Increasing Business Productivity in Connected Enterprises and an Always-On Digital World

To boost business productivity, organizations must take an enterprise-wide approach to build an empowered/agile workplace that maximizes employee output and satisfaction, and delivers sustainable value to customers.
Executive Summary

Technology, combined with changing stakeholder expectations across the enterprise, is forcing companies to become more transparent, agile and responsive – hence connected. To accomplish this, CIOs must examine the architectural, security, performance, resiliency and agility aspects of IT, and address the changing expectations of users inside and outside the four walls.

Today, as a strategy and differentiator, organizations are ensuring that all systems, employees and partners are connected to one another, from any device and at any time and place. The CIO can and must play a strategic role in building, extending and maintaining today’s connected enterprise by taking a holistic view on how IT infrastructure can simplify information flows and systems to ensure that users across the value chain are better aligned with business objectives.

Given the buzz around technology and its benefits, many IT initiatives are seen through either a technology and/or business lens; the view through the employee-productivity lens is either missed or taken for granted.

Alongside maintaining a simplified IT infrastructure to support the lights-on mandate, organizations must, in our view, embrace and master four operational pillars to increase business productivity and become a connected enterprise: people, process, platform and product (see Figure 1, next page). This white paper lays out the mechanics for doing this, provides a workforce maturity assessment model for creating a smart, connected and more business-aligned workplace and offers a target operating model for transforming blue sky concepts into tangible reality.
Increasing Business Productivity in Connected Enterprises

Figure 1

Connected Enterprise

PEOPLE
- Millennials
- Anytime, Anywhere
- Mobile Mind-Shift

PRODUCT
- Mobile-Driven Service Management
- Internet of Things
- ServEZ

PROCESS
- Real-Time Service Intelligence (RTSI)
- Role-Based Enablement

PLATFORM
- SLB Computing Spectrum of Devices
- Cloud Provisioning and Orchestration

Internet of Things

Figure 1
The Pillars of Business Productivity

- **The people perspective:** Employees communicate not only by e-mail or video chat but increasingly do so through enterprise social platforms and mobile devices. The large volumes of internal and external data, insights and connections these platforms spawn mean there are additional capacity, efficiency and effectiveness demands on the IT infrastructure landscape. These demands increase the complexities around IT management. Business connectivity and business productivity are key areas to focus on to make a difference in this pillar.

Leading companies are embracing workplace transformation to create an enriched end-user experience through stateless, limitless, boundaryless computing (see more on pages 9-10). As organizations transition to a more connected, digital era, employees and business partners expect various services, tools and platforms defined by their usage lens, which means the IT landscape must be built around the user rather than the traditional ways of focusing first on services, tools and platforms. Navigating this paradigm shift is not easy without a clear-cut roadmap and various groups aligning to the end goal of user excitement. (For more, read our white paper "Delivering Customer Excitement in the Digital Era Through an Enterprise Service Hub.") All IT initiatives should therefore start with the user in mind, using a services-led approach.

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- **The process perspective:** The larger the organization, the more processes and information flows exist. This means insights- and experience-driven global and holistic views of processes, data and information are of great importance when enabling business productivity. In a connected enterprise, business availability is based on infrastructure and application availability.

During a fault, it's critical to remove nonessential daily IT routines to achieve a business goal. Say a retailer experiences a technical fault in its order placement process for next day’s morning store replenishment. Nonessential elements of the daily routine, such as sending reports, should be removed in favor of first resolving the store/stock replenishment issue.

This can be achieved through a real-time service integration portal that connects all applications and related infrastructure to represent a holistic business process view. The manager within the organization tasked with this responsibility must look holistically at how the IT infrastructure can be simplified, made constantly ready and prioritized to deliver increasingly elevated degrees of business impact and relevance. As behavioral analytics gains momentum, a holistic, insights-driven approach will further strengthen the effort to deliver increased business productivity services. Taking a process perspective strengthens many organizations' growing services-led approach by helping to bring a seamless experience to users who shouldn't be impacted by internal departmental structures and IT KPIs.

- **The platform perspective:** For a connected enterprise, staying connected and relevant with ever-changing business models and product lines becomes pos-
sible by embracing solutions powered by social, mobile, cloud, analytics (aka the SMAC Stack) technologies and informed by Code Halo™ thinking. Enterprises need to simplify and transform their IT landscape with such platforms in order to capitalize on the opportunities the digital economy offers.

