Cognizant Digital Business Operations - Business Transformation leveraging best in class Operational Excellence and Digital Technologies

Nomination: Best Achievement in Operational Excellence to deliver Business Transformation

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 and 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.

About Client:

The client is one of the largest international pizza restaurant companies in the world with more than 5,000 restaurants / stores across the globe.

Synopsis: Cognizant led a large-scale business transformation project with the client to create a Green Field Centralized Contact Center for taking pizza order calls for all their US-based restaurants including their owned franchise. Along with centralization, best in class platforms for order-taking integrated with the telephony and billing applications were implemented. Over last 12 months, Cognizant's Contact Center team implemented multiple features in the platform to enhance customer experience. This has had a strong impact on the turnaround time and cost to the client, as follows:

- **35% reduction** of the average handle time of the order-taking calls
- **37% improvement** in average order value
- **30% reduction** in overall client cost
- **FY2020 Highest Revenue** in 35 Years of Client's History (12% increase compared to 2019)

Project Introduction / Challenge:

This project was an idea to establish a Green Field centralized pizza ordering Contact Center to help the client achieve operational efficiency, standard customer experience and provide incremental revenue uptick opportunities through upsell. The client was going through multiple challenges that necessitated the idea of this project. The challenges include:

- **Revenue loss:** The client was losing revenue during peak business hours due to limited resources, both in terms of infrastructure and staffing. Limited telephone lines at the restaurant led to high call abandonment. This coupled with an ever-rising labor cost aggravated the client's operational challenges.

- **Deteriorating quality:** The client used store operators to just take orders but also operate the store. This resulted in the pizza quality declining and operations suffered a loss during busy hours.

- **Limited upsell:** They also realized that because the operators were focused on restaurant operation, they were not conducting any upsell activities thereby directly restricting the client's sale uplift opportunity.
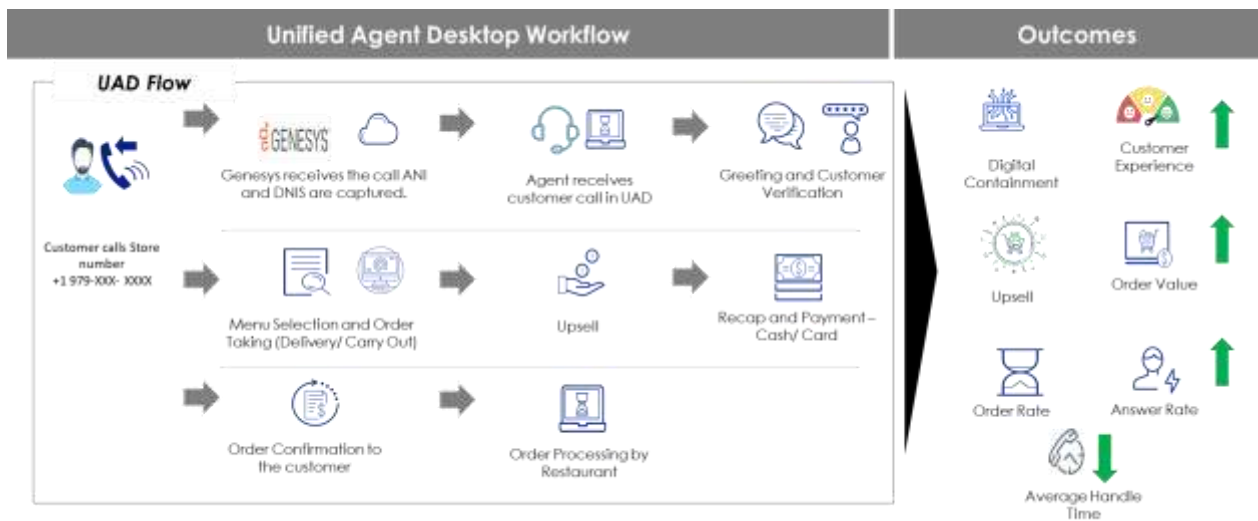
Solution:

Cognizant set up an outcome-based (BPaaS) Green Field experience center, built on digital business transformation solutions using Unified Agent Desktop (UAD), a Cognizant in-house order taking platform, and integrating Genesys Cloud - 3 telephony (external) along with required support and maintenance.

1. **Transformation Solutions Deployed**

   Professional centralized ordering call center with standardized experience across corporate and franchisee:

   - **Cloud based telephony systems** for agile scalability, coupled with IVR based call deflection solutions Unified Agent Desktop (UAD), an in-house developed Order Taking Platform, integrated with Genesys Cloud - 3 telephony. UAD has gone through **117+ enhancements since May'2020**, resulting in incrementally seamless order placing customer experience while delivering increased sales and revenue for the client and **generated 35% cost out for the customer**
   - **Unique Franchise billing application** generating store level bill for franchise and support in direct franchise billing. Helped reducing revenue realization TAT from 30 days to 15 days
   - **Franchise On-boarding portal** ensured seamless onboarding reducing onboarding Cycle Time from 42+ days to 7 days
   - Core Flex model to manage peak staffing, whilst optimizing cost and revenue

UAD as a platform provides one stop solution for over phone order taking


ANI – Answer Number Identification, DNIS – Dialed Number Identification Service

2. **Tools/ Platform Integration – Key success factor**

   A key task that Cognizant dealt with for the client was reimagining solution architecture to exploit and enhance UAD and Genesys capabilities. Cognizant used existing and new APIs to help integrate the two tools with client systems and databases. This enabled the client to pull relevant real-time information to enable seamless order-taking experience and ensure exceptional customer experience.

