Enterprise Application Services: Moving Business into the Digital Age

A view of organizations across industries and business functions that have made the digital shift.
Contents

Human Capital Management
Publishing Giant Gets its Global HR Systems on the Same Page .......................................................... 5
Document Management Business Unites Employees through Cloud-Based HCM ........................................... 6
Indian Bank Creates a One-Stop HR Shop for its Employees ........................................................................ 7
Lighting the Way to Better Human Capital Management ............................................................................. 8

Financial Management
Fast-Food Franchise Streamlines Financials, Procurement, Supply Chain Functions .................................... 10
Global Pharma Digitizes and Mobilizes Financial Approvals ........................................................................ 11
Cloud Billing System Fuels Bike Rental Provider’s Growth ............................................................................. 12
A Wave of Benefits from Cloud ERP for Waste and Water Management Business ........................................... 13

Supply Chain
Manufacturer Formulates a Quick ERP Recipe for New Acquisition ................................................................. 15
Retailer Builds a Foundation for Growth ......................................................................................................... 16
By Revamping Supply Chain Processes, Packaging Provider Realizes Cost Savings, Agility ............................ 17
Logistics Provider Reduces Spend, Speeds Performance with Cloud Migration .................................................. 18
Restaurant Feeds Growth with Revamped Asset Management ...................................................................... 19

Customer Experience
Pharma Discovers a CRM Cure ....................................................................................................................... 21
Health Insurer Heals its End-to-End Sales Process ......................................................................................... 22
Improving Innovation and Collaboration for Consumer Goods Giant .......................................................... 23
Large Health Insurer Unifies its Contact Center ............................................................................................. 24
Manufacturer Ups its Sales Management Game ............................................................................................... 25
The common business wisdom today is that every organization is at risk of disruption from a start-up or competitor. After all, digital has pervaded our professional and personal lives. The way we bank, travel, collaborate, inform, analyze and engage has changed.

As a result, digital is being embraced across all businesses, industries and functions, including human capital management, finance, supply chain and customer experience management. We see digital emerging in many forms across business processes, be it cross-channel customer engagement, digital marketing, location-based apps and services, real-time product reviews through sentiment analysis, or service complaints on Twitter.

Industry leaders recognize the rapidly shifting role of digital technology, from being a driver of marginal efficiency to an enabler of fundamental innovation and disruption. Because of the fast pace of disruption, we believe the time is now for organizations to transform their businesses for the digital age. Those businesses that have already evolved by creating an integrated technology environment built around digital systems are reaping the benefits when it comes to meeting and exceeding customer demands.

Every business, no matter how long it's been in existence, has the opportunity to digitally remaster its business model and associated products and services. Working with our clients, we have an incredible opportunity to remake business across functional areas, and deliver digital at scale that matters for employees, customers and partners, across the extended enterprise.

Aimed at enterprise IT leaders, this e-book looks at how established businesses with legacy technologies can transform into digital organizations. We hope to provide a starting point for thinking about how to lead with digital by showcasing the successes of organizations that have harnessed technology to advance their business objectives.

**Rajesh Balaji**  
Global Lead, Cognizant Enterprise Application Services
Human Capital Management
The Challenge
This client, a global publishing company, operated a wide variety of human resources systems in its worldwide locations. As a result, HR processes were not standardized across the organization’s diverse geographies.

In order to ensure regulatory compliance, improve governance and optimize efficiency, the publisher needed to develop clear, consistent business processes, supported by automated workflows and defined roles and responsibilities. It also needed to enable easy access to accurate and comprehensive employee information, across all worker types.

By moving to a centralized HR system and standardizing underlying processes, the publisher determined that it could meet its goal of operating as a unified global organization.

The Solution
We helped the publisher transition to an Oracle HCM Cloud services model to centralize and standardize its global HR operations.

We first introduced the Oracle HCM cloud application to the Asia Pacific region, and then rolled it out to 11 countries over a six-month timeframe. The rapid implementation was enabled by our Oracle Cloud Accelerated Implementation Methodology (ACCLAIM), which combines the Oracle Unified Methodology (OUM) and an iterative and incremental development approach.

We also used our Oracle Cloud Accelerator solution, which provides a reference model environment, pre-configured process flows, a migration kit and cut-over plan, pre-built reports, test cases and training materials.

The Results
With its centralized HR system and standardized processes, the publisher now operates controlled and compliant HR processes, with workflows that automatically provide adequate approvals and escalation.

Additional benefits include:

• A controlled source of employee data ensures accuracy, compliance and availability of data for other systems and applications.

• Integration with a third-party payroll system enables extraction of workforce data to efficiently manage the business.

• Consistent processes enable better tracking and management of trends and issues, such as absence management.

• One global compensation plan can be used across 11 country locations.

• Regional- and country-level views of employee information are available.

• Total cost of ownership has decreased by deploying the application in a software-as-a-service model.
The Challenge

With its reliance on highly customized and outdated human capital management (HCM) systems, this leading global provider of enterprise business services and document management was grappling with high maintenance costs, cumbersome processes and piles of paperwork. The company was also unable to access real-time data related to HCM processes.

In an effort to simplify, standardize and streamline its HCM functions across the globe, the company embarked on a search for a 21st century HCM solution that would reduce the cost of HR systems and maintenance, empower employees and managers with access to data, and integrate reporting and predictive workforce analytics.

The Solution

We helped the company implement Oracle HCM Cloud across 109 locations and 33 legal entities in 15 countries, including modules for human resources, absence management, HR self-service and workforce compensation. The complex transformation program was completed in nine months, and included conversion of 35,000 active employee records from legacy sources into a single global HR system; integration of 13 payroll systems, 20 legacy systems and at least one third-party vendor application; and translation into three languages.

The global workforce compensation system — rolled out to 65 countries — includes 150 compensation elements, 67,000 employee records, multiple compensation plans and 35 plan options. It’s implemented in seven languages (Italian, Romanian, Spanish, Dutch, German, English and French) and supports 52 currencies.

Document Management Business Unites Employees through Cloud-Based HCM

The Results

The business successfully established a single corporate program across the globe. Future plans include merging compensation data into the global employee management system, also on Oracle Cloud.

Benefits include:

• Employees and managers have easy access to compensation data, thanks to a single corporate program.

• Business reporting is faster and more accurate because of the compressed compensation cycle timeframe.

• Operational consistency is established throughout all countries, regions, business units and divisions.

• The platform supports complex technical integrations within the internal HR ecosystem applications and third-party vendors.

• The implementation enables an automated process for notifications and approvals.
Indian Bank Creates a One-Stop HR Shop for its Employees

The Challenge
After several acquisitions, one of the largest private banks in India had accumulated a large number of non-standardized HR policies and processes. With its fast growth of 800 new employees per month, it needed to revamp its HR operations. The organization has 1,200 branches in 600 locations, with 33,000 employees.

HR spent a significant amount of time resolving basic policy questions, often 40-plus calls and over 10 emails a day, resulting in inefficiency and long response times. HR policies were cumbersome to access and difficult to understand or act upon.

Although the bank had a basic intranet, there was no centralized approach for operational or leadership communications, employee engagement or self-service.

The Solution
After conducting discovery workshops with diverse stakeholders, we assessed the immediate concern to be a lack of self-service capabilities. In 10 weeks’ time, we helped the bank create a comprehensive and engaging portal, based on SharePoint 2016 and our COSMO framework.

We optimized the portal to support employees in all departments, career levels, locations and ages. We took a mobile-first approach with a responsive web design, keeping in mind the needs of non-desk employees and access from multiple devices.

To encourage adoption, especially of the self-service features, we emphasized an intuitive design and strong user experience. The portal also offers basic analytics to assist HR in tracking employee behavioral patterns to plan future portal initiatives.

The Results
The bank now has an HR portal that offers all HR products on one platform. It provides employees with information on HR processes, initiatives, timelines, reminders and action items in an interactive, user-friendly way. The improved productivity has enabled HR to shift from transactional to strategic activities.

