

## Cognizant Technology Solutions - Operational Excellence Outstanding Leader of the Year Award - Somendra Jayaram



### About Cognizant Digital Operations

Cognizant is one of the world's leading professional services companies, transforming clients' business, operating and technology models for the digital era.

Cognizant Digital Operations (or CDO) practice within Cognizant helps customers re-engineer, digitize, manage and operate their most essential business processes to lower operating costs, improve user experiences and deliver better outcomes and top-line growth. We fulfill our customer's needs through Enterprise Services, Industry & Platform Solutions, Intelligent Process Automation and other cutting edge solutions.

#### About Cognizant

- Headquartered in Teaneck, NJ (U.S.),
- Approx. 256800 employees worldwide
- #195 on 2018 Fortune 500
- #16 on Barron's 100 Most Sustainable Companies for 2018
- 10 years One of Fortune's Most Admired Companies

### Career History to date

Somendra Jayaram (Som) leads all the Operations Excellence programs and initiatives in CDO.

Som has been able to drive immense change in CDO over the past three and half years since taking over the Process Excellence function. He has brought an End to End perspective to Operations excellence in CDO - from Transitioning the business process, set up, scale up and finally digitally transforming the business process to ensure world class delivery to the customers.

Som has an excellent array of qualifications and certifications. He is an engineer from Osmania University and has done Masters in Business Administration from XLRI - One of the top Institutes in Asia. He is also a certified Master Black Belt and is a key note speaker in several prestigious events all over the world.

Prior to Cognizant, Som was Senior Vice President at GE, the alma mater for most Process Excellence professionals in the world. He is well experienced in setting up global shared services centers for Fortune 500 companies over the past 12 years and is an expert in the below areas:

- Operational excellence
- Business Process Transformation
- Lean and Sigma
- Contract Negotiations
- Building Leaders
- Transition
- Change Management

In his role in CDO, Som has been able to add outstanding value through his leadership. He has able to build a very strong team connect and an outstanding customer connect. In the subsequent sections, we showcase the key achievements delivered by him and how his Operations Excellence teams are now being seen as an integral part of CDO's strategy and execution.

## Strategic objectives of the Deployment Challenge

Som in his role as Global Transformation and Operational Excellence leader for Cognizant Digital Operations was responsible for conceptualizing and deploying various Transformation initiatives under the Digital First transformation program. He leads a global team of over 600 Transformation and Operational Excellence professionals across US, Latin America, Europe, APAC and Australia.

The transformation initiatives covered over 40,000 FTEs spread across Americas, Europe, India, Philippines and Australia regions. These initiatives covered all of our major industry verticals Cognizant including Banking Financial Services, Insurance, Life Sciences, Health Care and Technology. Besides impacting our margin profile of the business, these transformation initiatives have also helped us get into more outcome based engagement constructs for our clients thus improving our revenue by influencing our ability to win new logos and expanding in newer geographies.

In CDO, the focus of operational excellence under Som goes beyond the traditional event based model of improvement towards a long term change in the client's way of doing business.

Cognizant Digital First is our operational excellence and transformation framework encompassing all functional improvement projects/initiatives/business problem solution identified and implemented, creating sustainable value for the client.

