Rewriting the Rulebook: New Ways of Working in the Digital Economy

Here's how 22 businesses have driven innovation and maximized value by making the digital shift.

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A Digital Foundation for the Future

Today's digital age is defined by transformation and disruption of most, if not all, industries and businesses. The most prominent organizations that emerge in this environment embody the look and feel of a leading "digital enterprise."

Technologies such as Internet of Things, blockchain and artificial intelligence (from rules-based robotic process automation through more advanced deep-learning systems) are unleashing unprecedented opportunities that enable businesses to transform digitally with speed and scale. Catching and riding digital's accelerating wave is critical to any business seeking to compete and stay relevant today and tomorrow.

A question we often hear is: "What does it mean to be digital?" While embracing digital technologies and mindsets is a top-down C-suite mandate at many organizations, what is less apparent is the extent to which these initiatives — including digitizing key stakeholder interactions and transactions (i.e., customers, suppliers and partners) — are delivering business value to the enterprise.

In the following pages, we showcase how Cognizant's Oracle Solutions Practice is helping organizations across business domains — including human capital management, financial management, supply chain management and customer experience management — navigate their own digital journeys and achieve business success. This collection of case studies reveals how and where our customers have reaped measurable business results by creating enhanced user experiences, innovative solutions across their value chains, compliance with ever-more rigorous industry regulations, and higher levels of operational excellence and organizational efficiency.

It is our hope that this e-book will provide essential insights and learnings that will help your organization maintain and extend its competitive edge in the digital economy. Happy travels.

Rajesh Balaji

Senior Vice President
Enterprise Application Services

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Human Capital Management

Fast Food Company Serves Up Streamlined Expense Processing

The Challenge

A U.S.-based fast-food company was relying on an unsupported platform (mainframe hardware and DB2 storage) to run its back-office applications for finance/accounting, human resources and payroll. Because these applications were highly customized and monolithic, the business could not easily make changes, and it had no transparency into its end-to-end systems. Further, its integration platform did not support key security requirements such as data encryption around its HR and financial data.

The Solution

We worked with the company to migrate its on-premise PeopleSoft applications to Oracle HCM Cloud and laid the foundation for 44,000 more restaurants within the chain to move to the cloud. This involved building more than 40 integrations using Oracle PaaS and SOA Cloud, which automated end-to-end

processes across core HR, payroll, expenses and benefits modules.

Now, employee expenses are processed in Oracle Expenses Cloud and are automatically integrated with credit card transactions from various vendors, as well as with consolidated payment processing via Oracle Cloud Payables and Cash

Management systems, using the PeopleSoft General Ledger system.

We also implemented a robust error handling framework, using defined rules to send e-mail notifications for all recoverable and non-recoverable faults, and a mechanism to resubmit failed transactions.

The Results

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

l Improved agility by roughly 20%, using the Oracle PaaS.

l Sped provisioning of middleware infrastructure, reduced capital expenditure on hardware and eased maintenance of middleware servers by adopting Oracle SOA Cloud Service.

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

l Boosted efficiency for onboarding new services by 10% to 15% by standardizing the integration architecture and creating reusable components.

l Improved management of customer interactions, increasing customer satisfaction and driving repeat business.

l Sped turnaround time for fault corrections by at least 15% through robust error handling in middleware with notifications.

"The Cognizant team has been instrumental to our implementation success with both their functional expertise in the cloud modules and their technical prowess with the PaaS/SOA cloud toolset and integration development. This is a huge accomplishment for our team as we modernize both business processes and technology on this multi-year journey."

> Director, IT Shared Services

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Insurer Attracts, Retains Top Talent with Intuitive, Efficient Workforce Experience

The Challenge

A U.S.-based global insurance company needed a standardized talent management system for its 25,500 employees in business lines across 33 countries in order to recruit and develop world-class talent. It wanted a system that could help it identify talent at risk to improve retention and reduce attrition, as well as automate and streamline workforce compensation processes.

The job application process needed to be simplified to attract more candidates, and recruiters needed to spend less time screening applicants. The company wanted better reporting capabilities to make more informed hiring decisions based on timely information, improve corporate-level reporting and create a better candidate experience.

The Solution

We implemented Oracle HCM Cloud, including the HR, benefits, talent acquisition, talent management and workforce compensation modules. This involved building 66 custom interfaces leveraging our proprietary Cloud Central Integration with multiple external applications, 60 custom reports and dashboards.

We converted 56,000 employees' data with seven years of employment history, and developed custom integration between Taleo and HCM Cloud, using Web services for new hires and rehires. We also integrated Taleo Onboard and HCM Cloud to update employee-specific information, and automated the onboarding process.

With our help, the company uses Oracle Workforce Compensation Cloud Service to attract, motivate and retain talent by strategically planning, allocating and communicating about compensation.

The Results

The company now has a globally integrated, highly available, easy-to-deploy HR management platform that scales quickly to support company growth.

l Lowered maintenance efforts by inserting externally maintained benefits in employee benefits statements.

l Eliminated manual labor involved with calculating tax amounts.

l Enabled employee self-service through 24x7 updates.

l Ensured employee access to only pertinent data through automatic role provisioning, advanced security and integrated advanced reporting.

l Established one system of record for recruiting all workers and non-workers.

l Revamped campus recruiting process.

l Updated new hire onboarding to improve the user experience.

l Ensured quick and efficient onboarding of acquired employees.

l Enabled talent reviews for a wider audience through a streamlined user interface.

l Enabled accurate and real-time workforce insights.

