

Nomination Category: Best Achievement in a Process Mining Program

Project Name: Process Mining Deployment Across DBO

Executive Summary:

With the ever-evolving industry landscape, it's imperative for Cognizant Digital Business Operations (DBO) to offer unique and unmatched value proposition to our clients. In general, DBO has client retention rate of >90% which implies that most of the preliminary opportunities are already identified and actioned upon. At this stage, clients are looking up to us to discover design gaps, end-user friction points and other deep process insights. Process Mining is one large scale transformative initiative across DBO which will enable us to meet evolving client needs. Distinct characteristics of this initiative are:

- Transformation at scale - 7 BUs, 54 accounts, multiple service lines across DBO
- Value accretion - \$25.9 M client benefit, \$5 M CTS value and counting...
- Greenfield initiative - Right from technology vendor selection and eco-system creation to competency development
- Fungible asset creation - Standard KPIs across industries, data variable library, data connectors, GPD and analysis dashboard
- Strengthened go-to-market proposition - Differentiated offerings
- Cross sell and customer mining

Organizational Strategic Objective:


Cognizant's vision is to become the pre-eminent technology partner to global C-Suites. **'Accelerating Digital'** and **'Optimizing Our Core Business'** are key levers toward achieving the organizational vision. This essentially translates into embracing unique delivery models and adopting new age digital solutions to help clients gain market share and strengthen mindshare.

Adoption and Alignment to Strategic Objective:

Clients across industries are looking up to Cognizant Digital Business Operation (DBO) for a solution which is enriched by deep industry / domain knowledge and amplified by distinct technical capabilities.

Our ability to help clients identify deep down process design gaps, end-user frictions, crepted-in redundancies, etc. makes us valued to our customers. In pursuit of **driving incremental and differentiated value** to our clients, DBO has adopted Process Mining at-scale.

Process Mining: 'Quest beyond the obvious'



From Insight/visibility perspective, each business Process has three layers:

- **Known:** What we know well, as validated by outcomes.
- **Known Unknown:** Awareness about existence of info and our lack of visibility on same.
- **Unknown Unknown:** Unawareness about existence of info hence our lack of visibility on same.

Incremental and distinctive value can be rendered only by addressing the ‘Unknown Unknowns’.

Process Mining Scope:

Significant depth and width in the scope. Penetration across each of the BU within DBO. Tactical selection and prioritization of accounts across phases for higher impact. Additionally, the intent is to expand the scope beyond DBO to other horizontal functions like Application Value Management, Application Development, Infrastructure Management, etc.

	Digital Business Operations (DBO)							
	Healthcare	BFS	Life Sciences	Insurance	RHCG	Digital Finance	Tech	Total
No. of Accounts	29	5	5	4	4	3	4	54
Service Lines	Claims, Hospital RCM, Membership	Banking & Lending	Order Management, Device RCM, PV	P&C, L&A	Order Management, Incident Management	F&A	Technology	13
Headcount	4,743	5,863	1,489	1,615	1,527	584	950	16,771

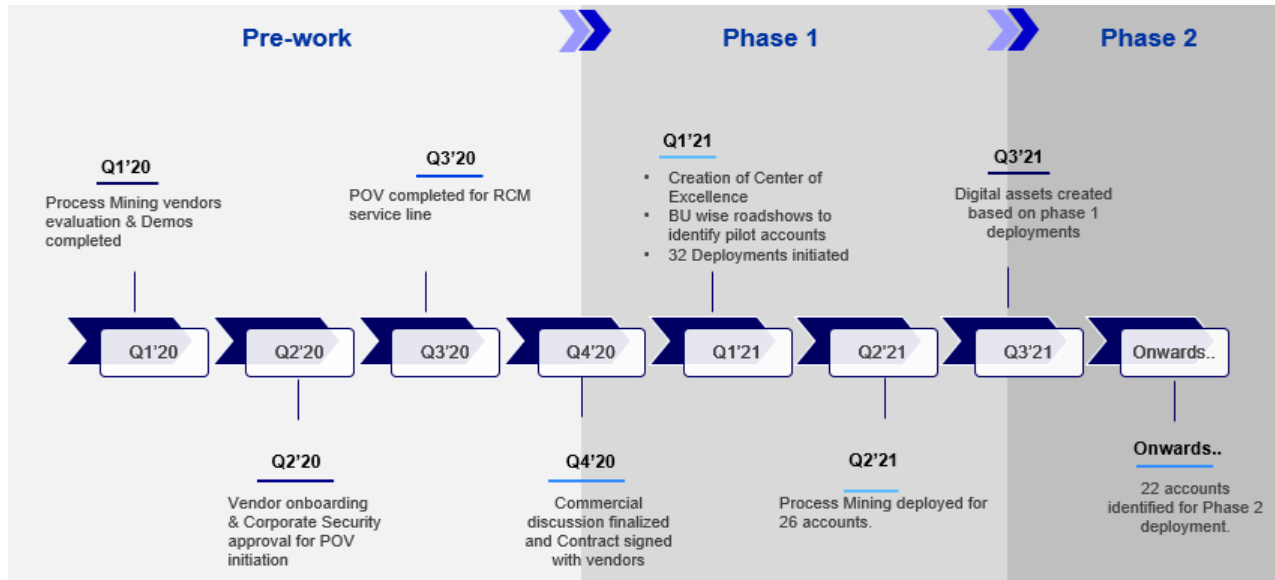
Seeding and Harnessing the Ecosystem:

This initiative has built the Process Mining framework and support ecosystem for DBO from the very scratch - from vendor onboarding and competence building to governance model, everything has been developed organically.



Process Mining Deployment Timelines:

Multi-phase initiative running over quarters for deep penetration across industries. Diligent effort during the long pre-work stage has paved way for robust foundation and deployment agility during phase 1 and phase 2. As a multi-stage transformation lever, this initiative will continue its journey beyond phase 2.



BU	Service Line	Business Case	Customer Approvals	CS & Privacy Approvals	Resource Enablement	Product Installation	Define Data Req	Connect & Extract Data	Validate & Analyze	Mgmt. Readout
HC	Hospital RCM	[Progress bar]								
BFS	Banking and Landing	[Progress bar]								
HRSS	BGV	[Progress bar]								
HC	Claims	[Progress bar]								
DF	P2P	[Progress bar]								
RHCG	Order Management	[Progress bar]								
LS	Device RCM	[Progress bar]								
INS	Policy Endorsement	[Progress bar]								

Prioritization Approach and Governance Framework:

Account prioritization has been carried out based on a well thought out prioritization approach. Engagment priority based on a commercial construct (BPaaS, Managed Services, etc). Further, service line selection has been based on scale of operation and ROI considerations.

A rigorous governance routine has been set up with DBO Technolgy Leaders, Transformation Leaders and BU Heads. Also, ongoing cadence with Process Mining vendors for ongoing issue resolution and fast track deployment.

Process Mining Impact on the Client and Cognizant:

As a ‘Discovery Tool’, Process Mining helps create a book of work which is based on VOP (voice of process). Tangible benefits projected by Process Mining deployment are:



\$31 M Overall Business Impact
(Client and Cognizant)

BU	Service Line	Metric	Metric Impact
Healthcare	Hospital RCM	<ul style="list-style-type: none"> Collection Efficiency Improvement Rework and Denial Reduction 	300 – 500 BPS 1,000 BPS
BFS	Banking & Finance	<ul style="list-style-type: none"> Cycle Time Reduction FTR % Rework % 	1,100 BPS 200 BPS 850 BPS
Healthcare	Claim	<ul style="list-style-type: none"> Adjustment Reduction STP Improvement Interest Reduction Auto Adjudication Improvement 	300 BPS 300 BPS 200 BPS 300 BPS
Digital Finance	P2P	<ul style="list-style-type: none"> On-time Payment Improvement 	2,000 BPS
RHCG	Order Management	<ul style="list-style-type: none"> Productivity 	1,000 BPS
HRSS	BGV	<ul style="list-style-type: none"> Cycle Time Reduction 	1,000 – 2,000 BPS

Differentiated Impact on Organizational Transformation Framework:



Reusable Assets Repository:

Valuable reusable assets being added to organizational transformation library. Key examples are standard KPIs across industries, data variable library, data connectors, GPD and analysis dashboard



Strengthened Go-to-market Proposition:

- Process Mining has been included within the solution pricing template for new pursuits
- Workshops conducted with the Solution / Market teams
- Solution collateral and success stories being utilized during RFP / RFI
- Use case demonstration at Global Process Mining summits



Cross Sell and Client Mining Opportunities:

Process Mining helps discover built-in design inefficiencies, application fragmentation and disjointed user experience. These insights are being / will be used for cross selling, additional service offerings like Automation, Analytics, Omni-channel, etc.