partners, benefits vendors and internal legacy systems.

## The Solution

We conducted a detailed analysis of the company's nearly 200 existing interfaces to produce a concise list of which were needed to integrate into the new system. We then collaborated with the company's IT team to gather and document requirements.

During phase one, we developed and deployed roughly 30 interfaces to manage payroll, benefits and other human capital management (HCM) functions for global employees. By the end of phase two, we'd developed 80 end-to-end interfaces. Leveraging standard functionality, we helped the company avoid future maintenance and heavy reliance on external vendors.



As the project continued, the company expanded our role to support all functional areas of the implementation as well as the company's in-house IT team.

Through the Oracle Cloud migration, the company has consolidated or eliminated thousands of processes by adopting out-of-the-box functionality. Standardized expense policies and business processes provide greater efficiency and data security, and built-in analytics enable workforce reporting. A flexible, modern platform as a service (PaaS) infrastructure reduces maintenance and enables the company to scale as it grows.

Quarterly releases enable a continuous development/continuous improvement environment. As Oracle is responsible for all infrastructure-related maintenance, the company has significantly reduced its cost of ownership.

The company is now decommissioning its other existing on-premise, high-maintenance applications, freeing internal resources to build future digital capabilities needed to maintain market leadership.

## RESULTS

**Increased** efficiency and data security.

**Reduced** cost of ownership and maintenance.

**Integrated** reporting and predictive workforce analytics.



# Tech Giant Wins the Talent War with Modernized Human Capital Management System

## The Challenge

From booking a day off to scheduling training, today's workers expect to carry out most personnel-related tasks at the touch of a key. To enable this, though, employers need the right systems in place. And, increasingly, on-premise packages won't do.

That was the experience at one technology company employing more than 7,000 people across 45 countries. The business was growing fast but lacked an integrated talent management system to foster employee recruitment and retention. Also, its on-premise Oracle Human Capital Management (HCM) systems, hosted in an E-Business Suite environment, were demonstrating unstable performance, poor usability and little in the way of analytics.

## The Solution

Based on our existing relationship, the company asked us to lead the Oracle cloud implementation and human resources (HR) analytics package.

Since the HCM systems are of critical importance to the business, we worked closely with the company's leadership throughout the project. The Oracle cloud went live in January 2019, after which we implemented a number of HCM modules, including HR, Absence Management, Workforce Compensation and Talent Management.



With the cloud migration, the company always has the latest version of HCM, as well as lower infrastructure and maintenance costs. Deployment of the Oracle Talent Management cloud allows it to make performance management an ongoing activity through continuous conversations on goals, alignment, coaching and frequent checkpoints to review progress.

The business can now provide a modern learning experience for employees to maximize talent and drive performance and engagement. It can also assess talent, increase bench strength, identify successors, build talent pools and support the creation of high-impact employee career development plans. Further, it can leverage recruitment marketing and employee referrals to source talent, provide end-to-end recruiting and streamline employee onboarding.

## RESULTS

**Faster** HR response to business needs.

**Better** data integrity and integration efficiencies.

**Improved** data security and audit capabilities.

**Increased** strategic effectiveness through system consolidation and streamlined support.

*"Success at this type of implementation scale depends on partners who provide more than just system expertise. We sought to engage with a true SME, and we found this partner within Cognizant."*

— Global Leader, Human Resources





# UK Publisher Unites its Global Workforce with Fully Optimized Cloud HR System

## The Challenge

Migrating to the cloud can pose challenges. That was the case for a leading education and publishing company in the UK that was unable to realize the full benefits of a cloud-based HR and absence management system that it had installed. It also faced the challenge of scaling the system from seven to 56 countries.

The publisher also wanted to reduce reliance on its legacy talent management system and integrate talent management functionality with its Oracle HCM suite of applications.

To realize full utilization and global scaling of the HR system, the publisher needed to streamline the system design.

## The Solution

After conducting a global assessment, we successfully improved the publisher's Oracle HR implementation and expanded it to all 56 countries. We also integrated the company's workforce compensation and talent management system into the cloud system and made it part of the global implementation.



## RESULTS

**Unified** the core HR and talent management systems.

**Enabled** faster changes to the environment, from two months to seven days.

**Improved** the user experience with faster platform performance.

# Financial Management







# Streamlined Enterprise Processes Position Multi-Brand Restaurant Company for Growth

## The Challenge

A global multi-brand restaurant company wanted to build a family of restaurant brands with high growth potential and a unique approach to market positioning, customer experience and product offerings. However, its business systems operated on diverse application platforms, with integrations performed manually from user-managed spreadsheets and files.