The system also enables enhanced employee engagement capabilities and access to leadership communications. Future versions will provide forums to connect to peers, HR and leadership.

Quantitative benefits include:
- 60% increase in employee and manager self-service.
- 70% reduction in e-mail communications.
- 80% reduction in query resolution time.

“We have received positive reviews on the portal. People have appreciated the design thinking, one-stop-shop approach, ease of understanding and aesthetics.”

— AVP, HR
Lighting the Way to Better Human Capital Management

The Challenge
This multinational lighting manufacturer, headquartered in Germany, needed to overhaul its human capital management processes to align with its increasingly digital operations. The business foresaw major transitions in its workforce, employee expectations, type of work and expanse of functions. Additionally, a business divestiture resulted in a smaller IT team. The business’s homegrown HR system was heavily customized, complex and difficult to maintain. User engagement was low, self-service capabilities were limited, and processes were manual, redundant and non-standardized. Although the company had best-in-class applications, it did not make optimal use of these systems’ capabilities.

The Solution
We worked with the manufacturer to develop a strategy and roadmap, based on current and future needs. Starting with the company’s human resources operations in three countries, we implemented a cloud-based HR system while ensuring relevance with the global HR and talent management context. The cloud transition resulted in process standardization, scalability, an improved user experience and alignment with ongoing innovation. We also helped the manufacturer assess an additional seven human capital management modules (employee core, benefits, payroll, recruitment, onboarding, performance and compensation), and made strategic recommendations around automation and integration, application rationalization and process harmonization.

The Results
The manufacturer is now able to engage in agile and informed decision making through proactive and integrated analytics. Data flows seamlessly among HCM modules, ensuring consistency, accuracy and auditability. Other benefits include:

• 30% increase in productivity as HR can now focus on business partnering initiatives rather than administrative tasks.
• 40% to 60% reduction in time spent on benchmarking for compensation, cycle time for recruitment and data management.
• 50% increase in use of self-service.
The Challenge
This Australian fast-food franchise relied on siloed applications and legacy systems to manage its accounting/financial, planning/budgeting and supply chain processes.

With key financial data stored in personal spreadsheets, the company spent an inordinate amount of time on data input, financial analysis and month-end closing processes. Disconnected tools also kept it from performing departmental and enterprise-level planning.

Procurement-to-pay was inconsistent and costly due to system integration issues, and the company lacked visibility into corporate-wide spending. The item management process was also error-prone due to inaccurate and duplicate data. As a result, the business could not manage promotions during peak demand times.

The company needed a solution that would accelerate time-to-market, reduce costs and improve customer satisfaction, while also providing control on spend and real-time insights into financial and procurement operations.

The Solution
We implemented an Oracle ERP Cloud system, including modules for general ledger, accounts receivable and payable, expense management, cash management, asset management, sourcing and procurement, inventory management, tax management, planning and budgeting, and product portfolio management.

Oracle Product Hub Cloud provides a centralized item master database, reducing errors and speeding point-of-sale (POS) integration. The Oracle Planning and Budgeting Cloud Service consolidates multiple planning, budgeting and expense systems, enabling the company to access actual expenses against the budget in real time, improving decision making.

Fast-Food Franchise Streamlines Financials, Procurement, Supply Chain Functions

The Results
The client now has a modern, integrated platform that improves accuracy and efficiency and reduces total cost of ownership through the cloud. Benefits include:

- Streamlined requisition process and better control over the purchasing process and supplier management.
- Improved invoice management with an automatic scanning functionality.
- Faster month-end financial closing and access to management information.
- Improved visibility into budget, forecasting and financial reports.
- Improved control over cash management across all stores.
- Alignment of personalization and approval rules with business needs.
- Faster work processes thanks to a simpler user interface and streamlined workflow navigation.
- The ability to provide offers during peak demand time.
- Reduced order fulfillment lead times.
- Faster POS integration, from 13 hours to one hour.
Global Pharma Digitizes and Mobilizes Financial Approvals

The Challenge
With fragmented processes and no single source of the truth, a global biopharmaceuticals leader was struggling with its inefficient and redundant delegation of authority (DoA) process for financial approvals. Processes such as exception management were cumbersome to manage, as the company lacked a rules-driven framework and system-informed workflows.

