



Project Program Service Management

G-Cloud Service Definition Document

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Service Overview

Cognizant's Software Platform & Engineering (SPE) service line provides transformative modern engineering services at scale for our clients. Comprised of four practices – Digital Experience (DX), Digital Engineering (DE), Application Development & Management (ADM) and Quality Engineering & Assurance (QEA) – we provide end-to-end value to organizations looking to escape legacy constraints, modernize technical architecture and culture to be future fit, and produce greenfield products and services.

Cognizant Application Development & Management (**ADM**) is one of the largest global practices that delivers next-gen industry-led custom application services and is an integral part of everything we do at Cognizant. With Enterprise Modernization at the core of what we offer, ADM is quintessential to our clients' ability to emerge stronger with high business agility in an increasingly digital world. Aided by our domain experience, investment in talent and unique IP driven integrated platforms and solutions, we help the best-known enterprises across industry verticals to envision, build, modernize and run more innovative and efficient businesses.

These are our three core service line offerings:

- **Optimize:**
We simplify, modernize, and automate business to reduce overhead and unlock accelerated value creation through innovation.
- **Modernize:**
Full-stack, modern engineering capabilities with industry context for front to back custom application development and core modernization.
- **Innovate:**
With a human-centered perspective, we design, engineer, and evolve modern software products that accelerate business performance.

Cognizant's scope of ADM capability:

34k+

Total headcount

9k+

DevOps Consultants

14k+

Cloud Hyperscaler and
Orchestration Specialists

9k+

PaaS Integration
Engineers

5k+

Microservices
Specialists

Key Partnerships:



outsystems



kubernetes

servicenow

dynatrace

GitHub



vmware

mx mendix



TSRI
the software revolution, inc.

unqork

Many CIOs are aspiring to establish Program Management as a service (PMaaS) to reduce overhead in resource requisition and allocation process and improve tracking of resource deployment and utilization. Also, PMaaS makes it easier for them to iterate faster, deliver new features and scale the delivery by leveraging SLA driven resource provisioning for consistency and predictability. PMaaS can solve the challenge of finding right skills, experience and expertise in delivering the Program and can also support a right location strategy for optimal delivery & cost benefits.

Service Description

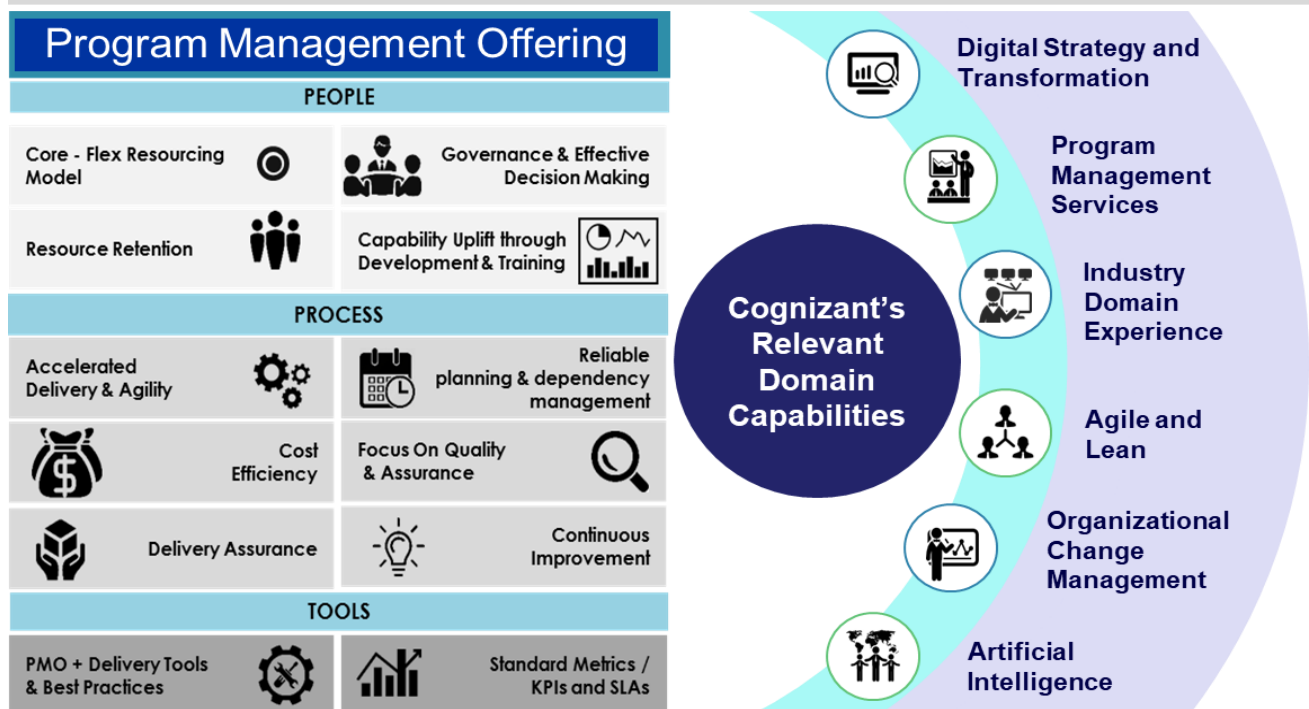
Cognizant is the trusted PM delivery partner for several of our clients globally. Our deep knowledge of client's operating environment and our ability to leverage several practices with the right domain capabilities significantly enhances the value delivered.

Our Program management services address the external demands and provide a unified approach to managing client engagements by using standard processes, tools, and frameworks to add value with predictable business outcomes. We have **5000+ Certified Project Managers, Program Managers, Project Coordinators** who are providing data driven Project/Program Management.