Business processes were not streamlined, with multiple data sources for various process streams. With financial applications and processes segregated across multiple locations, the general ledger close cycle took 17 to 20 days, and there was no formal process for documenting and managing master data management.

With over 8,300 restaurants worldwide, 250,000 members and 700 franchises in 16 countries, the business needed a scalable, cost-effective, modern technology platform and an efficient template for future acquisitions.

## The Solution

We worked with the business to migrate its on-premise ERP applications to Oracle ERP Cloud and laid the foundation for all restaurants in the chain to make the migration. This involved rationalizing financial applications and processes while automating integration for error handling, logging and performance reporting.



Leveraging Oracle iPaaS, we implemented best-in-class integration redesign and leading practices. We implemented more than 40 integrations using Oracle Integration Cloud, which automated end-to-end processes across core ERP financial modules.

By streamlining master data management and formalizing data flows across systems, the business has improved its month-end closure process. Business users have also gained

end-to-end visibility through out-of-the-box dashboards. Several reusable frameworks to integrate with Oracle SaaS provide repeatable processes and faster cloud integration.

The business now has a unified architecture across its application landscape, with streamlined integrations and enhanced usability to improve user productivity.

## RESULTS

**20% improvement** in agility via Oracle PaaS.

**Reduced** capital expenditures and streamlined maintenance of middleware servers with Oracle Integration Cloud.

**Assured** standards and best practices through governance board.

**10% to 15% improvement** in new service onboarding efficiency due to standardization and reusability.

**Increased** customer satisfaction and repeat business with better customer interaction management.

**15% faster** turnaround time for fault corrections.



# No More Financial Delays After Freight Forwarder Streamlines through the Cloud

## The Challenge

A freight forwarding company in the Middle East was experiencing delays in its month-end closings due to reconciliation issues from multiple cash collection centers. Its reliance on legacy systems led to manual and time-consuming processes, including for its vendor sourcing and procurement processes.

The business wanted to accelerate its financial processes and shift to best-in-class business practices.

## The Solution

We worked with the freight carrier to implement the Oracle Financial and Procurement Cloud Solution for more than 6,500 customers, 950-plus suppliers, \$200,000 in general ledger balances and 3,000 assets.

The implementation — completed in 28 weeks — involved migrating 36,000 accounts receivable invoices and 12,000 open accounts payable invoices, plus converting 35-plus purchase orders, 300-plus lines and more than 8,000 purchase schedules.



We also created an integration path with the legacy system for invoicing and payments, and migrated two years' worth of general ledger balances and open accounts payable and accounts receivable balances.

Using our solution, the business was able to bring its cash collection center under one point of control.

## RESULTS

**Automated** supplier transactions, reconciliation and matching processes.

**Established** a single system of record, with standard audit trails.

**Enabled** real-time analytics and reports.

**Created** self-service online requisitions, online approvals through workflow notifications and an integrated procurement system.

**Sped** reconciliation with automatic receipt processing.





# Customers Come First for U.S. Utility, with Improved Customer Care and Billing

## The Challenge

A leading U.S.-based utility company sought to improve its customer care and billing process by upgrading from Oracle Utilities Customer Care & Billing (CC&B) Version 2.4 to Version 2.6. However, the newer version wouldn't support the company's Cobol-based back-office programs.

Because of the incompatibility issue, all existing custom Cobol coding needed to be converted or rewritten. However, Oracle's conversion tool couldn't work with the utility's custom Cobol programs.

These applications also posed other problems: Because they were highly customized and monolithic, the utility couldn't easily make changes to them, and there was no transparency into its end-to-end systems. Further, the system was unable to keep up with the utility's fast growth and growing data volumes, which resulted in long processing cycles and difficulty delivering on-time compliance reports.

## The Solution

The utility's only recourse was to rewrite the code in Java. This involved building new Java components to automate end-to-end processes across customer care and billing.

With the new system, the utility has decreased its reliance on field services by automating



smart meter dispatching. Performance of the company's "MyAccount" customer application has also improved, speeding real-time payments processing time.

We established a governance board, ensuring standards and best practices are followed across all integration needs, and we implemented a robust error-handling framework, using defined rules to send e-mail notifications for all

recoverable and non-recoverable faults to the production support email group for immediate attention.

The company now has a unified Java process across its application landscape, with streamlined integrations and enhanced usability to improve customer care and billing application productivity.

## RESULTS

**Improved** performance, scalability, reliability and maintainability of the system at low cost.

**100% improvement** in workflow processing.

**150% increase** in application processing time.

**200% acceleration** in batch processing.

**Reduced maintenance costs** by replacing expensive jobs with Java processes and an automated job scheduler.

**Improved management** of customer interactions, customer satisfaction and repeat business.



# Global Bank Boosts the Customer Experience with Speedy Authorization Processes

## The Challenge

A Dutch multinational financial services organization faced performance challenges with its user provisioning process in Belgium. The organization uses Cassandra for caching customers' authorization data and mandates. But it was taking more than 72 hours per cycle to provision authorization data from the back end for over five million customers.