The other key aspects of Cognizant's tasks for the client were as follows:

- Enhancing user-interface by creating a seamless 'single screen' order-taking platform for order takers
- Expediting the system identification and process resolution through a dedicated team with the help of the hours of operation (22X7 support, connectivity, bandwidth, UAD or Genesys system issues, etc.)

UAD - Single Screen for order taking agent (interacting with underlying systems through multiple APIs)
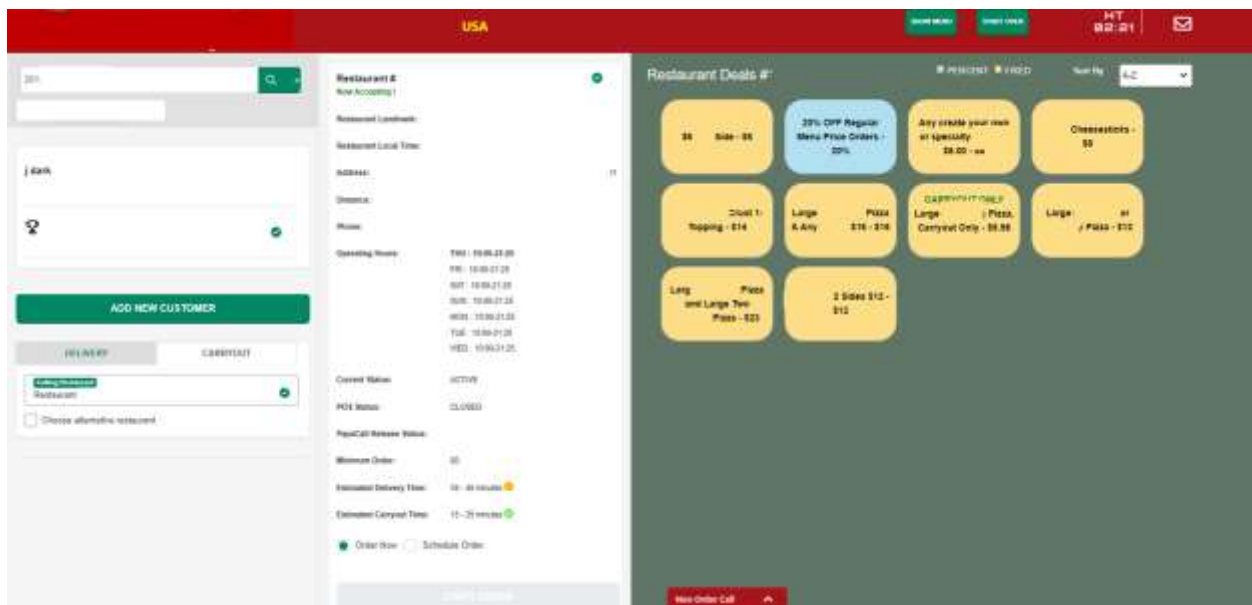
Samples of Improvement Implemented

1. **IVR deflection** of non-order call for the following situations
   a. **Order Status** – where the IVR provides the status of the order
   b. **Store information** – where the IVR offers store address and open/close information
2. **UAD** feature upgrade (key examples)
   a. **Geo-coding of address**, where address is auto populated while typing
   b. **Quantity multiplier** to reduce effort in creating multiple pizza and side items
   c. **Auto call disposition** for order calls; this was previously done manually
3. **Easy call flow**
   a. Cognizant performed strategic content and sequencing in the call script for ease of operations
   b. Cognizant enabled best customer experience (~92% CSAT) with value-driven, optimized call flow

Key Outcomes

While the **original scope** for the project was **750 stores over three years**, the client **ramped up** the project to **1,500 stores within four months** due to the **high quality of delivery and transformation scale Cognizant provided** the client. Beyond the contracted 1,500 store expansion, Cognizant continues to

provide onboarding, currently at **1,690 onboarded stores** with a **potential** to go up to **3,500 stores**. Some other key delivery metrics include:

- 22 million calls per year
- About **37% uplift** in **average order value** for the client
- More than **35% cost out** for clients in **first year**
- More than **92% CSAT**
- **FY2020 Highest Revenue** in 35 Years of Client's History (12% increase compared to 2019)
- Ability to open **123 new restaurants** in 6 months of 2021 due to scalability of solution

Client Testimonial

"The stores are very happy with 'this project'; there will be more stores added and they will do it every month. They always do test calls and wish they have same call takers as in 'this project'."

Additionally, Cognizant supported centralized order desk supported **Halloween sales (highest volume day of the year)** for the first time, which contributed to the following results:

- Second highest transaction count day in client's history

- 2020 Halloween average ticket was $1.71 higher than 2019 Halloween ticket average

- More than 1.2 million pizzas sold

- Highest sales during key sale days—National Pizza Day, Super Bowl and Valentine's Day

Organizational Learnings

The project journey offered significant learnings beginning form the ideation, conceptualization and solutioning to the deployment stages in creating world class points of sale (POS) platform.

- **Cognizant's direct interface with franchisees:** Beyond 490 corporate stores, project teams directly reached out to more than 1,100 stores through Divisional Vice President (DVP), Franchise Business Partners (FBPs) and franchisee owners
- **Managing change:** the teams also managed multiple client and franchise stakeholders, each with their own set of expectations. The teams looked to grow their respective businesses at the least possible costs.
- **Key features of the project:**
    - Training and deployment of additional project resources for Franchisee Outreach
    - Dedicated customer experience (CX) team with 22 hours HOOP coverage to manage client feedback and provide resolutions
    - Support team for technical assistance to clean up client-owned Offer Management System

  Robust partnership approach: Cognizant leveraged engagement and governance across all levels, helping the client through an objective and continuous journey mapping experience.

- Other learnings:
    - Improved focus
    - Attention to detail
    - Proactive and continuous problem-solving attitude