The pharma sought to digitize its global DoA process and provide a self-service mobile app in order to eliminate manual intervention and increase management bandwidth.

The Solution
We helped the pharma launch a DoA application across more than 70 countries, based on the Oracle technology stack (Oracle ADF, Oracle SOA and Engineered Systems). With its modern user interface and service-oriented architecture (SOA), the application simplifies, standardizes and automates the company's DoA process.

The SOA-based application also enables integration with key cloud-based business applications, such as Workday, Concur and Ariba. The multilingual app supports over 10 languages, including Japanese, Chinese and Russian.

The Results
The pharma can now effectively manage its DoA process, which is accessible from multiple devices and form factors, by more than 70,000 users globally. The company also has a single source of truth for its enterprise DoA function, which serves multiple downstream systems through reusable SOA services with cloud-based apps.

Benefits include:
• DoA self-service through a modern UI.
• Automated rules engine that supports corporate digital simplification and automation requirements.
• Application scalability and reduced manual intervention.
• Integrated workflows, notifications and reports for seamless access from the DoA application.
• Average response time of less than two seconds for 1,000 concurrent users, representing a 60% reduction.

In finance, we've been relentless about simplification. This new application removes complexity and improves efficiency, but it also makes us more compliant and transparent.

— Chief Financial Officer

Life Sciences

In finance, we’ve been relentless about simplification. This new application removes complexity and improves efficiency, but it also makes us more compliant and transparent.

— Chief Financial Officer
The Challenge
This global media company provides a bike rental service, in collaboration with local municipalities throughout the world. It planned to expand its business into more than 10 cities in eight countries throughout the European Union and Latin America. To support its growth, the company needed to move from its legacy system to a more scalable and agile foundation. The existing system presented a number of challenges, including:

• Different locations ran different software versions.
• It took three to four months to add a new city, causing expansion delays.
• Customer support spent inordinate amounts of time correcting invoices and issuing credits and refunds.
• The renewal process was inefficient.

The Solution
The company chose our S3P cloud-based billing platform, based on its robustness, configurability and ability to handle complex business rules. The platform manages subscriptions, customer accounts and automated billing. Sub-modules include invoicing, pricing, customer information, accounts receivable, general ledger and catalog management.

Using the system, the business can launch new products more quickly, easily scale its operations and gain complete visibility into metrics. The solution also provides a single source for all customer subscription data.

The Results
The cloud-based subscription platform allowed the media company to incorporate new technology and adopt a simplified customization process.

Key benefits include:

• Reduced effort through enhanced business rules.
• End-to-end integration, which streamlines data flow, reduces errors and speeds billing.
• Flexibility, opening new revenue channels and markets.
• 15% to 20% boost in efficiency by automating processes.

“I am pleased to say that the go-live was a success. In just 3.5 hours after the launch, we have had over 200 paid subscribers and over 90 rentals across the city.”

— Head of Finance
A Wave of Benefits from Cloud ERP for Waste and Water Management Business

The Challenge
To sustain its global operations, a $1.5 billion waste and water management company needed to update its enterprise resource planning (ERP) system. With over 15,000 employees in Europe and North America, the business’s legacy system was complex, costly to manage, non-scalable and non-customizable and had limited integration capabilities.

The Solution
We worked with the utility to evolve its ERP architecture to a hybrid model of loosely coupled cloud-based and on-premises applications, based on NetSuite Cloud ERP. Modules included general ledger, accounts receivable, accounts payable, procure-to-pay, order-to-cash, inventory and warehouse management, and reporting.

The implementation also involved global requirements definition across six sites and global process standardization. We completed the transformation in eight months, using our proprietary CloudRise methodology.

The Results
The NetSuite Cloud ERP implementation ensures scalability with growing business demands, along with standardized and more effective business processes. The business can now operate in a more agile and flexible way, with real-time inventory management and financial consolidation/reporting capabilities.

Other benefits included:

- Reduced service delivery costs 20%.
- Increased contract margins and efficiencies 30%.
- Decreased total cost of ownership 30%.
- Increased order processing, invoicing and cost tracking efficiency.
Supply Chain
Manufacturer Formulates a Quick ERP Recipe for New Acquisition

The Challenge
This leading UK manufacturer — which supplies raw materials to the European ink and coatings industry — had acquired the assets of a competitor. The acquired unit used SAP ERP ECC 6.0 for its process manufacturing function, and the manufacturer needed to migrate this system to a hosted cloud solution to meet its cost and scalability needs.

The catch: The entire initiative – identifying the new system and completing the transition – needed to be accomplished in a strict 90-day timeframe.

The Solution
Using a phased, rapid deployment approach, based on the Microsoft Dynamics Rapid SureStep framework, we helped the manufacturer transition to a Microsoft Dynamics AX7 cloud solution within the required timeframe. We also completed all data migration and user training within the 90-day period, resulting in fast adoption of the new system. The implementation serves 75 users in four business units across the UK.

The solution uses out-of-the-box modules that include process manufacturing, general ledger, accounts receivable, accounts payable, fixed assets, inventory/warehouse, procurement, sales order processing and master planning.

The Results
The robust, scalable and unified ERP system, based on Microsoft Dynamics AX7, was ready to use immediately after it went live, thanks to effective user training and a familiar user interface.

Benefits include:
• Approximately 30% reduction in license costs.
• Prevented risk of factory closing and revenue loss that would have resulted from not having an operational system in place.
• Avoided an increase in the takeover price for the factory by not having to remain on the SAP system.
• Robust user training and UI familiarity led to fast adoption and deployment, as well as expansion into the EU and Far East with minimum business impact.
The Challenge

With its plan to double the company’s size in five years, the world’s leading sports and entertainment retailer needed to build a solid foundation to support future growth. In particular, it needed a scalable and reliable platform that would provide a common repository for its transactional and master data, automate manual processes, centralize purchasing, and integrate its store POS systems plus any new technology for future business requirements.

The Solution

We identified SAP as the system to support the organization’s strategic vision, including modules for finance, enterprise resource planning, a customer activity repository, a data warehouse, retail planning and assortment planning. Over 12 months, we standardized processes and implemented the cloud-based solution for 20-plus stores and 75 users, using SAP’s All-in-One best practices and our pre-configured SAP IS retail solution on SAP Hana. We used the SAP Fiori framework and screen personas to ensure usability and mobile integration.

The system integrates POS with ERP and automates the special-order process, including drop shipment capabilities.

The Results

With an integrated platform and flexible master data management, the retailer is now able to open new locations in a timely and cost effective manner. The business is leveraging the same data for its key business decisions. Streamlined, automated processes enable faster decision-making.

Through customer analytics, the retailer has increased its cross-sell/upsell capabilities, and has reduced costs through an integrated buying process that centralizes purchasing.

Quantitative benefits include:

- 100% accuracy in order placements through removal of obsolete products from the ordering list.
- 75% cost savings due to automated three-way invoice matching.
- 64% increase in recovery of shipping charges.
- Six-month return on investment.
The Challenge
A U.S.-based global packaging solutions provider had made numerous attempts over the previous decade to improve innovation, boost collaboration and reduce costs across its supply chain, with the goal of creating a more responsive, flexible organization. However, it had been stymied by its disparate, non-standard manufacturing systems, including procure-to-pay, order fulfillment, paper trimming and production management, warehouse management and shipping, transportation planning, and order-to-cash.

The result: inefficient order management, high inventory levels, underutilization of assets, poor delivery performance, excessively manual processes and lack of common data.

The company turned to us to bring all supply chain and mill operations onto a single, integrated platform to drive business improvements and growth.