This lengthy provisioning time was disrupting the customer experience, including system time-outs for customers with large portfolios. New product launches were also delayed by at least three days due to slow provisioning of necessary mandates for retail customers.

## The Solution

We optimized the provisioning process by implementing asynchronous writes to Cassandra to provision user records in a bulk, simultaneous and non-blocking way. To prevent time-out failures, we also optimized system resources.

The system can now distribute tasks among active application servers while initiating the process, which we also enhanced with better fault resilience through additional throttling of queries. We added metrics to monitor the process and created a dedicated



dashboard to monitor performance with a graphical representation of execution count, time, resource utilization and error logging. After conducting a risk analysis, we ensured application and database security as well as consistently optimized performance.

By ensuring uptime and accelerating provisioning speed, the company now has a solid foundation for both current needs and future growth.

## RESULTS

**Reduced provisioning time**  
from 72 to five hours (almost 67 hours per cycle).

**Improved system performance**  
by optimizing resource utilization.

**Sped the customer experience**  
by at least 670 hours per year.

**Saved over \$137,000 per year**  
through enhanced processes.

**Improved root cause analysis**  
of unexpected provisioning errors.

*"Thanks to your work our provisioning is now going superfast ;-)."*

— Product Owner





# Digitized Quote-to-Order Process Improves Business Visibility for Manufacturer

## The Challenge

A leading German manufacturer of vehicle refrigeration machines needed to move beyond its spreadsheet-driven approach to creating customer quotes and processing orders. Because of its reliance on spreadsheets, the business had no visibility into its end-to-end systems and processes.

Further, the organization's integration platform didn't support key security requirements for its range of products, product prices and service offerings. It was also necessary for dealers to contact the business for any price change, new product launch or product discontinuation before creating a customer quotation.

Data synchronization across all dealers was also a challenge. In particular, it was time-consuming to prepare the installation kit and services needed for a new product launch.

## The Solution

We developed an AWS-enabled web application for quote-to-order in Oracle APEX and the Oracle database. Now, the business and its dealers can create new quotes online for all products. Every stage of the order is tracked and reported to higher management via emails.

We also developed a functionality to export the CSV output file to be directly consumed by the



ERP application, as well as a way to control and restrict the business's products across dealers and dealer locations.

The new application will provide top management with fast access to reports, including comparisons at the dealer level and

margins on individual products across its range of products and services.

All dealer data is maintained separately in the new application, which provides data security. Features like online quote approvals have reduced lead time to obtaining approvals.

## RESULTS

**Improved data security and accuracy** for the business and its dealers.

**Faster data synchronization** across all dealers.

**More efficient order tracking** for margins, pending orders and converted sales.

**Greater end-to-end** process transparency and speed.

**Reduced duplication of effort** for creating quotes.

**Accurate quotations** because of availability of latest prices and available products.

**Improved visibility** into profits, discounts and margins over products and across dealers.



# High-End UK Retail Chain Achieves Financial Discipline with Shift to Oracle E-Business Suite

## The Challenge

Founded in 1908, a high-end department store chain in the UK used the CODA financial management system for its core financial processes and to manage interactions with suppliers, customers and multiple revenue channels. Many of the processes were legacy-based and complex, with poor data consistency, leading to low business value and a poor collaboration experience with its trading partners. The company also needed to improve reporting accuracy by eliminating manual processes.

## The Solution

Leveraging Oracle E-Business Suite, we modernized the business's financials and procurement process and enabled digital management of its core financial processes, contracts, sales volume, commissions, invoicing, netting and settlement for concessioners. The solution laid the foundation for future analytics, such as physical space and product category analysis, managing rentals for lockers and safe boxes, etc.

We also enabled a "unified general ledger integration framework" to handle custom interfaces within the Oracle E-Business Suite, with a master mapping framework designed to be scalable and user-configurable.



We established a standardized chart of accounts that supports the volume and complexity of accounting and reporting in a multichannel retail environment. We also created a comprehensive solution for handling concession books of accounts to calculate, manage payments/debt management for both the creditor and debtor side of the concession agreements.

A rules-based retail invoice-matching solution was created to handle high volumes, complexity, governance and control. And a procurement process was created to instill discipline and control to achieve the business's "no PO-no pay" objective.

## RESULTS

**Seamless integration** with retail and merchandising platforms.

**Process** flexibility.

**Higher** automation, efficiency and compliance.

*"Your team has proved to be worth your weight in gold this week, finding a solution to ensure that our 'train the trainer' sessions could commence as planned. Please pass my thanks to all those in the Cognizant project team for their support."*

— CFO and Program Sponsor





# Utility Giant Extends Visibility and Flexibility with Streamlined Financial Processes

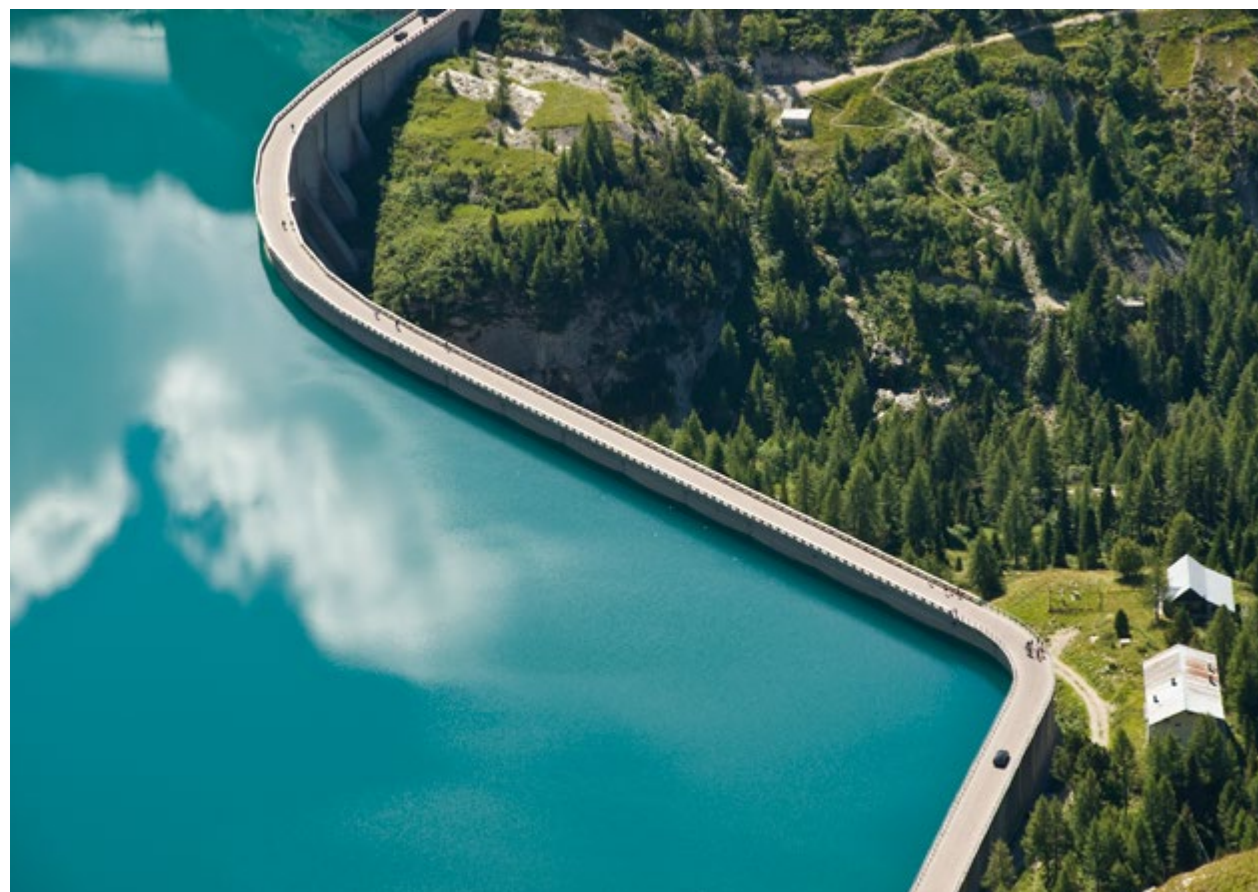
## The Challenge

In a growing and highly competitive market, a large U.S. water technology provider needed to streamline its financial processes so it could more quickly adapt to market pressures and respond to customers with varying needs and expectations. The business wanted to consolidate disparate legacy financial applications into a centralized, automated, fully integrated financial solution, eliminate manual handling errors with paperless processes, and streamline internal and external financial reporting.

With operations in more than 150 countries and revenues of \$4.7 billion, the business also wanted to redesign and restructure its chart of accounts into a simplified uniform process, create a common book of records for all finance control and reporting, and create a centralized payment and asset management solution.

## The Solution

We designed a single global chart of accounts, with an improved asset management system for effective utilization. The solution was based on Oracle E-Business Suite Release 12.1.3, including financials and tax modules, a unified general ledger integration framework and a global design to ensure minimal retrofitting/rework during rollouts.



We leveraged best-in-class development and a scalable technology framework and ensured future upgrades through rules-based mapping between the legacy and global chart of accounts. The project also involved restructuring and

integrating with SAP, Epicor iScala, Workday, PeopleSoft and BPCS applications.

## RESULTS

**Improved governance** of core financial processes.

**Faster** payment and reconciliation.

**Standardized** enterprise structure.

**Reduced** M&A integration time and cost.



# Supply Chain Management



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# With Full Visibility into Shipments, Industrial Manufacturer Reduces Cargo Risk, Cuts Costs and Speeds Processes

## The Challenge

With more than 99 manufacturing facilities worldwide, a U.S. diversified industrial manufacturer needed a more cost-effective and efficient way to track shipments. The business relied on a highly manual and time-consuming approach (calling or emailing carriers) to confirm truck locations and delivery times. With no end-to-end supply chain visibility, it was also difficult to maintain and monitor cargo temperatures, resulting in a risk to the cargo and elevated maintenance costs.

The manufacturer's ERP system included a manual barcode scanning process, which increased the time required to complete a single movement at all levels and made it difficult to obtain an accurate view of all tagged assets in the inbound and outbound supply chain.

## The Solution

Using Oracle Fusion Middleware (FMW), we helped the manufacturer integrate its on-premise ERP applications with the FourKites cloud-based predictive supply chain visibility platform, which provides real-time tracking and analytics. Shipping data is now available to the ERP system via notifications, from shipment creation to delivery. The system automatically notifies the business when changes occur during the shipment, such as cargo temperature, stops, withdrawal, cancellation, refrigeration settings, etc.



We also used Oracle FMW to integrate the ERP applications with Sonaria, an as-a-service supply chain system that incorporates Internet of Things (IoT) and blockchain technology to enable automatic identification and data capture technologies like RFID. With fixed RFID readers replacing barcode scanners, the business can now track inventory details and view real-time supply chain data of goods at each level,

including receiving, put-away, sub-inventory transfers and end-of-line completion.

The manufacturer now has a high-performance integrated system on a single platform, with real-time visibility into shipment, transactional data and inventory via simplified, secure and automated processes.

## RESULTS

**Increased** asset security and cargo protection.

**Increased** inventory accuracy.

**Reduced** maintenance costs.

**Reduced single transaction time** from 30 minutes to five minutes with RFID scanning.

**Automatic** identification and notification of supplies received.

**Tracking, monitoring and control** of fixed and mobile assets, globally.

*"Great job! Please congratulate the team on the success of this project. Simple things add great value!"*

— IT Director, Middleware, Information Technology

**Cognizant**



# U.S. Telecom Boosts Efficiency and Transparency by Streamlining its Inventory and Reconciliation Processes

## The Challenge

A U.S.-based telecom relies on a third-party logistics (3PL) partner to track networking equipment, customer premise equipment and other inventory items from procurement to deployment. Because of the various manual processes and interactions involved in moving inventory items to the customer premises, the telecom was experiencing large inventory variances that required manual ERP updates.

In addition to a lack of transparency, the 3PL partner systems required manual efforts to verify, reprocess and reconcile failed transactions, which also led to payment variances.

## The Solution

We developed a solution to track inventory data at every stage through installation at the customer premises. This required automation of the entire process, including payment from the 3PL partners and publishing of purchase order details from the ERP system.

The solution provides end-to-end web services integration, enabling automatic, systematic, real-time sending of purchase and inventory transactions and reconciliations of source and target systems. We used Oracle SOA Suite 12c to integrate all real-time purchasing and inventory



transactions, and to automate the reconciliation process. The system was built with a robust fault-handling framework, including fault alerts, and a reprocessing framework for easy resubmission of failed transactions.

The solution supports cloud and mobile application integration and uses a cloud-based transaction management user interface for rapid scalability and high availability.

## RESULTS

**Reduced inventory variance** from \$96 million to \$1,000.

**Lowered costs** by reducing manual fault-handling.

**Established** real-time status tracking.

**Eliminated manual labor** involved with adjusting inventory variance.

*“We started the inventory reconciliation project with \$96M & exactly after one year all the work is paying off. This week the variance is \$1K. Credit goes to the automation project.”*

— Supply Chain Director





# With an Enhanced Inventory System, UK Retailer Improves Stock Accuracy, Store Productivity

## The Challenge

A UK-based chain of high-end department stores was facing inventory issues relating to visibility, accuracy, availability and movement of stock within its stores. Its manual, time-consuming inventory processes didn't provide the level of information required for in-store decision making and customer service.

The business's inventory applications were often workarounds, resulting in low stakeholder trust in the accuracy of the stock information, which negatively impacted in-store selling capabilities.

## The Solution

We worked with the retailer to build a digital in-store stock inventory management system that handles product and stock inquiries, price markdowns, and stock receiving, replenishment, movement and counting. The solution will also manage the photo studio stock management process. Focus will also be given to other stock-related in-store services, such as "click & collect" and back-office services, such as support repairs.

The complete solution will be delivered in multiple releases to support business change, new product functionality and store-by-store rollout. This will minimize risk, allow the business to absorb change and ensure consistent delivery of business value across phases.



In the first release, we built almost 40 integrations using Oracle Managed File Transfer, SOA and Oracle Data Integrator in the Oracle Managed Cloud environment. This automated the end-to-end processes of stock receiving, product/stock inquiry and price markdowns.

The company now has a unified architecture, with streamlined integrations and enhanced usability to improve user productivity. With the introduction of new scanning devices and processes, the operations team can see exactly

what stock is received in-store at any time, which means they can get new items onto the shop floor more quickly and provide better customer service.

It's also faster and easier for store staff to handle and process approximately five million products. The graphical and intuitive mobile interface helps back-office provide a strong user experience for back-office staff. The retailer has also unlocked new capabilities such as picking and fulfilling from all store locations.

## RESULTS

**39% improvement** in stock accuracy.

**40% improvement** in store productivity due to centralized real-time stock visibility.

**Improved** decision-making and planning.

**Established a governance board**, ensuring standards and best practices are followed across all integration needs.

*"I want to say a big thank you to all our ambassadors, super-users and team members who have shown patience and a true spirit of embracing the changes we've introduced. We couldn't have been successful without you!"*

— Client ISIM Business Lead



# Global Pharma Reaps the Savings of a Post-Merger Inventory System Integration

## The Challenge

Following a merger, a global specialty pharmaceuticals company maintained independent data systems for the distinct supply chain cycles of the merged entities' respective warehouse, sales and inventory data.

Because each entity generated independent reports, there was data redundancy and data duplication of inventory levels and sales data. The non-integrated systems also resulted in a lack of visibility into product inventory data. Information on raw material consumption was missing at various levels of the manufacturing process, resulting in inaccurate production costs.

The business needed to consolidate and integrate the ERP systems, with the goal of maintaining a single data representation model with consolidated reports.

## The Solution

We worked with the business to ensure the existing functionalities of its JD Edwards system were leveraged for seamless integration. We optimized its complex process for extracting work orders and enabled greater visibility into inventory levels and the pharmaceutical ingredient materials issued to work orders in the JDE system.



Complex logic was used to capture data on raw material consumption from different manufacturing systems and to efficiently track materials utilized in multiple plants. We designed various tag files to store the large amounts of consumption data and avoid duplicate entries when multiple extractions were executed for the same period.

We also consolidated reporting for finished goods for the same batch numbers issued at various levels during the manufacturing process and designed interfaces for summarized consumption to provide seamless financial updates. Finally, we automated and scheduled the process to interface with the ERP system.

## RESULTS

**\$5 million** in weekly cost savings due to avoidance of dual payments and other expenditures.

**Operational efficiencies** resulting from optimized processes and lower transportation and warehouse costs.

**\$9 million** in monthly cost savings due to integration and supply chain inventory optimization.



# IT Infrastructure





# Energy Leader Powers Up Greater Agility with a New Cloud Infrastructure

## The Challenge

Because of its close collaboration with both large and small organizations, a \$1.7 billion global leader in the waste-to-energy industry needed an IT infrastructure that could shrink or expand with in-the-moment needs. The business burns about 22 million tons of waste from municipalities and businesses each year, while generating enough electricity to power about one million homes.

For years, the business has relied on Oracle/ PeopleSoft to power its finance, supply chain management and procurement portal. It had initially managed the application on-premise but ultimately moved to Oracle Managed Cloud Services. However, because the applications were hosted on a physical server platform, it wasn't able to scale up and down with fluctuating requirements.

The setup was also costly and inflexible. It could take months to spin up a test environment for a new application, seriously hampering its ability to engage with new customers.

## The Solution

When the company decided to move to a next-level cloud offering, it sought help migrating its 14 modules of PeopleSoft 9.2 to Oracle Cloud Infrastructure (OCI) and with ongoing managed application support. We developed



a target deployment architecture on OCI that features high-availability configuration, disaster recovery and multi-virtual cloud network design. The architecture also included the use of Web Application Firewall (WAF) and Oracle Management Cloud for security and log monitoring.