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Freight Provider Improves Economies of Scale with Cloud-Based ERP, HCM System

The Challenge

A leading freight transportation provider needed to migrate away from an aging, highly customized legacy system for its human capital management (HCM) and financial management applications. Services such as shipment tracking, booking, payments and vendor management were severely compromised with slow, on-premise applications.

The business was seeking a faster, more efficient and cost-effective way to work that would allow for growth and integrate all functions onto a single platform. This multi-dimensional project touched almost every facet of the company's business, making change management a key component of its success.

The Solution

We designed a well-paced roadmap for the business to gear up for cloud adoption, including Oracle ERP Cloud and Oracle HCM Cloud. We started with the payables, general ledger, fixed assets and cash management applications, which included three primary ledgers, 14 legal entities and three business units, as well as over 70 integrations with legacy systems to support creation of suppliers, invoices and fixed assets. The system processes several thousand invoices per day, with approximately 15,000 suppliers.

Next, we implemented the core HR, payroll and benefits modules, and integrated these with legacy systems and third-party vendors. Change management services were provided throughout the project.

The Results

With its new cloud-based application architecture, the company has a foundation that meets its current strategic objectives and positions it for expansion and growth.

I Deployed payroll to over 16,000 weekly-paid employees, who successfully received their pay the first week of system go-live.

I Improved business processes by standardizing them through cloud functionality.

I Added a procurement capability following implementation.

I Improved employee self-service and data access.

I Reduced maintenance costs.

I Established an integrated platform for all business needs.

I Helped achieve immediate ROI.

I Improved economies of scale.

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Life Sciences Organization Enables a Data-Driven Workforce with Unified HR

The Challenge

A global life sciences organization had outgrown its five non-integrated human capital management (HCM) systems. Long transaction times required the human resources organization to focus on tactical processes rather than strategic initiatives.

The company needed a system that offered better performance, greater automation for its large contingent workforce, improved data accuracy and ease of use. Because the company was a nonprofit organization, program efficiency and affordability were critical.

The Solution

Within six months, we helped the company move to Oracle's HCM Cloud suite, using our Rapid Start methodology. Modules included core HR, benefits, talent management, time and labor, and workforce compensation, as well as Taleo's recruiting, onboarding and social sourcing modules.

The project included designing the system and streamlining organizational and work structures, as well as full conversion of active data from the main legacy system and over 30 interfaces. We also consolidated and streamlined various benefit offerings under a single core benefits program, which will help the company track employer subsidies more easily.

The Results

We simplified the company's HR system, using best practices and standard processes, ensuring a smooth implementation that was easy for users to embrace.

l Improved transparency of HR data.

l Replaced paper-driven processes with an automated, mobile-enabled solution.

l Reduced total cost of ownership by combining functions of disjointed legacy systems.

l Integrated data with more than 30 interfaces from five legacy applications.

l Enabled data-driven decision making via advanced analytics.

l Consolidated five systems into one with single sign-on capability.

"At the start of this implementation, I felt overwhelmed by the magnitude of the project, but soon after our Accelerate sessions started, I knew we were in good hands. Our functional leads ensured we made smart long-term decisions. Our technical resources were on top of everything and were thoughtful in how our integrations were designed. We felt like VIP clients with the response time we received at all hours of the night. Thank you."

> Product Owner

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Professional Services Organization Boosts Agility with Back-Office Cloud Suite

The Challenge

With 42,000 members across multiple countries, a leading professional services organization was struggling to obtain accurate, timely information from its outdated human resources and financial management systems. The finance team spent much of its time tracking, sorting and consolidating spreadsheet-based budgets, and during the planning cycle, logistics activities tripled the workload. Reporting required extensive data mining rather than analytic decision-making.

On the HR side, recruiting and talent acquisition were time-consuming, especially onboarding processes. Many HR processes were manual and spreadsheet-based, making them inefficient and error-prone.

The Solution

The company decided on a unified Oracle HCM, ERP and EPM Cloud suite. We employed a three-phased approach, with the first two phases focusing on implementing Oracle HCM Cloud and rolling it out to three countries (the U.S., UK and Canada). In the third phase, we completed the migration to Oracle ERP Cloud for financials and procurement, and implementing Oracle EPM Cloud planning and budgeting cloud service.

We conducted a series of workshops to align the client's legacy processes with modern best practices, delivered by the Oracle Cloud suite. We also converted 10 years of history for all current and ex-employees, configured general ledgers for 15 business units and integrated the system with the Taleo recruiting and onboarding application.

The Results

Almost immediately, the client began to reap the benefits of the cloud, such as automated processes and improved reporting and workflows. The organization was able to spend more time on analytical insights rather than in operations mode.

l Enabled accurate processing of payroll and compliance with tax and regulatory requirements.

l Improved access to information and analytics for better decision making.

l Improved HR efficiency with automated, modern processes.

l Improved control and reporting for payroll processing.

l Integrated passport data with the Oracle HCM Cloud recruiting and onboarding system.

l Improved purchasing processes, financial reporting, budgeting processes and cash flow management.

l Reduced total cost of ownership through automated Oracle Cloud release updates.

"The partnership with Cognizant wasn't just a change in the tools we use; it was a transformation of how we think as a business, shifting toward a more strategic, data-driven approach, leveraging the capabilities of Oracle Cloud to innovate and work smarter."

> Director of Financial Operations

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Dubai Retailer Ensures Future Workforce With Integrated HR Suite

The Challenge

A leading retailer in Dubai managed multiple legacy back-office systems in-house, all using disparate technologies. The fractured, spreadsheet-driven systems made it difficult for human resources workers to complete their day-to-day tasks, and the HR service desk was overloaded with employee requests for letter generations, absence histories or payroll balances. As a result, HR found it difficult to increase employee engagement and empower managers.

There was also no consolidated dashboard for CXOs, and no defined UAE payroll processes. The company needed a configurable and extensible global HCM system for all GCC countries.

The Solution

We implemented Oracle HCM Cloud applications across the GCC countries for 8,900-plus employees working across six legal entities and over 40 operating companies. Modules included global HR, compensation, benefits, talent management, absence management and payroll. We also integrated the system with Taleo for recruiting, and created an automated process for requisition creation.

We configured absence types that adhere to local legislative rules in each country, and enabled employee availability-based payroll, with integration between absence management and payroll.

We also configured mid-year/ annual performance templates, with integration between the compensation and benefits modules, and a direct link to payroll for processing.

The project entailed over 40 interfaces to integrate HCM with recruiting, finance, budget, learning management, third-party payroll and bank systems. We also designed robust change management processes to educate users about the cloud transition.

The Results

The customer now has a high-performance, integrated system on a single platform. HR leadership can focus on strategic planning and a future workforce roadmap.

l   Reduced cost of maintenance by moving to SaaS model and decommissioning over 10 applications.

l   Increased employee and manager self-service by 60%, including managing personal information, generating needed documents, planning vacations, etc.

l   Established a global compensation plan for salary review and bonus payouts across six countries.

l   Created a cross-company C-level dashboard view of the workforce.

l   Reduced HR and IT service desk requests and sped query resolution times by 50%.

l   Sped month-end consolidation time.

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Materials and Components Maker Streamlines Talent Management with Global System

The Challenge

A global leader in materials and opto-electronic components needed to increase the accuracy and efficiency of its employee record updates. Its current system was based on multiple legacy systems and was manually intensive, causing data management, processing and reporting errors.

With operations in 14 countries, the company required a global system and single application to manage employee data quickly and efficiently. This goal was hampered by country-specific processes and the need for multiple-language support. The company's payroll and time-and-attendance vendor had different requirements for each geography, requiring multiple interfaces, which were currently not available.

The Solution

We implemented Oracle HCM Cloud in 14 countries throughout North America, Europe and Asia. The system digitized and automated the company's HR processes, and provided a central location for employee records, enabling efficient management and reporting.

We created interfaces connecting the company's payroll and time-and-attendance vendors, absence management plans, and 32 benefits plans for the U.S. We also helped the client not only convert the data from multiple systems but also cleanse and format the data to ensure it is accepted.

The Results

The company now has an integrated next-generation HR system with data integrity across applications to improve user confidence and save time and money.

l   Ensured high availability and efficiency with a cloud-based platform.

l   Controlled IT costs by standardizing business processes and avoiding customization.

l   Improved HR process efficiency and increased capacity, allowing staff to focus on strategic initiatives.

l   Enabled accurate insight into employee leave entitlement, and leave request approvals.

l   Created insightful analysis reports, such as absence management, and empowered managers to make data-driven decisions.

l   Enabled the company to become self-sufficient in terms of creating reports, custom security roles, etc.

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U.S. Health Insurer Makes Informed Workplace Decisions with Cloud-Based HR Analytics

The Challenge

A U.S. health insurer wanted to integrate all of its human capital management data and key performance indicators, to help alleviate its heavy reliance on manual processes.

The company sought a system that enabled intuitive data visualization, with an interactive dashboard for "hire to retire" performance indicators. The solution had to be scalable, with a solid foundation for HR analytics that encompassed a variety of data sources.

The Solution

We consolidated and retired three of the company's analytics applications, and established Oracle Business Intelligence Cloud Service as the single enterprise reporting tool. In a first-of-its-kind implementation for BI analytics, the solution enables strategic and executive reporting, using enterprise-wide data merged from diverse, on-premise and cloud applications, with prebuilt adapters and unique data mashups.
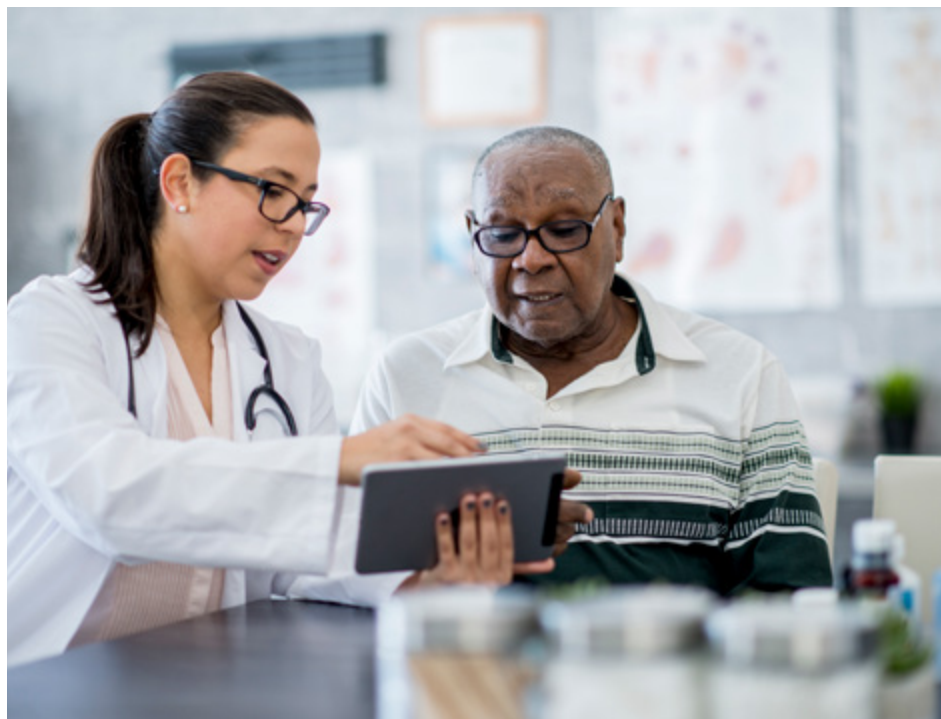
Leveraging the Oracle Data Visualization Cloud Service, we created an interactive C-level dashboard and used packaged HR analytics for rapid deployment. We prepared a predefined set of data governance rules to ensure diverse data could be used and that combined results could be trusted.