Due to the ever-proliferating volume, velocity and variety of data and the criticality of regulatory compliance across industries, applying a business context approach to service delivery has a direct impact on business productivity. As more and more data reveals customers’ digital footprints and buying behavior (i.e., their Code Halos), IT models are increasingly taking a “right shift™” approach to enable a more personalized and curated user experience that generates greater business impact. As the workforce evolves and extends outside the traditional enterprise, a SMAC-Stack-powered platform can play a critical role in increasing business productivity inside and outside (i.e., partners) the enterprise’s boundaries.

- **The product perspective:** In the Internet of Things (IoT) and Internet of Services (i.e., the cloud), building a services layer to orchestrate, manage and simplify the connected products/insights ecosystem will become a key differentiator. As these new systems are built, new business models and revenue lines emerge. Therefore, managing the services layer for end users will enable organizations to become more agile, prompting them to build new partnership models with select partners.

  Over time, as IoT sensors collect and send data across various operational and technical parameters such as pulse rate, temperature and velocity, end users will start using these inputs to augment their work. Any issue in the IoT or related application’s device layer will impact business productivity. Hence, it is critical to have sound asset/patch management, software deployment, reporting, tools access, tracking and monitoring mechanisms of various devices in real time or in a timely manner. The industrialized core of the enterprise and the agile periphery of the product ecosystem will become interdependent in order to consistently deliver a superior customer experience and fuel business growth.

Hence, the connected enterprise can stay relevant and efficient only by taking an enterprise-wide approach to increasing business productivity.

In today’s connected enterprise, products quickly connect back to people, processes and platforms. Ever-increasing connections, changing contextual business transactions and dynamic customer expectations create additional complexities in the IT landscape. Hence, the connected enterprise can stay relevant and efficient only by taking an enterprise-wide approach to increasing business productivity.

As organizations become more hyper-connected in today’s dynamic and IT-intensive business world, they need to decide who leads business productivity. They then need to define this individual’s mandate to improve operations and build a progressive and agile IT infrastructure that powers the increasingly connected enterprise.

In our view, workforce transformation coupled with workplace transformation will directly increase business productivity for a connected enterprise, whereas the process, platform and products perspectives form binding agents that enable new ways of working.
The Essentials of Workplace Transformation

Digital equilibrium is a fine balance enterprises must adopt; fostering innovation at one end, while adding processes, checks and balances at the other end. Often, such measures are perceived by workforces as a hindrance towards achieving productive outcomes.

Workforces seek new ways and tools to do their jobs more effectively and expect a mechanism to share their viewpoints instantly to the outside world, leveraging many of the new-age devices one carries. Enterprises, on the other hand, look for ways and tools to increase efficiency, standardize and automate as much as possible.

The changing workforce demands a one-click, total case ownership system, while next-gen enterprises seek to build solutions to enhance productivity through these workforce characteristics, disrupting traditional businesses norms. Enterprises must retune and re-fit their systems to accommodate this fundamental change, thereby embracing growth with innovation-led productivity which over time will become the cultural DNA of the organization.

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Enterprise workplace technology trends have disrupted the traditional business models. The landscape has shrunk with the consumerization of IT such as wearable technology, mobile-enabled devices and IoT. Enterprises must integrate processes, tools and platforms comprising applications and infrastructure to systematize innovation and thereby enable business productivity with next-gen solutions.

We believe this phenomenon is critical to the end-user empowerment journey, a journey entailing critical enterprise workplace shifts as IT transforms from an approach premised on end-user support to one that pivots around end-user experience. Enterprises must embark on this journey sooner than later, as it is the employee experience that typically jump-starts innovation within the organization. Other key factors include new-age work/life integration, laws governing where the enterprise is domiciled and users operate from, the culture of the enterprise and the country from which it operates. These all play significant roles in laying a foundation built around continuous end-user experience enhancement.

Embracing the ‘Gen-Now’ Workforce

In our experience, enterprises face a dual conundrum in their workplace strategy:

- A globally distributed workforce.
- An always-on and connected mindset.