The business deployed the infrastructure using Terraform, a popular third-party "infrastructure

as code" software program that enables users to efficiently build, change and assign versions to the environment as needed.

We used our 1ClickMigration Accelerator toolsets to aid in the migration, which provides rapid, automated provisioning. As result, the migration was accomplished in 16 weeks, and positive outcomes were quickly realized.

## RESULTS

**20% reduction** in annual IT infrastructure costs.

**Faster development**, from eight weeks to two days.

**15% to 20%** improvement in batch processing performance.

**45% improvement** in mean time to repair (MTTR).

**Better** security controls and governance.

**Standardized** end-to-end support.

**Faster changes** to the environment, from two months to seven days.

**Improved** user experience due to faster platform performance.





# Transport Manager Saves Time and Money with its Move from Legacy Infrastructure to the Cloud

## The Challenge

The legacy ERP infrastructure at a UK-based transport management company posed a series of technological challenges and enterprise risks. The highly-customized, aging infrastructure was approaching end of life, and was inflexible. Simple tasks like provisioning new environments required long lead times, leading to significant delays in responding to business requirements. Remote access to these environments was unreliable, causing additional delivery delays and increasing the cost of onsite delivery.

A number of other industry developments, such as the advent of the European Union's General Data Protection Regulation (GDPR), increasing OpEx spending pressures and evolving and expanding cyber risks, added to the challenges faced.

The company decided to transform its core ERP legacy infrastructure for its enterprise-wide operations, involving more than 4,000 suppliers, 30,000 employees and approximately 150,000 business affiliates.

## The Solution

We partnered with the business to reimagine a digital and cloud-enabled architecture. We started by assessing the current implementation and defining the problem statement in detail. After assembling a set of possible



options, Oracle Managed Cloud Services was unanimously selected as the best destination for the new platform. We then prepared a detailed design of the future architecture landscape and developed a roadmap for delivery.

Since the solution required moving the ERP to the cloud, a number of upgrades were required

to ensure the environments and data could be scalable and secure. We upgraded the company's database from HP Unix to Oracle Enterprise Linux, shifted from Oracle Database Version 11g to 12c and updated the Oracle E-Business Suite from Version 12.1.3 to 12.2.6.

## RESULTS

**60% reduction** in total cost of ownership.

**£2 million annual reduction** in OpEx.

**50% improvement** in application performance.

**300% reduction** in lead provisioning time, from over 20 days to 72 hours.

**Significant** productivity improvements.

**GDPR** compliance.

*"Your knowledge and experience have been invaluable, and your commitment to delivering the right solution is outstanding. We would not have gotten to this point without your efforts."*

— Client Sponsor's Agent



# Customer Experience Management



Cognizant





# Sweetening Marketing Results for a Global Food and Drinks Company

## The Challenge

Behind the simple act of buying a soda lies a complex chain of supply and communications. Retailers rely on marketing from food and beverage manufacturers to make sure they're offering the latest products and deals.

Delivering these capabilities was a challenge for one food and drinks giant in 2016. The company was communicating with roughly 210,000 North American retail partners using tools with limited reporting and multichannel capabilities.

Because of this, the business had little visibility into what happened after delivery of its promotional e-mails and relied on manual efforts for complex tasks such as gathering survey data. The business needed an integrated digital marketing platform to more effectively target specific audience segments, deliver multichannel communications and capture CRM data across business units and geographies.

## The Solution

We proposed a plan to move the company's retail partner campaigns to Oracle Eloqua, a software-as-a-service platform that helps marketers manage marketing campaigns and sales lead generation.

Using a phased Agile approach, we set up the platform and integrated it with the enterprise's data warehouse and relevant systems, including Oracle Siebel CRM, SAP Commerce Cloud



and Cognizant Onviva omnichannel contact engagement. Within Eloqua, we deployed modules for campaign management, accounts, contacts, analytics, e-mail, landing pages, SMS, web channels, e-commerce, order management and Oracle Business Intelligence Enterprise Edition reporting.

We created automated bidirectional flows for contacts, preferences and transactional historical order data and accounts, and automated e-mail and SMS marketing communications for orders,

cut-off reminders and marketing offers. We deployed marketing assets localized for U.S. and Canadian customers and carried out extensive data segmentation and cleansing to improve response rates to communications.

The result: a simplified campaign process, more responsive content and campaign analysis that enables marketers to build strong brand messaging across product lines, while giving recipients near-real time notification of marketing offers.