The customer now has a scalable model that can integrate new

information quickly and reliably. Users can create visual projects that narrate a story with deep-dive analysis, with seamless access to real-time and static reporting capabilities.

The system provides an interactive summarized view of "hire to retire" that can be filtered or drilled down in detail to meet users' business requirements.

The Results

The company's HR executives and HR business partners now have a single point of entry to reliable HR performance indicators in a highly visual fashion, with easy-to-use navigation. Users can now access a wealth of information, collected from diverse applications, providing unique business insights in a way that was impossible before.

- Reduced report generation lead time by one or two weeks.
- Decreased time spent on basic reconciliations.
- Enabled users to achieve business insights through self-service data mashups.
- Executed project in six months.
- Enabled seamless integration of additional data from a variety of sources.

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Financial Management

Tire Maker Drives Efficiencies by Automating the Warranty Claims Process

The Challenge

A large U.S.-based tire distributor needed to update its paper-based warranty claims processing system, as its key partners began requiring a digital submission process. Because each vendor's claim format is unique, the company generated many incomplete claims and experienced a high rate of denials. Because of a lack of visibility, the only way for customers to get warranty status information was to contact the call center, which operated only from 8:00 AM to 5:00 PM.

The Solution

We developed electronic versions of the warranty claim forms, and a user interface for end customers to create warranty return merchandise authorizations (RMA) online. By integrating this with the manufacturer's systems, claims can now be electronically submitted and processed. To develop this capability, we built and exposed Web services as microservices to be consumed by the e-commerce platform.

We also automated the ability to share claims information with offshore vendors and developed a label printing facility to affix claims to tires. The claims barcodes can also be mapped to the appropriate ERP system number.

Today, dealers have real-time visibility into claims status, as well as e-mail notifications on status. The entire process is faster, with reduced duplication of effort for submitting claims and faster payment in the form of tire credits for future purchases.

The Results

With its simplified and automated warranty claims process, the tire maker was named a preferred supplier. It strengthened customer loyalty, reduced costs, improved financial reporting and established a foundation for future growth (80% to 100% growth over four years).

- Simplified and shortened the claims process from an average of 30 days to 10.
- Reduced costs through avoidance of penalties for paper claims, dealer self-service, faster credit from tire vendors and 75% reduction of call volume over two years.
- Strengthened customer loyalty through tire-credit program.
- Enhanced financial reporting and invoice reconciliation.

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Restaurant Chain Nourishes Fast Growth with Digitally-Enabled Applications

The Challenge

A U.S.-based quick-service restaurant chain relied on a 20-year-old version of Oracle ERP. It took restaurant operators seven or eight days to publish their profit-and-loss and earnings statements, and up to a week to know their monthly earnings. These long cycle times delayed revenue recognition and posed major growth constraints.

The legacy ERP system was heavily customized, slow to implement changes and increasingly expensive to maintain. With its aggressive growth of over 100 restaurants a year, international expansion plans and desire for new business models such as alternate distribution points, the company needed more flexible applications and a more agile technology platform.

The Solution

After creating a blueprint and implementation roadmap for adoption of Oracle Cloud SaaS for standard apps and Oracle Fusion

Middleware for custom applications, we migrated the company's ERP functionality to Oracle Cloud on-premise. This included general ledger, payables, receivables, expenses, cash management, procurement, supply chain, project financials and fixed assets applications.

We also optimized these business processes by applying more auto-

mation, reducing sequential processing and enhancing the user experience, eliminating over 35 redundant or obsolete forms.

By embracing mobile/multi-channel access and workflow-driven rules, the company has sped decision making. Since go-live, we supported reconciliation and on-time period closure for over 12 months.

The Results

We successfully managed the complex, highly visible and mission-critical cutover and rollout to the entire chain of over 1,800 restaurants.

