Digital Operations @ Technology Vertical – Customer Value Creation through Process One Framework

Best Achievement in Operational Excellence to deliver an outstanding Value Creation or Innovation Execution project

About Cognizant:

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. We are one of the world's leading professional services companies, transforming clients' business, operating in technology models for the digital era. Our unique industry-based, consultative approach helps clients envision, build and run more innovative and efficient businesses. Cognizant, a member of the NASDAQ-100, is ranked 205 on the Fortune 500 and is consistently listed among the most admired companies in the world.

Digital Operations – Technology Vertical:

Technology vertical at Cognizant is the fastest growing Digital Operations business unit which enables transformation agenda for born-digital organizations. Our Digital Operations transformation framework helps clients achieve breakthrough performance improvements across the entire value chain by applying advanced technology levers and deep business operation knowledge.

With smart technologies such as rapid process mining and digitization, we simplify customer business processes to maximize agility, scalability, speed and efficiency.

Our Expertise and Services Offerings:

	Social Media Content Ops	Digital Marketing and Sales Ops	Maps, Innovation Ops	Customer Experience Ops
Business Outcomes	• Brand Reputation • User Experience & Safety • Regulatory Compliance	• Revenue Growth • Customer Acquisition & Retention	• New Customers • Revenue Growth • Competitive Mkt Position	• Customer Experience • Customer Advocacy • Cross-sell /Upsell
Service Offerings	• User Trust & Safety • Brand Trust & Safety • Algorithm (AI) training • Analytics & Reporting • Social media Monitoring • Crowd Sourced Moderation	• Brand, A/C Manager Support • Content & Creatives Readiness • Ad Ops, Sales Ops (SMB & LCS) • Campaign Optimization • Analytics and Reporting • Data Integration (IT+ Ops Engine)	• Localization, Map Ops, • AI Algo training • Feedback Engineering • AR /VR Content Classification • Healthcare products/ platform • NPI / Fintech incubation	• Go-to-Market • Customer Support • Product Support • Social Media support • Fraud Analytics • Ops-up Consulting

Fig 1.0

Operational excellence is at the core of our Digital Operations business. Our technology solutions with human centric design, create an immersive customer experience and accelerate delivery on business outcomes.

It is also supported by a deep understanding of how to attract and develop critical talent required to prosper in the digital age.

Key Challenges faced by Born – Digital Clients:

The core themes for born-digital companies are largely centered around 'End User Experience' and 'Product Adoption'. These companies are prone to:

- **Red queen vs network effect** - Develop and iterate multiple products

- **Managing risk related to** regulatory requirements, risks related to user and company data - "Bad news travels faster than light, General Data Protection Regulations (GDPR), Legitimacy of content posted, distinguish between real and bogus content

- **Build and refine** policies related to social, cultural and political factors

- **Products scale globally in a very short time frame** - exposure typically matches the internet adoption

Size of Project / Challenge:

Technology vertical at cognizant has 17,000+ associates working for born – digital clients across 33 global delivery centres, supporting 30+ languages delivering services mentioned in fig 1.0. Basis aforesaid challenges, the clients have following key expectations :

1. **Scalable Agile Operations** with e2e proficiency to support volumes
2. **Managing costs** during initial time and driving business outcomes as the product scales up
3. **Deliver high level of transaction quality** in a dynamic fast paced environment – Consistently improve Customer experience to fast track and sustain product adoption