## RESULTS

**Integrated** email, SMS, call center and web channel marketing within five releases.

**50% reduction** in partners requiring outbound calls.

**30% time reduction** in multichannel campaign management.

**92% delivery rate** of emails over 12 months.

**70%** timely order placement rate.

**Doubled** new customer acquisition.

**Boosted** website visits to 90% of emails.

**20% reduction** in customer opt-outs.



# Financial Services Firm Earns Happier Customers, Higher Revenues with a Shift to Cloud CRM

## The Challenge

A leading financial services organization wanted the ability to build stronger customer relationships, improve productivity and boost sales. To do that, it needed better visibility into its sales data, a 360-degree view of its customers, multi-channel service capabilities, built-in analytics, and better collaboration among its marketing, sales and customer service teams. It also needed to enable its sales reps with mobile capabilities and free them to focus on guided selling by leveraging an automated configure-price-quote process.

However, its current customer relationship management (CRM) system was inflexible and disconnected from downstream systems, and data was stored in disparate systems. Processes and workflows were rife with bottlenecks, thwarting the company's goals.

## The Solution

We leveraged the sales and service capabilities of Oracle Engagement Cloud, migrating data from the former CRM system to Oracle. We also implemented a "lead to quote process" using Eloqua, Oracle Engagement Cloud and Oracle CPQ, all with bidirectional data flows. Using Oracle Service Cloud and Oracle CX Cloud, the company now has core customer service processes across business units, as well as a



standardized and integrated CRM platform for marketing, sales, CPQ and services.

We enabled sales KPI reports and dashboards, as well as custom audit reports. A new quote-to-cash process facilitates onboarding approval within minutes of application submission.

The tailored solution now supports a 360-degree view of all transactions, as well as a holistic picture of customer activities. With centralized data and advanced analytics, the business has improved its insights into customers, sales performance and market dynamics.

## RESULTS

**Substantial increase** in customer satisfaction ratings and subscription renewals.

**Better visibility** into customer requests and incidents.

**Measurable reduction** in forecasting gaps.

**Improved** territory coverage.

**Higher revenue** from cross-sell/upsell and predictive prospecting.

**Better** lead generation and customer qualification accuracy.

**Increased** agent productivity with simplified UI.





# At Your Service: Customers Win As Auto Giant Unifies and Redesigns Service Applications

## The Challenge

Due to an inflexible platform, customer service agents at a world-renowned automobile manufacturer were facing many operational challenges when executing their day-to-day service activities. Because they relied on multiple applications, the customer service reps needed to toggle between multiple screens in order to execute individual customer transactions. And because they had to refer to multiple knowledge management applications, there was no single source of truth.

To meet anticipated growth of its connected vehicle services and improve customer satisfaction, the business needed a better approach.

## The Solution

The best solution was to replace the automotive company's call center platform with a cloud-based Oracle Service Cloud platform and transform the company's customer care processes. Using Oracle Policy Automation, we also designed a new dealer reimbursement process.

By migrating the separate knowledge management systems onto a single integrated platform, we established a single source of truth



for customer service information and created a standardized 360-degree customer view. As a result, the auto maker can analyze customer and dealer trends, as well as pipeline activities, using advanced reporting and dashboards. It also now has integrated tools to support processes across the customer experience lifecycle.

By designing three unique front-end user interfaces, we enabled the customer service reps to more fully support brand differentiation.

## RESULTS

**50% reduction** in average support handling time.

**75% productivity boost**, as measured by the number of cases handled by each agent.

**Lower costs** through better case management and knowledge building.

**Seamless and consistent** customer experience.

**Faster time to value** for digital marketing initiatives.

## LEARN MORE

For more information and to view our full library of client case studies, visit [www.cognizant.com/case-studies](http://www.cognizant.com/case-studies).

### About Cognizant Enterprise Applications Services

Cognizant Enterprise Applications Services (EAS) offers high-value digital and business transformation solutions focused on customer experience, human capital management, supply chain management, finance/enterprise performance management, intelligent business process management and digital integration. Our digital and business transformation services cover the gamut, from business strategy and advisory services, product consulting and implementation, through post-implementation value-enhancement services. Our group works closely with clients to simplify, modernize, secure and digitally enable their enterprise applications environment. We partner with major enterprise applications vendors such as SAP, Oracle, Salesforce and Pegasystems. Clients leverage our deep industry experience, analytical insights and strategy and transformation capabilities to improve operational performance, as well as enhance employee productivity and engagement across the enterprise. To learn more, please visit [www.cognizant.com/cognizant-digital-systems-technology](http://www.cognizant.com/cognizant-digital-systems-technology) or e-mail us at [EASConsulting@cognizant.com](mailto:EASConsulting@cognizant.com).

### 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](http://www.cognizant.com) or follow us [@Cognizant](https://twitter.com/Cognizant).

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