# Best Achievement in Cultural Transformation & Sustainability to deliver a high performing Enterprise Excellence culture

## STRATEGIC OBJECTIVES AND SCOPE OF THE PROJECT

Digital is reshaping how organizations approach customer experience so much so that the CX is now central to Digital strategy. An Organization's ability to succeed in this fast-evolving landscape depends on how well-prepared they are to tackle the challenges this Digital Shift presents.

At Cognizant, we recognize the accelerating Digital shift, its multifaceted impact to our value proposition and our business ecosystem. We acknowledged the need to build a new momentum and rhythm in the business that reflects the new reality of the industry to be ahead of the evolving customer demand. As a result, **Digital First** was born.

**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

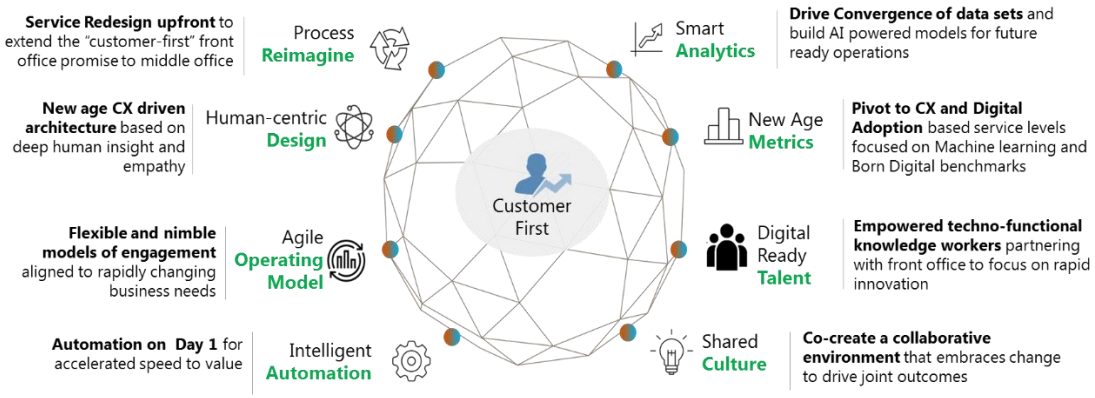
The objective of Digital First is to, **"Pivot Cognizant Digital Operations to a market leading position thereby delivering value to Customers, Employees and Shareholders"**

## INTRODUCTION TO DIGITAL FIRST

**Digital First** is Cognizant's Non-linear response to the Digital disruption which helps put our customers on the path to Digital transformation and accelerates it through pointed interventions.

It is a new way of thinking and working to drive new age CX and a step change in operations through upfront process re-imagination and deployment of Cognizant digital solutions.

The Digital First approach aims at **reimagining business processes** using a **Human centric** approach with the end **customer experience** at the front and center of it. It is underpinned by **intelligent automation** which eliminates the need for human intervention where applicable. It leverages **Smart Analytics** to gleam out process insights that aid in better decision making and also helps infuse Artificial intelligence into operations. Finally, it measures success through a set **New age metrics** that are pivoted around customer experience and are managed by a **digitally skilled workforce** operating in an environment of **Shared Culture.**




## DRIVING THE "DIGITAL FIRST CULTURE": HOW DID WE DO IT?

### 1. Reskilling our Employees

### a) Digital immersion for Leadership

Leadership training were organized in partnership with a leading Business management institute and other training partner to equip our leaders with the skills needed to initiate their digital journey and proactively engage with their clients.

All leaders undertook these training and led projects, as mandated by the course, to solve Real-business problems using the Digital skills imparted, which had to sit through a Panel Review and evaluation for successful closure.

Additionally, Technology workshops were conducted to immerse each one of them into Digital e.g. in one of them, the leaders had a-hands-on experience of "making a bot" for a real business problem – a clear demonstration commitment

| ISB session | Tiny Magiq session | Tech Labs workshop |
|---|---|---|
| • Demystifying Digital and its impact on Industry<br>• Opportunities for automation – Production ecosystem & Consumption ecosystem<br>• Introduce pragmatic aspects of how digital transformation can be managed | • Digital and its possibilities<br>• Signal Detection and Mining<br>• Implementing Digital Solutions - Managing Complexities and a hybrid workforce<br>• RPA ( overview & Tools Automation Anywhere, Blue Prism, UI Path ) | • Automation & Analytics labs<br>• Webinars on Automation Tools Overview<br>• Project CBA<br>• Requirement gathering for Automation workbook<br>• Project Charter<br>• IPA buddy to support Project Implementation |

**Progress to date**

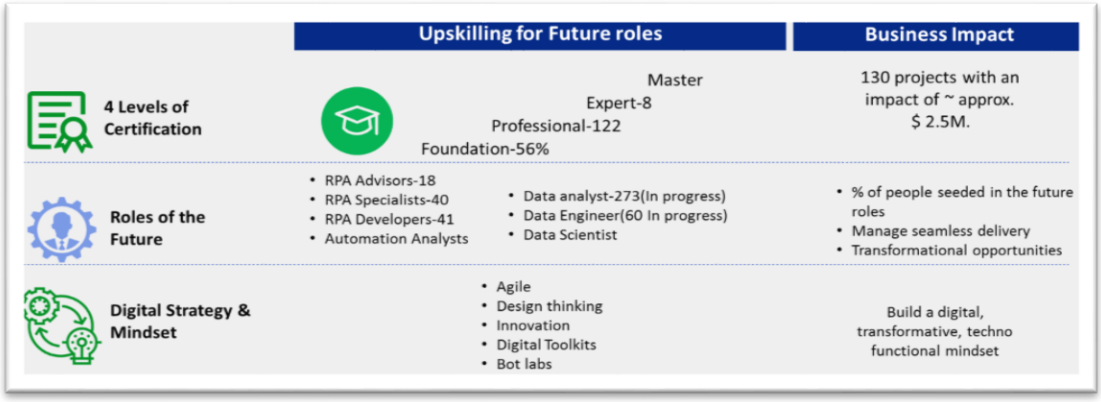
- 210 leader participated in the training
- Re-imagined solutions for the Service build outs led by leader

### b) Creating a Digital ready workforce

**Systematic approach to build and retain future-ready talent**, demonstrated through creation of digital roles and administration of select digital certification across all levels of organizational hierarchy.

Creation of new digital and data roles, Digital skills and talent to manage the new ways of working becomes imperative straddled on the model of perpetual learning. As a result, the Career path planning have been re-aligned to the new age skill and the learning module gamified for effective learning experience.

Training programs were carved out to attract and build Domain specialists with relevant technology skills and Innovation mindset




**Progress to date**

- 17,833 associates trained on Digital Foundation; ~20,000 more in progress
- ~ 719 projects across 850 associates run at various levels of certification
- > 300 talent identified for Building Roles of the Future
- 600+ Participated in the Tech-talk series on Automation, analytics and digital solution.

2. **Took Digital First to our customers; Demonstrated Tangible and intangible Impact**
   The Customer journey maps have been the anchor of the solution builds. Focus on customer insights, and their key experience drivers have enabled the teams to build solutions beyond fixing just the process issues, instead reimagine the complete value chain.
   <u>Few High Impact Digital first Solutions delivered to customer</u>

   - **Impacting Patient lives through rapid response for Medical device major using AI Chat BOT**

     <u>Digital First Solution</u>
     - **AI assisted chat BOT** to identify the right sales representative
     - **NLP algorithm** helps comprehend unstructured text such as Remarks, Special Instructions etc.
     - **Intuitive search functionality** to guide agents in the paging process

     **Impact:**
     - Drive **99.9%** On time patient care during a critical surgical by on time presence of the right sales representative using a **AI Chatbot**.

- **Enhancing Customer experience through an End to end sale support powered by an interactive Omni channel Solution** for a multinational food, snack, and beverage corporation

  Digital First Solution
  - Complete one stop e-commerce and marketing portal for order management, marketing content and equipment / supplies
  - Next Gen Customer interaction management and Omni channel solution to deliver seamless customer experience involving Voice / Chat / Video Chat
  - Enhanced analytics insights into digital channels enabling multi-channel customer interaction

  **Impact:**
  - **Customer-specific** product recommendations
  - **Faster response time** for field
  - **$100-200 million** of revenue uplift

- **Integrated Digital CFO suite** for a large American water technology provider,

  Digital First Solution
  - Orchestration layer interacting with 100+ ERP systems into One oracle layer with built in analytics capabilities
  - Best in class Systems of engagement - In-house and Partner provider
  - Mobile CFO Dashboards with drill downs

  **Impact:**
  - **~$ 35M benefit** in System consolidation**, $25M in Business Value**
  - **50%+** savings in Total cost of operations

**3. Positioned Digital First as being central to our Go to Market strategy**

We have applied the Digital First approach to refresh our service offerings. As part of this we have worked with our Sales, Solutions and Practice teams to recast our offerings with the Digital First thinking. Additionally, we have identified and dedicated Offering Owners who own accountability of Digital Solution builds and drives synergizes with the markets for a go-to-market strategy. In partnership with solutions and market times we have built differential solutions and launched them in the market for 7 of our offerings and in the process of building for 15 others. We are seeing a good acceptance of our new Digital Service solutions by existing and prospective clients and this is reflected in our Digital offerings new sales wins and qualified deals in our pipeline.

**Progress to date**

- 7 services launched and ready for amplification to the Market
- 12+ High impact Digital First Service Solution builds using the Digital first, impacting end-customer experience
- 300+ component level, 670+ task & process level assets built, 250+ asset builds underway

## In Conclusion: Our Digital First scorecard

| | |
|---|---|
| **Employees** | ▪ Digital First Certification Program : 130 projects with an impact of ~ approx. $ 2.5M. delivered |
| **Customers** | ▪ $265 MM business impact delivered through Digital First projects for our customers |
| **Shareholders** | ▪ Increase in our DF pipeline by 400% with pipeline of ~450MM<br>▪ Higher win rate by 50%<br>▪ Multifold increment year on year of Digital Revenue with digital at 20% of our overall revenue |