To contend with these challenges, organizations must embrace the following guiding principles that will shape the future workplace and embrace a new target operating model (characteristics of which are discussed further below). Doing this will help enterprises stay ahead of the workplace curve by creating a “Gen-Now” workforce, with a platform for enhanced business productivity.
Guiding Principles

• Accelerate smart work - anywhere/anytime. Enable workforces to be more productive with anytime, anywhere access to apps/data that are aligned with enterprise security guidelines.

• Institutionalize process excellence. Establish built-in workflows that trigger a process-centric approach towards information seeking and sharing with role-based access.

• Facilitate insight and provide information visibility. Enable workforces to find and share information, thereby improving business insight.

• Promote compliance. Leverage gamification techniques to promote compliance and adoption within the workforce.

• Collaborate and support teamwork. Support multiple media that leverage technology and platforms for teams to interact with and work through.

Target Operating Model (TOM) Characteristics for the Future Workplace

• Agile: The enterprise must create a modular workplace architecture built on solutions that generate and extend operational agility and are responsive to ever-changing business demands from employees.

• Always on and connected: A connected enterprise should be equipped with mobility solutions, empowering end users to deliver improved productivity through app stores and collaborative platforms.

• Enriched user experience: An integrated process- and technology-oriented approach has toolsets that aid in providing an enriched and seamless end-user experience.

• Sustain competitive advantage: Leveraging cost-controlled workplace transformation solutions that result in measurable improvements will empower end users to deliver enhanced performance, improving individual and organizational productivity.

• Insight-driven: Enterprises must systematize improvement programs through a data-driven model enabling workforces and the enterprise as a whole to derive meaningful analysis by measuring outcomes.

The Future Workplace, a Transformational Journey

Given these principles and TOM characteristics, enterprises seeking to create a future-ready workplace for Gen-Now employees need to rigorously plan for the transformational journey ahead.

One thing is clear: the path forward can be planned relative to an organization’s current workplace strategy and services maturity levels. We classify enterprise workplace attributes within four maturity levels based on their readiness (see Figure 2, next page).

• Inception (primitive) stage: Enterprises that are focused on running and supporting the business as needed fall under this classification. In our view, enterprises that do not possess a standardized set of images and lack application virtualization or a unified service desk fit this category.

• Functioning stage: We define an enterprise to be at a functioning stage when performance delivered exceeds service commitments. Enterprises that have built a robust desktop management practice and demonstrated application virtualization fit this classification.
• Performing stage: In this category, performance is proactively benchmarked to strengthen competitive advantages. Performing enterprises, in terms of workplace services, are those that have implemented desktop and mobile standards. They’ve also deployed virtualization services, and context-sensitive incident support and resolution, all supported with self-help and self-healing solutions. They adhere to a repeatable, standardized, industrialized automation (RSIA) framework. So any “repeatable” task in this category would be “standardized,” and a standardized function is one that needs to be “industrialized” in line with the organization’s people, process, platform and products requirements. Enterprises should take the next step of building automation solutions from those industrialized tasks, to avoid manual intervention.

• Best-in-class stage: Enterprises in this category are those that demonstrate industry-leading performance and continuously adopt innovative improvement opportunities. Enterprises in the performing stage are at a tipping point to move towards the best-in-class designation and build a dynamic workplace for connected enterprises.

Accelerating Adoption of the Best-In-Class Workplace; Boosting Business Productivity

As mobile apps proliferate and the panoply of unstructured and semi-structured IoT and social networking data soars, the Gen-Now workforce within the connected ecosystem of partners, manufacturers, suppliers, customers, logistics providers, resellers and warehouse providers wants to remain informed in real time and impulsively acts, reacts and responds based on the information at their fingertips.

Our view of the future workplace is that it must be designed to tightly align with
ongoing business imperatives, industry trends and the guiding principles shared above. The all-encompassing workplace strategy is to achieve the goal of an enriched user experience that enhances business productivity by working towards and eventually delivering a stateless, limitless and boundaryless (SLB) computing environment (see Figure 3). The framework is designed to enable and empower the Gen-Now workforce to:

- Work from the place of their choice.
- Use the devices they prefer.
- Function without resource constraints.