- Reduced month-end cycle time from seven or eight days, to less than four.
- Sped paycheck delivery to restaurant operators by three or four days.
- Eliminated 16,000-plus person hours of manual effort and reduced cycle time by 20% through automation and straight-through processing for 25% to 40% of restaurants.
- Reduced time to complete monthly financial reconciliation and close of books to one day from three days, with faster revenue recognition enabling earlier incentive payouts.
- Increased the system architecture's flexibility to cater to new business models.
- Improved productivity through mobile capabilities.
- Reduced manual effort by 15%.
- Enabled bi-weekly releases for new systems functionality and fixes compared with quarterly and bi-annual releases.

"If this implementation did not go well, it would have had a direct impact on the operations of our business. For this reason, I am grateful to the Cognizant team for all of their efforts. The caliber of the people involved were key to the project's success."

> Senior Director and Project Sponsor

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Tire Maker Streamlines Customer Deliveries, Payments with Integrated Mobile App

The Challenge

The delivery process at a large U.S.-based tire distributor was highly manual and paper-intensive, requiring drivers to carry pre-printed, three-part invoices when making customer deliveries. Drivers accepted payment and returns from customers during delivery, but manual payment reconciliation was time-consuming and error-prone, requiring more than two weeks to process credits for returns.

The inefficient process negatively impacted revenues, the company's carbon footprint and customer satisfaction, as it also led to missing invoices and the inability to view invoices online.

The Solution

We built a mobile application and integrated it with the company's ERP system (invoicing, order and payment processing). We also integrated the app with the customer's transportation route network to enable geofencing, vehicle inspection and shipment planning.

Today, the company can view all customer stops from the distribution center, and has automated departure and arrival scheduling based on geofencing. Deliveries, returns and invoices are now digitized, and customers can make secure electronic payments via cash, check or credit card.

The Results

By exposing the company's Oracle ERP as microservices for mobile app consumption, we helped the company digitize the tire delivery and payment process.

- Reduced the company's carbon footprint by eliminating three-part paper invoices.
- Reduced delivery errors and incidents through electronic checklists and automated tracking of vehicle inspections.
- Improved the customer experience through:
  - Immediate availability of invoices online.
  - Error-free returns processing.
  - Immediate credit on returns, which customers can use for payments toward new orders or delivery.
  - Availability of multiple payment options such as cash or credit card.
  - Delivery alerts.
  - Reduced errors in payment and product reconciliation.

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Global Bank Enables On-Time Compliance Reporting with Speedy System Migration

The Challenge

A Dutch multinational financial services organization faced multiple challenges with GFRS as a global platform for its 130-plus office branches. The system was unable to keep up with the bank's fast growth and quickly growing data volumes, which resulted in very time-consuming processing cycles and impeded delivery of on-time compliance reports.

Because the system was mission-critical, the migration to a digital platform had to happen quickly, even with the complexity caused by the large data volumes.

The Solution

We optimized GFRS by migrating the database to a high-performance Exadata platform. To minimize downtime, we performed a proof of concept for the migration using an "out-of-the-box" approach and followed a roadmap that we created after an initial assessment.

Before and after validating the migration, we created automation scripts for F&R configuration and the database, and enhanced application performance on the Exadata/Exalogic platform for

continuous implementation of new solutions and further improvement. We also conducted a risk analysis and ensured application and database security.

"This achievement is going to have a positive impact of productivity for finance people around the globe."

> **Product Owner, Risk Reporting**

The Results

We completed the full migration of the bank's GFRS to Oracle Exadata/Exalogic to five production environments in just three weeks.

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

I Established a solid foundation for future growth to support business needs.

I Enabled bank employees to rapidly process data and deliver bank-wide liquidity, statutory and risk reports to local and international regulatory organizations on-time.

I Saved an estimated USD $25 million per year through enhanced processes and platform migration.

I Improved workflow processing by 200%.

I Sped reporting by 250%.

I Improved business intelligence analytics processing time by 400%.

I Accelerated batch processing by 180%.

I Reduced maintenance costs by replacing expensive jobs with Oracle database jobs.

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Insurer Ensures Future Growth by Streamlining Risk Management

The Challenge

To realize its digital vision, a large U.S.-based investment and insurance company needed to move its risk management system from a legacy platform to a more agile one. The current system was costly and inflexible, hampering the business's ability to cater to expanding markets and impeding its competitive edge.

The insurer also wanted a system with a better user experience that allowed for more functionality from a single screen and could be accessed by external users.

The Solution

We worked with the insurer to implement an on-premise risk management platform that hosts claim and policy information. The platform will help meet the evolving data needs of the insurer's largest commercial customers that are most at risk of loss.

The system simplifies the claims management process by providing more data and analysis with fewer clicks, enabling risk managers to better understand the risks that affect their business and identify cost drivers. It also provides easier access to billing, claims and program data, as well as customizable reports, a dashboard interface and e-mail alerts for internal and external users. Mobile access eases the process of recording losses and retrieving data, and online service requests simplify policy changes.

The Results

We successfully revamped the insurer's decade-old system through multiple releases into a contemporary, intuitive, robust risk management platform that will support new business growth and bolster renewal retention by providing insights in a graphical format to external and internal users.

l   Streamlined management of complex claims.

l   Improved reporting features and functionality.

l   Simplified access to billing, claims and program data.

l   Enabled customizable reports, dashboards and e-mail alerts.

l   Automated the policy update process, without the need for a phone call.

l   Enabled mobile accessibility, thus improving user experience with responsive design.

l   Realized 10% to 15% in testing effort savings through reusable tests.

l   Realized 5% effort reduction through regression automation for security vulnerability testing.

"To be sure, a project of this size and complexity comes with its share of twists and turns. I'm truly impressed by the team's ability to overcome challenges, to be diligent and outcome-focused, and to look for ways to continue to improve and learn."

> Senior Vice President, Large Commercial Business

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Restaurant Chain Feeds Agility and Speed with Cloud ERP

The Challenge

An Australian restaurant chain relied on spreadsheets for financial analysis, which required a high degree of manual data input. The result: limited ability to access or manipulate information, and lengthy month–end closing times.

Because the company also relied on legacy technologies for point–to–point integration with other systems, it suffered from redundant services and high maintenance overhead. With no end–to–end visibility, it was very difficult to trace transactions, leading to long turnaround times for fault handling. As a result, the business lacked agility, and experienced long wait times for changes to integration services.

The Solution

We worked with the business to integrate Oracle ERP Cloud (Oracle Financial Cloud and Procurement Cloud) with third–party applications hosted on the company's private cloud. We also integrated the point of sale systems for the company's more than 400 restaurants in the Australia–New Zealand region. With the new ability to view customer buying trends across the stores, the company can now procure items in advance to meet customer needs, as well as offer promotions based on buying histories.

We also enabled EDI capabilities with the business's suppliers and automated data exchange with external vendors using the integration platform. In all, we completed 47 integrations (41 real–time or near–real–time plus six batch jobs) to support the business processes.

We enabled e–mail notification for all recoverable and non–recoverable faults, and established a robust error–handling framework with a mechanism to resubmit failed transactions.

The Results

I   Improved view of customer transactions, enabling product/service improvements and increased customer satisfaction.

I   Increased personalized offers during peak demand time by 30%.

I   Reduced order fulfillment lead times by 20%.

I   Increased the speed of POS integration, from 13 hours to one hour.

I   Sped provisioning times for middleware infrastructure, and reduced hardware and other capital expenditures by adopting Oracle PaaS.

I   Rationalized the number of integration services by 40% and reduced maintenance overhead through architecture standardization and SOA adoption.

I   Enabled a unified error–handling mechanism with notifications on faulty transactions.

I   Improved the user experience through Oracle Enterprise Manager for transaction tracking, resubmission and dashboarding.

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Waste Water Management Company Increases Financial Control with ERP Overhaul

The Challenge

A global waste water management company needed to quickly replace its highly customized legacy ERP system. The system was not extensible and had limited integration capabilities. Procurement and financial closing processes were tedious and complex, and the system lacked reporting, analytics and budgetary control/management capabilities.

The Solution

Using Oracle NetSuite's OneWorld cloud platform, we helped the company implement a solution that reduced total cost of ownership, minimized costs and took advantage of the cloud software as a service model. Modules included procure-to-pay, general ledger/reporting, fixed assets and revenue manage-ment. We also integrated the system with third-party suite apps.

The centralized purchase and payment management system allows the company to raise a single purchase order across divisions. We also consolidated the payment process, streamlined the budgetary management process and implemented several customized workflows, including fixed asset management, purchase orders and billing.

The Results

The company now has a highly configurable and customized Oracle NetSuite ERP system to support its finance, procurement, budget and asset management processes.

l   Increased efficiency of month-end closing process by 50%.

l   Centralized and consolidated the procurement and payment processes.

l   Increased control over capital expenditures with budget management solution.

l   Automated asset management processes.

l   Automated bank reconciliation process.

l   Enhanced reporting capabilities with out-of-the-box and customized reporting.

l   Increased data transparency, with real-time dashboards.

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By Streamlining Procurement, Restaurant Chain Boosts Productivity, Data Visibility

The Challenge

A U.S.-based casual dining restaurant chain wanted to replace its manually intensive legacy application with a modern, integrated system to accelerate report creation, increase visibility into financial insights and boost efficiency of the procurement process.

With no common financial platform, processes were complex, non-standardized and time-consuming, with limited visibility into closing activities, the consolidation process and financial performance. Long processing times were leading to errors, including duplicate purchase orders and improperly saved records, and a lack of visibility led to an inefficient procurement approval process.

The Solution

We implemented Oracle ERP Cloud in a two-phase approach, starting with financials and procurement, followed by project portfolio management. We also upgraded Fusion Cloud to Release 13.

Accounting policies are now standardized across the enterprise, payments are centrally disbursed and captured with Cloud Payments, and transaction taxes are consistently managed and processed with Cloud Tax. Real-time visibility into corporate performance is now enabled via embedded KPIs, dashboards and analytics.

The project required 35 integrations, 12 data conversions, nine application extensions, over 150 reports and more than 3,000 test cases. The entire cut-over was completed in 72 hours, with downtime limited to just one working day.

The Results

By adopting the cloud-based ERP application, the company realized a significant increase in information visibility and better data accessibility through an integrated solution.

- Increased accounts payable productivity 9% year-over-year.
- Boosted pricing 15% from new payment enhancements.
- Reduced accounts payable data entry errors 23%.
- Improved accounts payable turnover 2%.
- Automated sales tax and use tax computation.
- Enabled out-of-the-box period-end reconciliation reports, ensuring sanctity between subledgers and general ledger.
- Reduced indirect spend 9%.
- Reduced Cap-Ex for restaurant buildouts 3%.
- Automated bank statement reconciliation for all disbursement accounts.
- Significantly reduced time spent by restaurant managers in back-office activities.

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Cloud ERP Ensures Successful Acquisition for Consumer Goods Maker

The Challenge

After acquiring a leading brand in dietary health, a U.S. manufacturer and marketer of consumer and professional products needed to merge the new entity's IT landscape with its own.

The company faced multiple challenges in planning the integration. Its highly customized system required extensive maintenance, and its inventory management processes involved many manual steps for picking, packing and shipping. There were no dashboards or reporting/analytics capabilities for decision making, and users had no ability to access servers remotely.

The Solution

The company selected Oracle NetSuite as the cloud ERP platform for its acquisitions and international divisions. We implemented NetSuite ERP for the acquired division and integrated it with the company's IT systems. Modules included order-to-cash, sales, source-to-pay, forecast-to- stock, manufacturing execution and record-to-report/financial planning.

As part of the implementation, we performed a fit-gap assessment and designed NetSuite customizations to support the acquired division's business processes. Custom solutions included lifecycle management and governance of master data; inventory tracking for assemblies by revisions; SLA-based shipment automation; and customized bank and payment integration. To ensure seamless and Agile deployment, we leveraged our Cloud RISE methodology.

The Results

The company successfully integrated the acquisition into its business and IT processes.

- Decreased licensing and implementation costs by executing a two-tier ERP and cloud strategy.
- Reduced time-to-market and total cost of ownership through use of a SaaS platform and increased reusability.
- Ensured rapid rollouts to future business units by designing a global template.
- Enabled on-time decision making with online reporting capabilities.
- Improved visibility into accurate inventory.
- Improved compliance with FDA regulations.
- Improved returns management processes.
- Reduced period-close times from seven days to three.

"Not only are we running on a brand new ERP, we are also running on a brand new set of processes. This is what all of the weeks of planning and testing were in aid of — a successful system transition without negative impact to the business."

> CIO

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Supply Chain Management

Transport Company Drives Business Agility with a Service-Oriented Design

The Challenge

A public sector transport management company in the UK was using an integration platform (Oracle SOA Suite 11g and BPM Suite 11g) that was no longer supported by the vendor and so was costly to maintain, difficult to integrate with business applications and susceptible to long downtimes. It was also unable to scale to growing business demands or comply with future regulatory requirements.

An upgrade would provide an integration platform for the hybrid cloud and simplify licensing by combining several products into a single stack. The addition of out-of-the-box features would eliminate custom development and improve performance, while a lighter-weight framework built on the latest standards would increase throughput.

The Solution

We helped the company upgrade the Oracle SOA Suite and BPM Suite to 12c, while encouraging adoption of new functionality to increase business benefits and ensuring security.

We successfully managed the complex, highly visible and mission-critical cutover and rollout for the entire integration platform. Through service virtualization, we ensured that changes could occur to the business application implementation without impacting the integrations or interface definitions.

We also orchestrated processes so the company could build a composite business application through different functionalities executed across different business applications. We enabled performance monitoring of the business process and real-time analytics, and established EDI links and other B2B standards to help the business integrate with its partners.

The Results

The company was able to establish a SOA architecture-based foundation that ensured reusability, mobility, flexibility, scalability and reliability.

l Enabled 20% reusability by rationalizing functionality across business processes.

l Extended mobile enablement through asynchronous process.

l Lowered the cost of ownership through a tightly integrated, comprehensive suite.

l Enabled SOA adoption across the enterprise and streamlined business processes through additional services.

l Improved SOA security, management and monitoring by centralizing auditing and fault notifications.

l Reduced time to market for new project integrations and provide a single integration platform unifying cloud and on-premise applications.

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Aluminum Maker Modernizes the User Experience for Its Key Applications

The Challenge

With seven applications running on an older version of Oracle Forms and Reports, the world's fifth largest aluminum maker needed to ensure continued support from its application, database and operating system vendors. The company wanted to upgrade the system to improve performance, reduce the risk of obsolescence and provide a better user experience.

The Solution

We helped the company modernize its environment by upgrading Oracle Forms and Reports to the 12c version, as well as updating the underlying database and operating system. We implemented a high-availability database in the target

environment for load balancing.

In all, we implemented eight Oracle Forms 12c features in 19 business-critical forms. The company now

has an attractive login screen and graphics for critical information analysis, as well as browser–less access, a standalone reports server and custom color schemes.

The Results

The company now has a fully upgraded system, reducing the risk of losing vendor support.

l Improved system performance and ensured high availability.

l Enabled addition of more descriptions, remarks and comments by increasing field lengths from 4K to 32K.

l Developed an attractive login screen, new background images and newly developed logos reflecting site names to appear in application and reports.

l Provided the latest GUI, with interactive graphs for critical information.

l Enabled users to generate reports directly from the reporting tool without installing forms.

"Congratulations on completion of the migration of this critical system ahead of time and within budget. Throughout this project, I did not get any "escalation" of issues faced, which shows that all issues, observations and challenges were well managed within the team. We look forward to Cognizant's continued support in other projects."

> Director, Production IT

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Customer Experience Management

Exhibition Provider Grows Revenues with Switch to Digital Marketing

The Challenge

A leading exhibition service provider needed to adopt a more data-driven approach to its customer relationship management (CRM) efforts. The company was experiencing reduced visitor footfalls, as well as low exhibitor interest due to the lack of insight into targeted visitor turnout. A lack of personalization resulted in low attendee conversion ratios, as did the inability to target the right customers at the right time.