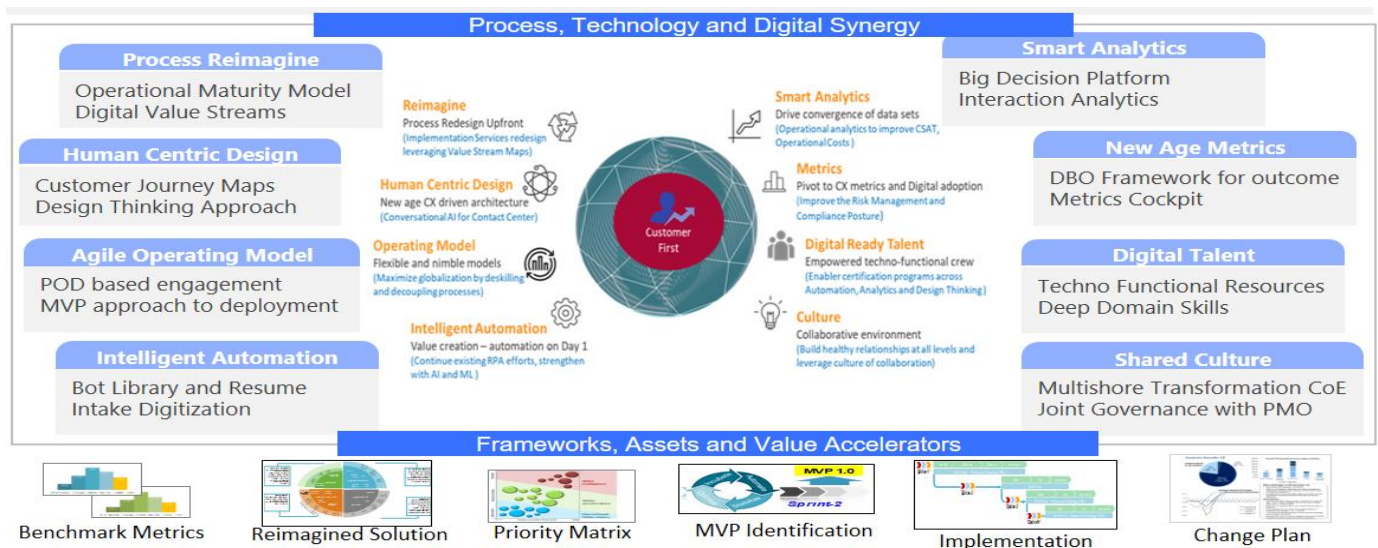


Figure 1: Cognizant Digital First – Deployment Framework and Accelerators

## Organizational Impact of the Deployment Challenge

Som has played a pivotal role in aligning the organization for the transformation change and leading from the front as the catalyst for the entire transformation journey.

The journey required organizational changes including establishing new governance models and capabilities like Robotics, Operational Analytics, Smart Automation, Conversational AI and Machine Learning. The adoption of these newer capabilities required significant change management including

cultural shift towards looking at these capabilities as more synergistic to operations instead of being seen as tools for job elimination or revenue cannibalization.

There has been equitable focus across these four areas of transformation: -

- Global Coverage across CDO
- Process and Customer driven - Value Stream Mapping with Customer Touch Point Focus
- People DNA shift - Training and Certifications
- Service Line focus - Deeper expertise and focus on controls

<p><b>1 Scale</b></p> <ul style="list-style-type: none"> <li>• ~40,000 FTE , 66% coverage.</li> <li>• 80+ accounts (96% in top 25) across industries.</li> <li>• India, US, LatAm , Europe &amp; APAC</li> </ul>	<p><b>3 Digital Process repository</b></p> <ul style="list-style-type: none"> <li>• ADPART - VSM Digital repository for reusable insights &amp; agile modeling</li> <li>• Risk classification</li> <li>• Key customer touch points</li> </ul>
<p><b>2 People DNA shift</b></p> <ul style="list-style-type: none"> <li>• 28 LSS Master Black belts and 122 Black belts</li> <li>• Training &amp; Certification focus on Automation and Analytics</li> <li>• 600+ VSM &amp; ADPART savvy associates</li> </ul>	<p><b>4 Service line focus</b></p> <ul style="list-style-type: none"> <li>• 10 Focus service lines identified across verticals to drive replication</li> <li>• DBO framework to link process metric to business outcomes</li> <li>• Common Minimum Controls being rolled out</li> </ul>

## Business Results of the Deployment Challenge

- While the impact across CDO has been both qualitative and quantitative, some key metrics, feedback and testimonials to capture the extent of transformation have been given below

Area of impact	2016	2017	2018
<b>Cost of Delivery optimized</b>	\$ 188 mn	\$ 500mn	\$ 519mn
<b>FTE saves achieved through CDO</b>	1200 FTE	3245 FTE	4100 FTE
<b>Transitions</b>	<ul style="list-style-type: none"> <li>• Led approx. 25000FTE transition in the last 3 years with average VOC of 4.6 on 5 from customers across 75 different locations globally</li> </ul>		
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>• Developed Transcient- Inhouse Transition Risk and Project management tool, which is unique in the industry</li> <li>• Pioneered the concept of "Shift Left within Cognizant" Catching Risks early within the Project lifecycle to ensure minimal impact on downstream processes.</li> <li>• Leading the global risk management programs to ensure that Cognizant is compliant with the latest Risk and Compliance guidelines globally</li> </ul>		
<b>Delivery Excellence</b>	<ul style="list-style-type: none"> <li>• Successfully led the adoption of Zero Surprise operations culture within Cognizant Digital Operations.- Led to Zero end client escalations over the last 12 months</li> </ul>		
<b>Strategic Thought Leadership</b>	<ul style="list-style-type: none"> <li>• Part of the Core Team that created the proprietary ProcessOne Framework for Cognizant.</li> <li>• Built the Digital First Framework for Cognizant to ensure Digital tools and methodology adoption upfront in the transition life cycle to drive early productivity</li> </ul>		

- Some notable **business outcomes** which have been achieved under Som's leadership in key verticals have been given here

### Business Outcomes

<p><b>HEALTHCARE</b></p> <ul style="list-style-type: none"> <li>\$12 MM <b>loss leakage reduction</b> in claims</li> <li>\$4.75MM <b>working capital benefits</b> in provider RCM; 7% <b>Collections increase</b></li> </ul> <p><b>+</b></p> <ul style="list-style-type: none"> <li><b>Store user CSAT</b> improvement from 88% to 96.2%; <b>Lane Availability</b> improved from 89% to 99.2% for a retail client</li> <li>Processing Accuracy improved to 100% leading to a 30% efficiency gains</li> </ul> <p><b>LIFE SCIENCES</b></p> <ul style="list-style-type: none"> <li><b>Regulatory Compliance TAT</b> improved by 4% in PV</li> <li><b>Clinical Trial Set up time</b> reduced by 20% to enable faster <b>Speed to Market</b></li> </ul> <p><b>F&amp;A</b></p> <ul style="list-style-type: none"> <li>Reduced %<b>Bad Debts</b> by 50%</li> <li>\$ 11 M benefit through <b>Bill back reduction</b></li> <li>\$22.6 MN Operating Cash impact / <b>DSO</b></li> </ul>	<p><b>INSURANCE</b></p> <ul style="list-style-type: none"> <li><b>Improved Broker /agent satisfaction</b> by driving accuracy improvement leading to proposal rate by 3%</li> <li><b>Speed to Market (Quote)</b> - Improved by 40%</li> <li><b>Retention Rate improvement</b> in new business by ~ 1% (potential); Rev. lift of ~ \$30 MM</li> </ul> <p><b>TECH</b></p> <ul style="list-style-type: none"> <li>Enabled <b>\$ 40 MM additional revenue</b> in digital marketing</li> <li>Improved <b>Maps Quality</b>. Error Rate reduced by ~16%</li> <li>5% <b>CSAT improvement</b> through machine learning based predictive CSAT tools</li> </ul> <p><b>BFS</b></p> <ul style="list-style-type: none"> <li><b>Customer experience / CSAT</b> improved by 8% through 28% AHT reduction</li> <li>10% reduction in <b>Risk incidents and Operational Errors</b> in Cap Markets</li> </ul>
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- Samples of **Customer Feedback** received on the key transformation initiatives under Som's leadership:-



*“Very Impressed with the transformation approach presented by Cognizant - DBO, VSMs and IT-BPS examples delivered in the portfolio so far.....”*

Dave Kryzanski, (VP –GBD Operations, The Hartford)

*“By working every possible hour/opportunity to enable Breg to achieve our results.....”*

John Krier, (VP – Breg Products & Operations)



*“Excited journey of VSM, Ideas are much more interesting. Team has come up with ideas which we have not thought of .... Positive Change”*

Pam Woods, VP – Stewart Title Accounts Payable

*Remarkable Progress! Thank You ....*

Karen Palczuk, VP Patheon GBS



*“The team has done a great job and are using the wall to facilitate Service Desk improvements, trainings & knowledge based documentation.....”*

Ryan , CIO Woolworths

## Industry Acknowledgement

Som has also been acknowledged for his contributions and thought leadership on deploying Transformation and Operational Excellence including accolades and awards at industry forums like BTOES and many others.

CDO has been continuously rated as leaders in digital transformation in all the leading analyst reports across various industries we operate in.

Som at BOTES awards ceremony in 2017 and 2018