Implementation framework and key solutions implemented

Cognizant ProcessONE® (Fig 2.0) is a single, end-to-end, integrated business process modernization framework that helps clients to focus on vital business outcomes by supplementing deep domain & process expertise with technology solutions, robust risk controls and people focused management.
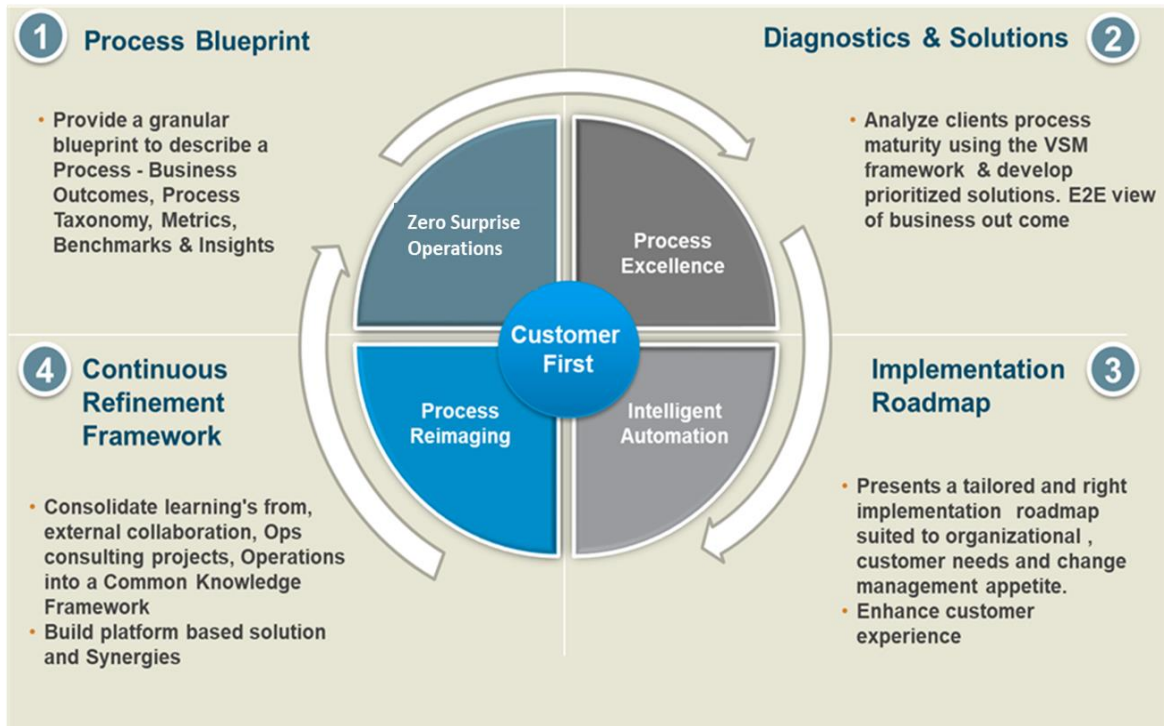
Fig 2.0

Zero Surprise Operations - Defined the processes from Level 1 standpoint by enhancing the Operational DNA on the ground. Leveraged empirical methods like Workforce Management, Bottom Quartile Management, Inter-agent deviation and RCA led deep dives to improve associate effectiveness. Used Visual Factory to enable competitive spirit amongst the teams to create & deliver higher value to the process. Helped in reducing client escalations by ~90%.

PROCESS EXCELLENCE – Conducted value stream workouts to identify kaizen opportunities and reduce rework at various work stages. This also helped us identify automation and mistake proofing opportunities across process lifecycle. Helped us improve first pass yield by 40%.

Intelligent Automation – Created Stack of 20+ digital assets (Fig 3.0) to enhance associate efficiency and effectiveness, reduce cost of delivery and mitigate associated delivery and brand risks.

PROCESS RE-IMAGINE - Re-imagined the defined process and recreated by aligning the sub processes to deliver enhanced value. Leveraged synergies between sub processes and the Technology landscape. Improved auto-moderation through machine learning.
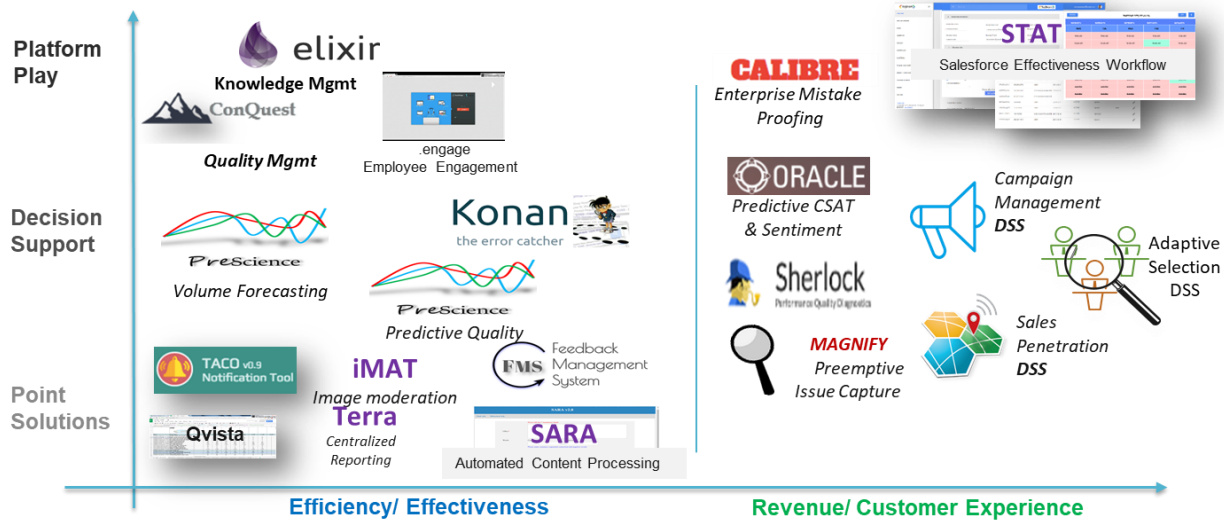
Automation & Analytics Interventions Implemented

Fig 3.0

Benefits Delivered: