



Intuitive Operations and Automation - Consulting and Advisory

G-Cloud Service Definition Document

Intuitive Operations and Automation – Consulting & Advisory

Consulting

With the fast pace of this market and need to enable in year benefits while establishing a strategy, the need for services providers to be able to look forward while delivering results has become ever more critical. Cognizant brings a unique ability to meet clients where they are at today and assess what is needed to create a strong foundation for tomorrow, while enabling accelerated results.

Client-centric approach & creative modelling: Each client's journey is unique, and we believe we need to meet clients where they are at today, define a strategy to align to their goals, work with them to strengthen or establish a foundation and then partner shoulder to shoulder to make that vision a reality. To do this we bring to the table: flexible models, customisation of approach/tools/templates to engrain into their ecosystem, creative solutions, e.g. hackathons, community creations, trainings, etc. To enable we additionally leverage accelerators that include programme maturity, process readiness, and change readiness assessments.

Tools and templates tailored to Client environment: We have a plethora of tools, accelerators, and frameworks to build upon to provide a customised recommendation that keeps our clients' needs and goals at the centre. Meeting our clients where they are at, in their transformation journey allows us to bring the specific package that enables their success on their own terms.

Tailored Client Approach: The appetite, goals, starting point and challenges are unique to every organisation. Meeting our clients where they are to support their growth is a differentiator to the 'cookie cutter' engagements that have led to unrealised goals and value for many organisations. Our teams collaborate to support the client in implementing the best practices and technologies they need now, while creating the roadmap to mature at the pace that suits the organisation.

Our Consulting and Advisory offerings are grouped as FORCE: where we focus our capabilities to delivery business outcomes in these areas:

F – Finance

O – Operations

R -Risk and Compliance

CE – Customer/citizen experience

Finance Advisory

Cognizant's F&A Advisory Service helps clients reduce costs, modernise legacy processes, enhance efficiency, unlock data insights, and enhance regulatory compliance. Our industry experts work with our clients to improve, streamline and transform the Order to Cash (O2C), Procure to Pay (P2P) and Record to Report (R2R) Finance processes. Our teams offer a combination of People, Processes and Technology to provide comprehensive solutions to transform finance departments work in more digital, efficient, and agile ways through best practice and industry benchmarking. Our services assist clients to improve in key tactical metrics, cost savings, data quality and accuracy by providing assessment reports on process transformation, insights led decision making and roadmap for improvements for the future.

Operations Advisory

We believe our Advisory Teams are uniquely positioned to cover traditional consulting needs while coupling with offerings to support navigation of the ever-evolving technology landscape and through application of practitioners to accelerate scaling. Our Advisory team enables our clients to create sustainable and improved operations through shaping and delivering transformation programme. Our Advisory team is comprised of industry practitioners, i.e. leaders and experts who have delivered programmes that resulted in delivered business outcomes e.g. cost savings, operational efficiencies, improved KPI's etc. The team's direct, client-side experience enables them to understand client objectives, strengths, gaps, and ultimately navigate issues encountered when operationalising a programme and delivering meaningful outcomes. They are uniquely equipped to support the client and support them in implementing operational improvements.

Operating Model Design

The maturity of our clients ranges from those who are just beginning their transformation journey to others with converged technologies and well-established enterprise programmes. Their operating models run the continuum of fully centralised, to hybrid, to federated. Our Advisory and Consulting services for operating model design support the unique needs of each of our clients. We tailor our approach so that we can establish foundational components, fully scaled models or even evaluate a model as need be and set up course corrections for improved outcomes. Developing strong cross functional governance, processes, KPI's, capabilities, establishing risk management, security and controls are key aspects of our services around operating model design.

While each client engagement will vary, the operating model components include:

- Value proposition (Vision, mission...)
- Services
- Capabilities
- Process architecture
- Data architecture
- High level functional structure
- Roles and responsibilities definitions
- Technology lifecycle (e.g. automation, AI/Gen AI)
- Technical governance, infrastructure and best practices
- Outcome management
- Governance recommendations
- Automation security policy and approaches
- Risk and control models
- Day 2 planning models (problem & incident management and change requests)
- Business engagement and communication planning
- Business Change Strategy
- Roadmap for scaling an automation throughout organisation

Process Optimisation – Process Excellence (Lean Six Sigma)

Our teams deliver deep-domain expertise, domain offerings and data-driven methodology that are at the heart of our business process consulting services. Through automation/AI feasibility analysis, process vision, road mapping assessment, and prioritisation based on business outcomes, the service enables clients to identify, analyse, and transform client specific operational efficiencies. The tools and frameworks we leverage range from traditional value stream analysis to leading technologies such as process discovery and task mining. Key focus areas:

- 1) Discover to optimise through process consulting,
- 2) Digitally transform through business process change.

Cognizant uses process improvement methodologies (Lean, Six-Sigma) to optimise E2E business processes with a specific expertise in F&A (O2C, R2R, P2P), HR, Procurement and Supply Chain.

HR Advisory

As businesses and government departments grow, HR practices have to evolve to adapt for different internal and external customers and off course citizens, market demands and the changing technology landscape. Our HR expertise helps to improve all aspects of the HR domain such as processes, tools, and leverage technology to ensure improved HR services and operations. Example outcomes being improve employee experience, efficiently deliver HR services such as talent management, onboard and offboard resource seamlessly and upskill their workforce. We provide end to end improvement services starting with an assessment to identify opportunities for improvement and recommendations on operating model changes in addition to technology interventions.

Business Analysis

We assess and perform an analysis of the maturity level of the business processes and technology environment in any organisation. The assessment enables an organisation to compare their programme maturity to a world-class organisation's benchmarks and create an improvement and/or enhancement plan. Our offerings include an assessment that results in recommendations for the client to understand where there are opportunities and develop a plan to strengthen and continually improve. It considers all aspects including Ideation & Assessment, Implementation Approach, Technical Governance, Risk & Security Management, Outcome Management, Tools, and engagement including training as well as business change.

Top-down assessments target leadership identified areas or industry specific opportunities for optimisation. Data driven analysis using process mining and discovery drive enhanced insights into these process optimisation opportunities. Definition of business needs, functional and non-functional requirements and solutions driving value for stakeholders. Business case development, business benefit assessment and realisation, opportunity and options identification and definition; Requirements analysis and benefits management to support the delivery of a business transformation in an agile working environment.

Process Diagnostics including Process Mining

The way Cognizant approaches process re-engineering is two-fold:

Process Optimisation: Process Optimisation involves assessing the current processes, identifying bottlenecks and inefficiencies, recommending solutions / levers to build efficiency into the current process by elimination of certain sub-processes and modification of the current process.

Process Re-imagination: Process Re-imagination involves a transformational approach to the existing processes by adopting industry best practices to restructure / redefine an existing process in terms of improving overall effectiveness, efficiency and aligned to business goals. Process Re-imagination requires significant Change Management to adopt new and improved processes within a given business unit.

Cognizant will take an end-to-end view of the processes with a lens for re-engineering, as needed. Our experts will work with process stakeholders to assess the organisation's goals and evaluate its impact to the business. This helps to identify and prioritise the right use cases for transformation.

Cognizant have used process re-engineering to help our customers in their automation journey. Our strategy includes effective discovery and re-engineering at the lowest level and leads with best practice technology frameworks such as automated discovery led process transformation frameworks.

Cognizant leverages process mining and discovery technologies as we see them as enablers of data-driven insights and process optimisation with a clear strategy and view. Key focus on necessary and sufficient process re-engineering is prudent, to make a process ready for automation. There are four re-engineering levers using which process re-engineering will be carried out and they are

- Process Standardisation
- Process Simplification
- Process Elimination
- Process Digitisation/Automation

Cognizant has partnerships with leading process transformation software companies and process mining tools including – UiPath Gold, Celonis, Aris SG, Microsoft

Business Resilience and Cost Efficiency

Assessment of operational efficiencies (e.g. supply chain, procurement, HR, application processing, funding, citizen service provisioning etc) and identifying cost reduction opportunities to strengthen resilience. Leveraging traditional Lean consulting and digital discovery tools - process mining, we provide tailored strategic recommendations and implementation to enhance resilience across financial, regulatory governance, operational, organisational and technological aspects enabling cost reduction, streamlined operations and efficiency gains.

Change Management

Over the course of 100s of implementations across geographies and industries, our experience has demonstrated that lack of change management is a major reason for failure/lack of scale in any engagement and realisation of business benefits. We believe that to address change, we need to include people at the core of change and any programme.

Our organisational change management (OCM) expertise consists of an expert team of consulting SMEs, and certified practitioners and is centred around the tenets of awareness, understanding, acceptance, alignment and commitment. We also have experts within our teams who work to ensure change management is embedded within each of our engagements.

Our approach to managing organisational change includes:

- Overall Programme Framework that lays down the vision, roadmap and key outcomes
- Developing strong cross functional governance and processes, establishing controls that create ownership both from business and IT
- Leadership buy-in and cross-organisational views around new ideas
- Workshops to raise awareness, increase adoption or improve performance (e.g. Ideation Workshops, Champion Training, Citizen Development, Outcome Management)
- Change readiness assessments to identify levels of awareness, strengths, gaps and provide go forward recommendations to improve adoption
- Messaging and communication frameworks and content to support programme establishment, engagement or expansion.
- Rewards and recognition frameworks to support the programme in generating and reinforcing desire for services and engagement with stakeholders.
- Presentations and technology talks to targeted audiences to raise awareness and improve knowledge.

Major Programme Readiness Service

Cognizant's experience across all industries, global presence and vast talent pool makes us the perfect to assess our client's environmental, technological, business and people readiness for a major transformation programme.

Features of this service include:

- Delivering a major programmes readiness assessment focusing on people, processes, technology, governance, and business & IT stakeholders
- Analysis of current programme and project management practices, approach, current portfolio, reporting, technologies, tools and documentation.
- Providing recommendations for improvement to ensure future successful delivery of programmes and projects.
- Providing a centralised approach to programme/project management: which results in consistency, clarity, and efficiency for the organisation's projects.
- Standardised approach to managing time, risk, cost, benefits, scope, and quality which ensures that the resource is justified and return on investment is consistently measured
- Assessments of Programmes and Projects, recovery, start up, readiness to continue, get to "green" planning
- Building of Readiness for both Business and Technology, pre cutover/migration.
- De-risking programmes/projects with robust controls, project finances.

Transformational Leadership

We provide the key skills and experience to manage large scale and complex transformation programmes. Focused on business outcomes and ensuring both business and technology change.

We regularly publish thought leadership narratives on major industry topics and future looking strategies. We develop micro-sessions to help clients create an automation ecosystem, drive

adoption and support change management. these sessions are also tools to encourage cross-sharing within teams and business units

Our approach to transformation leadership is designed to keep focused on the business outcomes that are to be achieved. Providing a well-managed transformation through the use of best practices in managing stakeholders, 3rd party suppliers, technology teams to coordinate delivery and manage a transformation to budget, quality and outcomes with constant risk management.

Project Management and PMO

We provide services to ensure the successful delivery of programmes, from planning, budgeting and managing to agreed timelines and quality to the delivery of agreed programme deliverables.

- Programme Planning
- Resource Planning
- Project Tracking
- Issue Resolution
- Full Cycle Governance
- Change Management
- Risk Management
- Benefits realisation management
- Quality Assurance
- Communications

Cognizant recommends a layered joint governance model with involvement from various levels of the organisation to ensure full alignment and buy-in. In this partnership driven model, full visibility of the progress of the programme is maintained and Cognizant will take responsibility to prepare reports necessary to conduct the governance process.

Programme Management and PMO

Recognising that many business transformation programmes struggle to scale due to lack of transparency around performance and outcomes, we work with each client to help them build a solid outcome management capability. This involves:

- Guidance on managing outcomes to ensure value is being delivered and benefits are being recognised
- Establishing best practices on KPIs, metrics and transparency
- Creating mechanisms to enable continuous improvement
- Establishing tools to intake opportunities and ensure opportunities are prioritised in alignment to programme goals
- Standing up methods to track and monitor programme health through key performance metrics and managing risks
- Ensuring the process has steps that embed techniques to achieve the desired outcomes; should be how people work to support adoption and ownership

Gen AI Maturity Assessment

Organisations are curious about the potential benefits that can be delivered through the use of Gen AI. To experiment and initiate investment in Gen AI e.g. setting up a programme to implement solution(s). All organisations must assess their current capabilities and maturity in various domains to ensure the foundations are ready for successful Gen AI solutions and their deployment into the business. Thus, delivering accelerated value to the business and operations in any

organisation. Cognizant provides a Gen AI maturity assessment where we assess the organisation in a number of domains and support in building a roadmap that will guide your Gen AI strategy at the enterprise level. Determine your maturity score by category, benchmark yourself against peers to stay ahead of the curve and receive a customised action plan to proactively address potential barriers. A report detailing the maturity of your current programme as compared to key success measures recommended for Gen AI programmes and our learning so far. Weighting and prioritisation are updated in line with technology advances to ensure alignment.

We assess within the following categories a number of themes in each ranked against maturity levels - Master, Visionary, Catalyst and Pioneer.

1. Strategy & Policy
2. Governance & Management
3. Process, Ideation & Adoption
4. People & Skilling
5. Tools, platforms and Development

Our Healthcare Experience – Consulting and Advisory

We have deep experience of working within healthcare organisations to optimise and digitise their business processes.

This includes working with organisations to drive paper light / paperless working and improve their level of digital maturity (measured through assessments such as Health Information and Management Systems Society (HIMSS) maturity models). Our approach focusses on departments / teams to assess their current level of digital maturity and identify opportunities for improvement that align with organisational goals. This forms the foundation for a digital maturity roadmap, identifying quick wins and longer-term plans, to enable the delivery of small successes and achievement of future benefits. Our team of consultants work directly with healthcare staff on the ground to drive the change and ensure a successful outcome.

In addition to our process optimisation approach, our team has extensive experience of applying Process Mining tools within healthcare settings to identify bottlenecks and opportunities for automation. This data driven approach provides hard evidence that can be used to automate repetitive manual activities (e.g. referral processing, discharge letters) improving efficiency and prioritising value add activities.

Cognizant brings in the knowledge and expertise that is required to automate business processes for the Client; through our experience in automating the same at leading Fortune 500 companies across the globe. Cognizant's practice combines Advisory and Consulting services with deep vendor partnerships and integrated solutions to create and execute automation roadmaps for Client.

Cognizant Overview

Cognizant engineers modern businesses. As one of the largest global professional services companies we help clients in the UK modernise technology, reimagine processes and transform experiences so they can stay ahead in our fast-changing world. Together, we're improving everyday life.

We focus on IoT, AI, software engineering and cloud—the technologies that are changing the nature of business. Our global presence enables us to serve you locally.

What we do

- We **transform experiences** so our clients reach new levels of growth and brand loyalty
- We **reimagine processes** with automation and capabilities that instill insight, precision and speed.
- We **modernise technologies** that help our clients remain relevant and ready for the future.

We work with our clients to:

- **Deepen User Understanding:** We research user needs, preferences, and behaviors so that we can deliver more personalised, proactive, and responsive services.
- **Meet Evolving Expectations:** We implement solutions that mirror the speed, convenience, and accessibility that citizens expect from modern digital experiences, fostering increased satisfaction and trust.
- **Improve Service Efficiency:** Cognizant helps streamline processes, automate tasks, and optimise resource allocation for improved service delivery with reduced costs.
- **Strengthen Leadership Capabilities:** We offer analytics driven insights and tailored training to empower data-driven decision-making and equip public sector leaders for the digital age.
- **Innovative Policy Solutions:** Our teams bring experience and technological expertise to help identify and implement creative, effective digital approaches to complex policy challenges.

Our People

Our 8,000+ UK team bring both technical skills and experiences, and deep domain knowledge of the public sector landscape. We can provide staff that cover all SFIA roles and grades. Cognizant's Intuitive Operations and Automation's (IOA) practice have 90,000+ resources across the globe and over 5700+ in EU & UK.

We have employees across the UK, our major hubs include a dedicated Public Sector Centre of Excellence in Leeds, our Head Office in London, including an Advanced AI Lab and an AI public sector co-innovation lab, and a large design studio in Bristol specializing in DesignOps.

We can also draw on 280,000+ nearshore and offshore professionals for reduced cost options where you can take advantage of these.

Our Credentials

We have a rich portfolio of successful digital and cloud transformations across Central Government, Government Agencies, NHS, Local & Regional Government, Transport, and Utilities.

Awards and Recognitions

					
Analyst Accolades					
	Cognizant Named a Leader in the MedTech Operations PEAK Matrix® Assessment 2023	Cognizant Named a Leader in the Everest Group Next-generation Quality Engineering Services PEAK Matrix® Assessment 2023	Cognizant recognized as a Leader in the Everest Group Data and Analytics Services PEAK Matrix® Assessment	Cognizant Named a Leader in the Everest Group Life Sciences Operations PEAK Matrix® Assessment 2023	Cognizant Named a Leader in the Everest Group Property & Casualty Insurance BPS PEAK Matrix® Assessment 2023
	Cognizant Recognized as a Leader in ISG Provider Lens™ Salesforce Ecosystem Partners 2024	Cognizant Recognized as a Leader in the 2023 ISG Provider Lens™ Oracle Cloud and Technology Ecosystem	Cognizant Recognized as a Leader in the 2023 ISG Provider Lens™ Finance and Accounting Outsourcing Services	Cognizant Recognized as a Leader in ISG Next-Gen ADM Services 2023	Cognizant Recognized in ISG Future of Work Provider Lens Services Study, 2023
	Cognizant Recognized by Avasant as a Leader in Tech-enabled Sustainability Services RadarView 2023-2024	Cognizant Recognized by Avasant as a Leader in Data Management and Advanced Analytics Services, 2023	Cognizant Named by Avasant as Leader for End-User Computing Services, 2023	Cognizant Recognized by Avasant as a Leader in Digital Workplace Services, 2023	Cognizant Recognized by Avasant as a Leader in Banking Process Transformation, 2023
	Cognizant Recognized as a Leader in the Inaugural HFS Horizons, 2024	Cognizant Recognized as a Leader in Generative Enterprise™ Services by HFS, 2024	Cognizant Recognized as a Leader in Services for the Platform Economy by HFS Research, 2023	Cognizant Recognized as Market Leader in Travel, Hospitality, and Logistics Service Providers by Analyst Firm HFS, 2023	Cognizant Recognized as a Market Leader in Automation Services by HFS Research, 2023

Our Culture & Vision

Every choice we make aligns to our vision: to become the pre-eminent technology services partner to the world's top companies. Our values form the bedrock of our culture and define how we work together to serve our stakeholders.

- Start with a point of view
- Seek data, build knowledge
- Always strive, never settle
- Work as one
- Create conditions for everyone to thrive
- Do the right thing, the right way

Next Steps and Contact Details

Please send your requirements to inquiryPSandHealth@cognizant.com

Alternatively, if you wish to discuss your requirements in more detail, please send us the following information and we will contact you:

- The name of your organization.
- Your name and contact details.
- A brief description of your business situation.
- The service that you are interested in.
- Your planned timescales for the work.



About Cognizant

Cognizant (Nasdaq-100: CTSI) engineers modern businesses. We help our clients modernize technology, reimagine processes and transform experiences so they can stay ahead in our fast changing world. Together, we're improving everyday life. See how at www.cognizant.com or [@Cognizant](https://twitter.com/Cognizant).

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