The Solution
We used the Supply Chain Operations Reference (SCOR) framework to help the company harmonize its core supply chain business processes across its three paper manufacturing mills, two converting locations, distribution plants and warehouses. The system includes integration with a knowledge management portal and mobile access to reports and applications.

By using SCOR, we increased the efficiency of scheduling machines, reduced waste and improved customer service through integration. Information from third-party applications now flows directly to enterprise applications that manage production, transportation and warehousing, thus making it far easier for employees to see, track and manage inventory and orders.

The results:

Benefits include:

- Projected $10.5 million annual savings.
- Improved paper machine/extruder efficiency by 10%.
- Increased open stock availability by 20% with automated inventory replenishment.
- Reduced customer account representatives’ call handling time by 10% by migrating a portion of order placement to the Web (and via EDI).
- Improved data availability and consistency by 30% across the organization.
- Reduced inventory obsolescence by 15%.

We are currently working with the company to enable customers to reserve inventory, process back orders and perform more detailed reporting via the Web portal.

Furthermore, we are providing enhanced business intelligence analysis of order, manufacturing and shipment information to improve forecasts and decision making to enable future growth.
The Challenge
A Middle East-based supply chain management and warehousing services company hosted its SAP ERP applications in a U.S. data center, while the actual end users were located in the Middle East. The result: performance issues while accessing the applications.
In addition to improving performance, the company also wanted to lower its infrastructure costs.

The Solution
We helped the company migrate its platform to the Microsoft Azure cloud, while also consolidating hardware, leveraging the latest hardware technology, and ensuring optimal performance of the virtualized platforms.
Leveraging our cloud transformation framework, the migration took about three months, with minimal downtime. The current implementation serves about 150 users in the U.S., Dubai and Afghanistan.

The Results
The new platform has helped the company streamline processes and speed shipping times.
Other benefits include:
• Reduced annual IT spend by 25%.
• Improved spend visibility by 70%.

"We could not have [achieved this] without the Cognizant team’s substantial contribution and integration within the project organization. Based on our actual previous operations costs and anticipated Azure costs, we estimate [savings] of at least 25% per annum after running SAP on the cloud."

— Chief Information Officer
The Challenge
In order to support its plans for growth, an established, multi-brand restaurant chain in the Middle East needed a better way to track assets across its 400 restaurant outlets. The business was unable to track and capitalize the cost of assets, which led to inaccurate asset depreciation.

Without a single global asset repository, the restaurant did not have an effective chart of accounts (COA), item master or fixed asset management system. It also lacked traceability in maintenance of assets in terms of nomenclature, cost and depreciation, as well as a strategy for preventive and predictive maintenance of its assets.

The Solution
Working with us, the business transformed its processes and modernized its technology platform. This involved upgrading and enhancing its existing Oracle EBS applications, upgrading the Oracle database and configuring new modules, including finance, supply chain, manufacturing, asset management, project management, property management and human resource management.

We also helped the company restructure its chart of accounts, inventory management and item master to support the upgrade path. Interfaces also needed to be built with franchise and non-franchise customers, including accounts receivables and sales data.

The Results
Benefits included:

- Increased productivity and enhanced controls through training and implementation of new modules.
- Established a single asset repository for all maintenance requirements spread across several regions.
- Enhanced process standardization and operational and analytical reporting.
- Integrated the system with existing point-of-sale systems.

Restaurant Feeds Growth with Revamped Asset Management
Customer Experience
Pharma Discovers a CRM Cure

The Challenge
This global specialty pharmaceuticals business relied on nine different customer relationship management (CRM) systems and six client lifecycle management (CLM) solutions worldwide, running on various technology platforms. Its business processes were non-standardized across countries and business units.

The pharma wanted to implement a single unified platform for all of its sales, customer service and marketing functions globally, to reduce operational costs and enable business units to speak the same business language. It also wanted to bring its medical affairs and business consulting function onto the platform, and harmonize its marketing content.

However, the pharma lacked the technology infrastructure to implement an integrated, state-of-the-art CRM application. Change management was also complicated by a diverse workforce that included non-English-speaking markets.

The Solution
After conducting global process assessments, we developed a flexible core solution, based on the Salesforce.com cloud platform. The solution, which is based on best practices from our previous engagements, standardizes and harmonizes business processes, while also allowing for important regional enhancements.

We also implemented a single repository for marketing content (a “digital content factory”), which is continuously updated through integration with source systems.

To speed implementation, we made extensive use of our tools and accelerators, and to ensure adoption, we created a formalized communication plan, with strong governance, extensive training materials and involvement of local subject matter experts. Ease of enhancements also led to fast user adoption.

The Results
The solution was quickly embraced by over 3,000 users in 53 countries, connecting sales, marketing, medical business consultants, medical science liaisons and customer service teams around standardized processes. Future releases will include a healthcare portal, a global customer support platform and a key opinion leader management application.

Benefits include:

- Agency costs reduced by 30% due to digital content factory.
- Faster turnaround and improved quality of marketing content.
- Estimated IT savings of $1.5 million per year
- Significant reduction in IT effort.
- Improved customer engagement through better and faster information delivery and data sharing and a 360-degree customer view.

"This is a transformational project for so many of our functions, including sales, customer service, marketing and medical affairs. The vision is to give us a 360-degree view of the customer, so we can act together with one business language." — Client Leadership
Health Insurer Heals its End-to-End Sales Process

The Challenge
A Massachusetts health insurer and care provider is well-known for its flexible and innovative benefit designs. However, it recently sought to increase productivity and streamline operational efficiencies for its sales function, as well as improve the customer experience.

With the organization’s existing systems, brokers, agents and account executives were unable to reuse data across business processes. Because of the need for manual re-keying, work was labor intensive and error prone, resulting in decreasing staff morale and productivity. Processes were also not structured or standardized.

The Solution
Within five months, we helped the organization select and implement a Pegasystems-based end-to-end sales process management system, enabling it to standardize business processes using industry best practices. The workflow-driven platform provides continuous business improvements and a centralized system of records for products, sales and rates.

With streamlined, automated processes, the solution improved operational efficiencies, lowered administrative costs and reduced duplication of effort and human error. Agents and brokers can now quickly and easily recommend plans, deliver accurate quotes and develop winning proposals.

The organization is also now able to easily track its business growth, as well as individual and annual sales.

The Results
With its new sales process management solution, the healthcare insurance provider was able to meet the Affordable Care Act mandate to sell health plans through the state health exchange. Brokers are now able to systematically generate proposals to customers and efficiently generate multiple quotes.

Quantitative benefits included:
- Quote generation process reduced from five days to 15 minutes, a 99% time reduction.
- Product selection process time decreased from 20 minutes to eight seconds, a 99.5% time reduction.
- 2,500-plus opportunities created within the first three months.
- 100-plus business rules delegated to, written by and managed by business users.

“We were the first ones to actually go live in the state for this, and the state gave us pretty good marks for it. We were the first to have our 2014 rates on the exchange, and we were in compliance for everything we needed on October 1.”

— CIO, Health Insurer
The Challenge
A leading multinational consumer goods business was well-known for its product innovation, with over 400 brands and a presence in 190 countries. However, it used a 15-year-old Lotus Notes-based system for product portfolio management that relied heavily on external documents and spreadsheets, leading to multiple workarounds.

The business’s innovation process was cross-functional, with carefully defined processes across marketing, finance, supply chain and R&D to evaluate the project’s financial viability, market acceptance, geographical reach and operational feasibility.

The Solution
We designed a harmonized collaboration platform based on Force.com, accessible via an intuitive UI and alerts/notifications to guide the user journey. The system establishes a single point of truth for project documents and provides secure access from multiple devices. Cross-functional users can track financials, milestones and compliance with target objectives.

Regional and country-level projects can be created automatically from a global “parent” project, streamlining project creation, consistency and reporting. The solution seamlessly integrates with other systems, including an environmental impact assessment system and marketing repository. Required financial data can be directly inserted, managed and reported against.

The Results
With its centralized console, the system enables easier monitoring of all project stages and better decision making and clarity about project viability, speed, risk and complexity.

Benefits include:
- Enhanced productivity and collaboration for individual stakeholders.
- Improved ability to mine and search across product categories, fostering cross-learning from historical deployments and awareness of concurrent market developments.
- Dynamic routing to funnel and respond to changing scenarios.
- Holistic and granular reporting, both scheduled and ad hoc.
The Challenge

With growing call volumes, one of the nation’s leading health benefits providers wanted to improve the customer experience in its contact center, which was built on a fragmented, heterogeneous technology architecture.

The complex, antiquated technology stack led to an unstable environment with frequent outages, high operational costs, low agent productivity, inefficient governance and high customer dissatisfaction.

The Solution

We helped the health insurer consolidate and standardize its multiple legacy systems into a unified platform to offer a seamless customer experience across its business units. The new platform also converges omnichannel conversations across voice, chat and mobile channels.

The addition of a visual interactive voice response (IVR) option enables customers to avoid wait and hold time, and efficient skill-based routing enables a consistent customer experience.

The organization can now obtain deep insights on key performance indicators such as agent performance, first-call resolution and queue performance. IVR analytics provide a complete view of customer journeys, and integration with Salesforce CRM enables a 360-degree customer view.

The Results

The company’s contact center is now more scalable and accessible, increasing customer reach and reducing outages and total cost of ownership.

Benefits include:

- $11 million estimated cost savings by 2018 through increased productivity, reduced IT operational costs and improved platform performance.
- $1M-plus savings achieved over three years from technology innovations and automation tools.
- 91% reduction in platform outages.
- 99% system availability.
- 7% channel deflection in two months through digital channels.
- Faster call routing and case resolution due to skill-based routing.
- Improved operational metrics such as average handle time, abandon rate, customer satisfaction.
- Improved customer experience through proactive monitoring of issues.

I want to congratulate the team and thank you all for your hard work, dedication and perseverance! You should all be very proud of these accomplishments!

— Technology Manager
Manufacturer Ups its Sales Management Game

The Challenge
A leading flooring and ceramics manufacturer needed to improve its sales management capabilities. With its current system, the business struggled to manage sales leads across geographies and channels, and it had no access to real-time data on dealer performance and products in demand.

The Solution
We helped the company implement an SAP Hybris-based omnichannel solution that tracks territory management requirements and manages leads across multiple sales representatives and geographies. The system also generates analytics for reports based on real-time data, enabling better decision-making in the business’s day-to-day operations. Channel partners now receive e-mail notifications and alerts on leads, generated through SMTP and batch scheduling. The business can also develop role-specific real-time reports using Tableau and SAP Hana views.

The Results
The manufacturer now has 100% visibility of dealers and leads across geographies, as well as personalized dashboards for real-time reporting. Additional benefits include:

- Reduced annual lead management costs by $36,000.
- Saved $75,000 annually in system maintenance costs.
- Reduced lead management conflicts by 99% across territories.
- Up to $110K per year in total cost savings.
- Substantial increase in sales revenue through cross-sell and upsell of multiple brands in 300-plus stores.
- Improved customer experience through proactive monitoring of issues.
About Cognizant

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 or e-mail us at 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 205 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.

World Headquarters
500 Frank W. Burr Blvd.
Teaneck, NJ 07666 USA
Phone: +1 201 801 0233
Fax: +1 201 801 0243
Toll Free: +1 888 937 3277

European Headquarters
1 Kingdom Street
Paddington Central
London W2 6BD England
Phone: +44 (0) 20 7297 7600
Fax: +44 (0) 20 7121 0102

India Operations Headquarters
#5/535 OldMahabalipuram Road
Okkiyam Pettai, Thoraipakkam
Chennai, 600 096 India
Phone: +91 (0) 44 4209 6000
Fax: +91 (0) 44 4209 6060