**Building an SLB Computing Environment**

Traditional end-user computing services, such as field services, desktop management, etc., resonate with users locked onto their desktops or laptops, or isolated within the boundaries of their offices and limited to the computing power of their devices. However, as work complexity has increased exponentially due to always-on business requirements, elevating customer expectations for information and insights, users now have a spectrum of devices (smartphones, tablets and laptops in varying sizes).

The Gen-Now workforce uses multiple devices and they expect to be connected at all times. The question is how to provide the user with an Android phone, iOS tablet and Windows desktop with a seamless experience where she has access to the application and the data irrespective of device and connectivity. Is there a way to break this impasse?

With SLB computing, enterprises can now provision their Gen-Now workforces with a platform designed to deliver solutions that address the challenges imposed by a globally distributed workforce and an always-on and connected mindset.

**Stateless, Limitless and Boundaryless (SLB) Computing**

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Figure 3
• **Stateless computing:** This is about decoupling user profiles and data from end points. The idea is to ensure that user profiles are standardized across end-user devices and user data is centralized in such a way that it can be accessed from any device. Furthermore, end-user profiles are virtualized to allow users to not only seamlessly switch devices but also personalize their experience at the point of consumption. Changes to any profile parameters customized by users are seamlessly synced across all devices, thereby enabling consistent user experience. Data, application, profile and personalization can seamlessly be available on all the devices. Employees can start working on a file at the office, edit it on the phone while going home and then e-mail it from the tablet.

• **Limitless computing:** This is about enabling access to resources and services on the corporate as well as public cloud by leveraging virtualization technologies to provision resources for users as and when they require them. Essentially, limitless computing entails that users are not limited to what they have on their devices. The idea is to enable users to access computing resources and services on their devices and on the cloud seamlessly, without any limitations. Today’s workforces complain of resource constraints in devices that lack sufficient compute, memory and storage.

• **Boundaryless computing:** This is all about user accessibility anywhere – within the enterprise’s premises or at remote sites. With an always-on and connected mindset, the Gen-Now workforce requires solutions to realize business productivity from any device, anywhere. As part of its mobile-first behavior, Google changed its PageRank algorithm – “mobilegeddon” as it is commonly called - to favor mobile-friendly websites. Businesses must act fast to ensure that they are mobile-friendly, and that customer and Gen-Now workforce experiences are uniform across a spectrum of devices. Enterprises must take a cue to further accelerate business processes to be seamlessly executed on multiple device form factors.

A mobile-based ticket and incident management solution is often pertinent because it resonates with employees and enriches user experiences. In fact, future work teams will be transformed through enterprise platforms such as enterprise file sharing and synchronization solutions that can be accessed securely, via enterprise mobile apps available across the spectrum of devices. Role-based apps accessible with SLB computing solutions will enable improved enterprise agility, creating organizations that are adaptive and in a constantly ready-state.

This future best-in-class workplace must incorporate process enhancements and SLB computing technology advancements and follow an end-user empowerment journey. This journey should also entail enterprise workplace transformations from an end-user management perspective to an enriched user experience state.

Figure 4 (next page) depicts a six-layer model for enterprises to transform from the current state to the desired future state in order to empower employees with an enriched user experience, which culminates in a best-in-class future workplace for the organization. The solutions for device management, application delivery, user state and experience management are based on third-party products as well as our own IP:

• **ServEZ:** This is a mobile-based incident-logging platform that we conceptualized and developed to provide an intuitive incident-logging experience, leveraging rich mobile features, real-time tracking and live feeds to keep users informed. ServEZ could work across service management back-ends and smartphone platforms.

• **FlexD:** FlexD is a cloud-based, on-demand and completely managed desktop solution. It brings together the provisioning and automation capabilities of Cognizant Cloud360, the virtualization and configuration capabilities of Microsoft System Center along with the cost efficiency and elasticity benefits of the private cloud.
**Sync Drive**: This is an enterprise-class secure file storage, synchronization and sharing platform that will help transform the way your organization uses documents and files across multiple devices, teams and workflows. Cognizant Sync Drive is a one-stop solution for meeting your organization’s growing file sharing, synchronization, backup, sharing and storage needs.

**Social Tango**: Cognizant Social Tango helps with the implementation of an enterprise social collaboration ecosystem using open social application programming interfaces (APIs).

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### Enterprise Workplace Transformation Model

<table>
<thead>
<tr>
<th>Typical Environment</th>
<th>Enabled</th>
<th>Desired Future State</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>User Exp. Management</strong></td>
<td>Application Perf. Monitoring, Custom Self Service Portals</td>
<td>Self Service Workflows, Defined Performance Baseline, Proactive Application and Device Level Monitoring and Troubleshooting</td>
</tr>
<tr>
<td><strong>User State</strong></td>
<td>User Profile Virtualization, Enterprise File Synch/Encryp., MCM</td>
<td>Device Independent User Profiles, Anywhere Access to Corporate Data</td>
</tr>
<tr>
<td><strong>End-User Applications</strong></td>
<td>App Store, Workspace Mgmt., Subscription-Based Workflows, MAM</td>
<td>Automated/User-Initiated Provisioning Based on User Profiles, Subscription-Based Workflows for Provisioning and Deprovisioning</td>
</tr>
<tr>
<td><strong>End-User Devices</strong></td>
<td>VDI, DaaS, Browser-Based Access to Hosted Desktop</td>
<td>Users May Use Any Device to Access Services</td>
</tr>
<tr>
<td><strong>Core Services</strong></td>
<td>Identity Management, SSO, Directory Services, Private/Hybrid/ Virtualization Infrastructure</td>
<td>Hassle-Free Access to All Services Through One ID, Consistent Role-Based Provisioning Based on User Profiles, Virtualized Environment for On-Demand Centralized Provisioning and Management</td>
</tr>
</tbody>
</table>

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Figure 4
Quick Take

The Always-On Enterprise in Action

SCENARIO 1: Delivering Digital Experiences for Employees Without Compromising Centralization & Control

Wilson, a product engineer in a large steel plant, heads the manufacturing process and oversees steel manufacturing operations. As part of his work on a daily basis, he moves around the entire plant covering a distance of approximately 5 kms. to meet with workers across numerous sites. This keeps him away from his main workstation for approximately six hours each workday. Given these responsibilities, his enterprise IT team has developed a comprehensive mobility and digital strategy to ensure his personal and team productivity is at its peak.

A stateless, limitless and boundaryless computing platform enables Wilson to perform with ease all his routine meetings and remain connected with others (including senior management); it also provides access reports that allow him to respond to senior management demands in a timely fashion.

Stateless computing through a spectrum of new-age devices enables Wilson to access his workstation applications such as corporate e-mails, unified messaging and business productivity software such as documents, PowerPoint presentations and Excel reports. Limitless computing enables Wilson to access enterprise resources such as reports, corporate data and operational data with real-time analytics powered through a cloud delivery model, which also leverages sensor data from IoT. Wilson is able to share large volumes of data leveraging solutions such as our Sync Drive.

Boundaryless computing enables Wilson to access corporate applications through his enterprise app store and perform daily business tasks while being mobile and not being bound by his workstation.

Wilson’s IT department has increased the productivity of its mobile workforces, allowing end users to gain the benefits of a full mobile-first, digital experience. It is this centralization and standardization that led to enabling automation in order to bring the benefits of mass customization to the workplace. It’s important to understand and implement such initiatives with a clear business objective in mind. This will help decision-makers to select focus areas that can benefit most from such digital initiatives. Otherwise, the organization may create an unforeseen security lapse or deliver unwarding experiences that result in the unintended consequence of negatively impacting business productivity.

SCENARIO 2: Connected Enterprise Results in Customer Satisfaction

Enterprises can generate new revenue streams by creating business models that adapt to the connected enterprise. John is the regional manager of a car insurance company that offers usage-based insurance (UBI), which works using a telematics device that feeds data to an app loaded on customers’ smartphones. The app then sends driver safety data back to the company based on speed, braking and other driving parameters. In return, the customer receives a monthly premium tied to his true risk profile rather than generic offline parameters such as age, location, etc.

With a product line and business model that rely heavily on IoT generated data, John and his team members expect sound IT workplace services to ensure that they can do their jobs better and also keep up the product line and keep the business model running and delivering envisioned returns. As collected data needs to be stored and analyzed (mostly in real time), remote maintenance of the devices, software deployment, patch management etc. become critical. Any issues here have an impact on the carrier’s product and brand with end customers who use the app.

In such cases, IT can accelerate business, and the workplace services team can become a key enabler of product line success in terms of increasing business productivity and end-customer satisfaction.
Moving Forward

Increasing business productivity is relative to the baseline maturity of an enterprise, its goals and its market position compared with its competitors. New-age workforces continuously seek new services and solutions through innovative social collaboration and cloud-based services that deliver enriched digital experiences which improve their productivity. Our people, process, product and platform perspective can enable enterprises in their connected enterprise journey in ways that continuously improve their business productivity.

Fundamental to this is a radical update of the workplace services portfolio - a shift that elevates primary level-one application and infrastructure support, business desk support and end-user support. As a result, enterprises will soon look to adopt a more centralized end-user computing work-style combined with localized and distributed end-user computing work-styles, thereby enhancing business productivity and reducing operational costs that minimize IT management at the field office and remote branch office levels.

To increase their readiness towards the SLB journey, organizations need to rethink, reinvent and rewire their workplace landscape. Organizations must rethink their traditional workplace computing ways, based on emerging technology trends and change interaction and behavior patterns among consumers, employees, suppliers and others in the ecosystem (i.e., adopt VDI, BYOD and mobility). Organizations must strive to reinvent service excellence measured through the lens of the end user by deploying more innovative and empowering ways of working (i.e., adopt automation, smart operations and analytics). Similarly, they must rewire their IT operations to lead a digital workplace work-style augmented with cloud computing to enrich end-user experience (i.e., adopt cloud-based delivery models, SaaS, etc.).

Stateless computing at one end enhances security by preventing data theft but it comes with BYOD implications that challenge enterprise IT security safeguards that result from this plethora of user devices. These devices can inadvertently introduce viruses into applications or can be used to access and share unauthorized data outside the enterprise firewall. If SLB computing is fully implemented, enterprises will need to tread cautiously to bring in a balance between enriched end-user experiences vs. end-user control. Potentially, this could also disrupt traditional solutions such as service desk, application packaging, testing, operating system and software distribution, and patching. With ever-increasing hardware reliability, the potential will exist to replace a faulty device rather than repair it, which will eventually reduce field support significantly. This propensity of change in the enterprise IT landscape will influence businesses to embrace workforces that are multiskilled, and build environments fungible enough to deliver services and solutions that increase productivity and enrich end-user experience.

Numerous solutions exist to deliver an enriched user experience and thereby increase business productivity. However, organizations must evaluate their existing business/IT landscape, envision a target operating model and work through the merits of deploying the solution while analyzing its potential business-technology impact. This will require organizations to embrace SLB computing to power the future workplace.

Connected enterprises must adopt a deterministic approach for creating this new workplace, driven by new behaviors, new connections, better visibility and increased collaboration. Embracing and building a vibrant workplace will further enhance the enterprise's value proposition in the eyes and ears of the market. Done right, a dynamic workplace service enabled by SLB computing can become a sustainable competitive advantage.
Footnotes


2 Right shift, in this context, means to improve business productivity through our 3Cs model (capability, complexity and collaboration). As such, right shift is about enabling the workplace through self-help and self-heal capabilities; addressing complexity through smart analytics, channel optimization, knowledge engineering and remote (assisted) service; and powering collaboration by enabling end users using social collaboration platforms to address workplace opportunities and challenges.

3 Based on pay as you drive (PAYD), pay how you drive (PHYD) and mile-based auto insurance, UBI is a type of vehicle insurance where costs are based on the type of vehicle used, measured against time, distance, driver behavior and place.

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About Cognizant

Cognizant (NASDAQ: CTSH) is a leading provider of information technology, consulting, and business process outsourcing services, dedicated to helping the world’s leading companies build stronger businesses. Headquartered in Teaneck, New Jersey (U.S.), Cognizant combines a passion for client satisfaction, technology innovation, deep industry and business process expertise, and a global, collaborative workforce that embodies the future of work. With over 100 development and delivery centers worldwide and approximately 221,700 employees as of December 31, 2015, Cognizant is a member of the NASDAQ-100, the S&P 500, the Forbes Global 2000, and the Fortune 500 and is ranked among the top performing and fastest growing companies in the world. Visit us online at www.cognizant.com or follow us on Twitter: Cognizant.

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