

Cognizant – A Case Study

Project Background

Cognizant is an information technology (IT), consulting and business process outsourcing services firm. They have revenues of more than \$2.8 billion, employ approximately 68,000 people and have a presence in more than 21 countries.

Limina was brought in to help a senior-level executive team define a user experience strategy and build a prototype demonstrating a new vision for their internal business management systems. The goal was to define a unified system which would serve as a touch-point for all employees.

Challenges

- Global workforce requirements with diverse cultural, social and operational needs
- Current IT systems catering to business departments and not meeting day-to-day needs of delivery teams
- Business processes defined around technology constraints resulting in additional complexity and confusion rather than optimizing workflow based on user needs
- Lack of data integration across systems and the need to authenticate into multiple applications to perform single tasks causes significant productivity drain
- Lack of consistency across application interfaces and interaction models resulting in an increased learning curve
- Employees circumventing the established knowledge management system and relying on email and personal relationships for knowledge share
- Inconsistent content management system – from information taxonomy, to governance and formatting

Our Approach

The goal of this effort was to demonstrate key system-wide concepts with a specific focus on the new-hire on-boarding process. Our team planned, managed and executed the following tasks and deliverables:

- Led Cognizant stakeholders through a series of workshops to define the scope and vision for the system
- Conducted onsite interviews with all key user types to understand current pain points, refine personas and validate and discover key features for new system
- Reviewed all strategic applications and defined a new unified interaction model and interface design
- Analyzed business processes and system usage patterns
- Provided expertise on the integration of social web features to facilitate collaborative and asynchronous business processes
- Presented vision to CEO and senior executive team

User Experience Themes

- Ease of use
- Consistency of user experience
- Content organization and presentation
- Availability and management of knowledge
- Collaboration enablement
- Introduction of process governance
- Expansion of brand footprint
- Reflection of Cognizant values

Results

This effort culminated with a presentation to the senior executive team. The vision we created was strong enough to solicit approval for a system-wide overhaul of their internal business management systems. The system value was easily recognized and understood and Cognizant is currently moving forward with implementing this vision.

The presentation included a prototype that demonstrated:

- Integrated simplicity by shifting from a technology and business process approach to system design toward a user goal-oriented, workspaces approach (e.g. I have problem X, here is where I go to solve it)
- A day in the life of several organizational roles whose jobs had previously involved multiple touch points and interdependencies
- A consistent user experience for an enterprise framework, hosting global business management systems including intranet, KM, HR, CRM, and ERP systems
- A cultural touch-stone for a globally dispersed and culturally diverse enterprise
- A strategy for integrating social web technologies to enhance productivity, knowledge management and build community