The company's operations spanned seven regions, each with siloed CRM and marketing systems. The system made it impossible to design, execute and monitor multi-wave/multi-channel campaigns, including social campaigns, as well as define, customize and track marketing plans. The company also had no insight into attendee/exhibitor segments based on demographics, contact preferences, profile, interests, etc.

The Solution

We helped the company implement an integrated digital marketing platform that could manage promotions and cross-channel campaigns for 50-plus multi-industry events, spread across six major geographies. We implemented Oracle Eloqua and Oracle Social Relationship Management in the cloud, and migrated over 160 websites to the new platform. We also standardized the UX and visual design across all event portals, and streamlined web content management systems across all digital touchpoints.

The platform provides a 360-degree customer view for better customer profiling and segmentation. It also enables marketers to define, customize and track marketing campaigns, and leverage customer insights to enable personalization across all digital platforms.

The Results

The company's marketing organization can now segment customers and execute effective campaigns, significantly improving conversion of prospects to leads.

- Enabled a 3% to 5% year-over-year growth in exhibitor and attendee revenue by improving marketing conversion rates (leads, sales).
- Increased revenue and ROI by improving visitor turnout, replication of successful events and expansion into new geographies.
- Increased user engagement through multiple channels with the help of trackable social media campaigns.
- Improved the user experience, system robustness and reporting.
- Sped time to market by launching and localizing sites quickly, using sophisticated templates and wizards.

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Dutch Telecom Empowers Agents with Customer Intelligence

The Challenge

Sales representatives at a leading Dutch landline and mobile telecommunications company needed a simpler and more flexible way to conduct their day-to-day sales activities, in order to increase productivity and efficiency.

Agents at the company had limited insight into customer data, such as accounts, contacts, leads and opportunities, and little customer information due to the siloed system architecture. The fragmented information also limited adaptability.

The Solution

We implemented Oracle Sales Cloud to create an automated, bidirectional flow for opportunities, contacts and accounts. Organization-wide CRM processes were migrated to Oracle CX Cloud, giving the company

a standardized, integrated CRM platform for its core marketing, sales, configure-price-quote and services areas.

We developed and maintained sales KPI reports and dashboards to aid sales professionals and managers

in performing daily activities and keeping track of their sales dynamics. The percentage of effort spent on enhancements and new developments was greatly reduced as we implemented features from Oracle CX, which are inherently integrated.

The Results

The company now has a single standardized, integrated cloud CRM platform for its core marketing, sales, configure-to-quote and services areas.

- Increased sales rep productivity and managerial effectiveness through efficient lead, opportunity, case and account management functionalities.

- Streamlined the financial/pricing approval process, with approval decisions completed within minutes of application submission.

- Increased customer satisfaction, as one-click customer information equips agents to efficiently handle requests.

- Increased agent productivity by 20% through a simplified user interface.

- Enabled powerful insights through analytics of sales team performance and market dynamics.

- Reduced inbound calls by 10% to 30%.

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Dutch Technology Company Gets Personal with Cloud–Based CRM

The Challenge

A Dutch technology company needed to improve its marketing agility and enable faster time to value for its digital marketing initiatives. With its current system, it couldn't effectively target customers, deliver personalized content or execute multi–channel and multi–wave marketing communications. There was no harmonized view of key customer data, marketing campaigns and messaging.

The current system was based on multiple marketing vendors with localized marketing processes, and it utilized a costly legacy e–mail tool that wasn't integrated with the corporate application landscape. The result: slow time to market, inconsistent brand messaging, low-quality customer interactions and poor return on marketing investments.

The Solution

We used the Agile methodology to roll out a new CRM system in multiple geographies. In Phase One, we integrated Oracle Marketing Cloud and Oracle Eloqua into the company's existing IT landscape. Using APIs, we integrated the system with e-commerce, data warehouse, content management and social media systems.

In Phase Two, we worked on a harmonized cross–sector data model, and integrated Oracle Eloqua with SalesForce. We provided a campaign execution solution for the company's marketing, legal and privacy business lines.

To improve user adoption and automate the lead/campaign management process, we deployed the marketing-related assets with localized languages, globally.

The company now has standard global processes across 40 countries to enable branding consistency, with the ability to run multi–channel, multi-wave personalized campaigns across segments.

I   Improved customer reach by 30%.

I   Improved click-through rate by 10%.

I   Improved lead costs by 20%.

I   Sped time to market, with over 300 campaigns, 10 million or more e–mails per month, and more than 95% successful delivery in the last 12 months.

I   Added 250,000 new customers in one year for B2C business.

I   Reduced costs by € 250K by simplifying the IT landscape.

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About Cognizant Oracle Solutions Practice

Cognizant's Oracle Solutions Practice helps companies navigate the digital shift, which often requires creating entirely new business models focused on shrinking time-to-market. We deliver value to businesses in key ways that include continuously innovating to modernize business processes, improving decision making, and driving down costs. We enable our customers to accelerate their journey to cloud and digital platforms by defining roadmaps, migrating to new environments, automating processes and delivering multichannel experiences in business processes across the enterprise through offerings such as Oracle Digital Services, Cloud Services, Transformation and Consulting, and Analytics. Our skilled resources are cross-trained in next-gen technologies, so businesses in all industries can embrace new frontiers at an accelerated pace. To learn more, please visit www.cognizant.com/application-services/oracle or e-mail us at OSP_Marketing@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 195 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.

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