Our Program management offering has been instrumental in driving tangible benefits to our clients, including:

- Raising capability and providing the right skills to significantly improve client's **visibility and control** across the portfolio.
- **Reducing variance to budget** for one client to +/- 10% from a range of 30-80%, a significant improvement and reduced cash at risk substantially.
- Establishment of standard processes, coupled with strong assurance, to **improve quality and consistency**.
- Achieved **cost efficiencies** for one client in the PM and PMO space of over 30% in a 4 year period.

The service will leverage PM/PgM best practices, existing client knowledge and experience AND specialist domain practices to ensure appropriate resourcing



Service offerings

Robust and proven program management methodologies support Cognizant's Program Execution methodology based on SEI-CMMi Level 5 and ISO-9001:2000 standards. They are aligned with the Project Management Institute framework, PRINCE2 and ITIL frameworks. It has been enriched by the vast experience gained from the past engagements and Industry best practices.

The following figure depicts our program management offerings that we provide to 1000+ clients across the globe. Based on our understanding and delivery needs of a multi-vendor landscape, our project management framework brings in the desired scale and expertise.



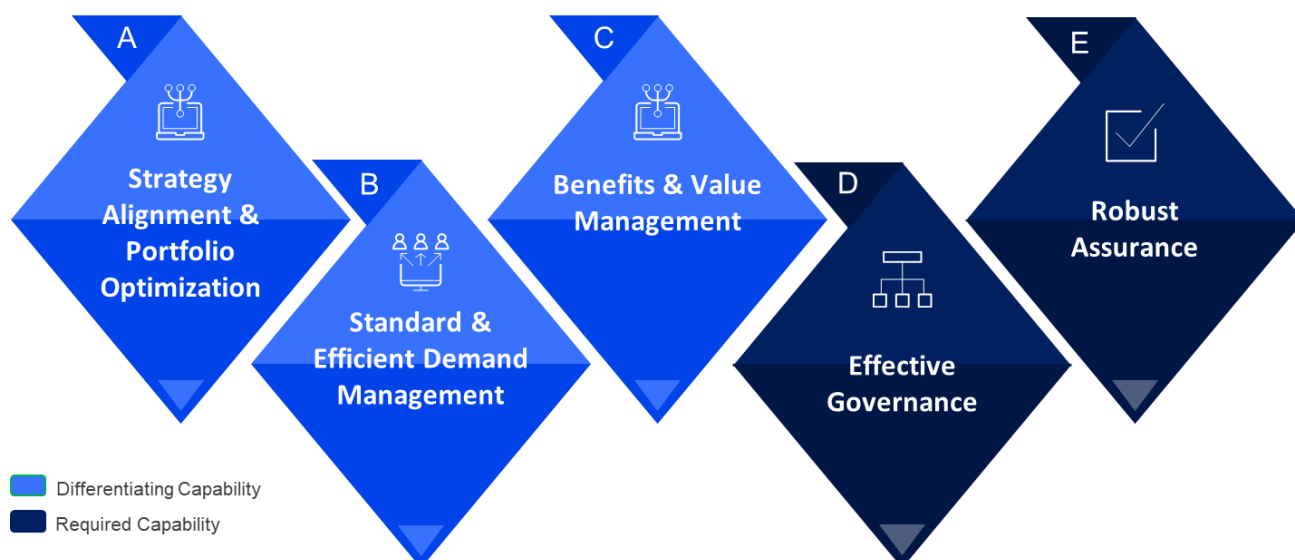
We seamlessly implement the processes with collaboration, workflow automation, and process orchestration modules of our enterprise delivery platform, leading to real-time governance and delivery consistency. This enables flow of essential information on the program to key stakeholders.

This structured and well-proven Program Management approach ensures efficient program and project level governance and delivery by focusing on:

- Governance and organizational framework and processes
- Schedule, task, and Resource Management
- Change Control and Configuration Management
- Issue resolution and Risk Management
- Knowledge Management
- Quality Management
- Tracking and reporting
- Delivery and Release Management
- Financial Management – cost and benefits

Approach

We follow a catalogue driven model where clients can avail program management services as needed. We leverage build operating model, processes, tools, frameworks, measures, and dashboards for each catalogue item. We have extensive experience of delivering AD/AM programs by working closely with Global Program Management to enable, adopt and operationalize our expert talent pool. We have various build estimation models for services with core-flex engagement model and we recommend movement towards a managed services delivery model with stable and mature clients. Following figure depicts 5 tenets of our PM offering capabilities:



A. Strategy Alignment & Portfolio Optimization: Leadership engagement and alignment is critical in aligning portfolios to corporate or business strategy.

Key principles:

- Senior Leadership engagement on Vision & Strategy
- Strategic Prioritization & Consistent Demand Management
- Organizational Alignment
- Roadmap Focused Look Ahead

B. Standard & Efficient Demand Management: Creation of standard methods and processes allows for consistent assessment of project, program, or product suitability and allocation within portfolios.

Key principles:

- Strategic Prioritization & Standardized Demand Management
- Standardized Definitions & Criteria
- Codified Processes to Ensure Predictability & Repeatability

C. Benefits & Value Management: Benefits & Value Management is critical to tracking and ensuring value that is being delivered through portfolios and projects through standard, objective measures, and processes.

Key principles:

- Processes and methods to track realized benefit at the project, portfolio, and enterprise level
- Identify critical value KPIs based on portfolio and enterprise needs
- Understanding business reinvestment opportunities for future projects and allows for more accurate business planning / prioritization

D. Effective Governance: Governance is critical to supporting the necessary structure and accountability of demand management, portfolio optimization, and benefits realization.

Key principles:

- Defined & Established Governance Structure
- Drive Delivery Accountability
- Ensure Program Wide Communication, Including Senior Leaders

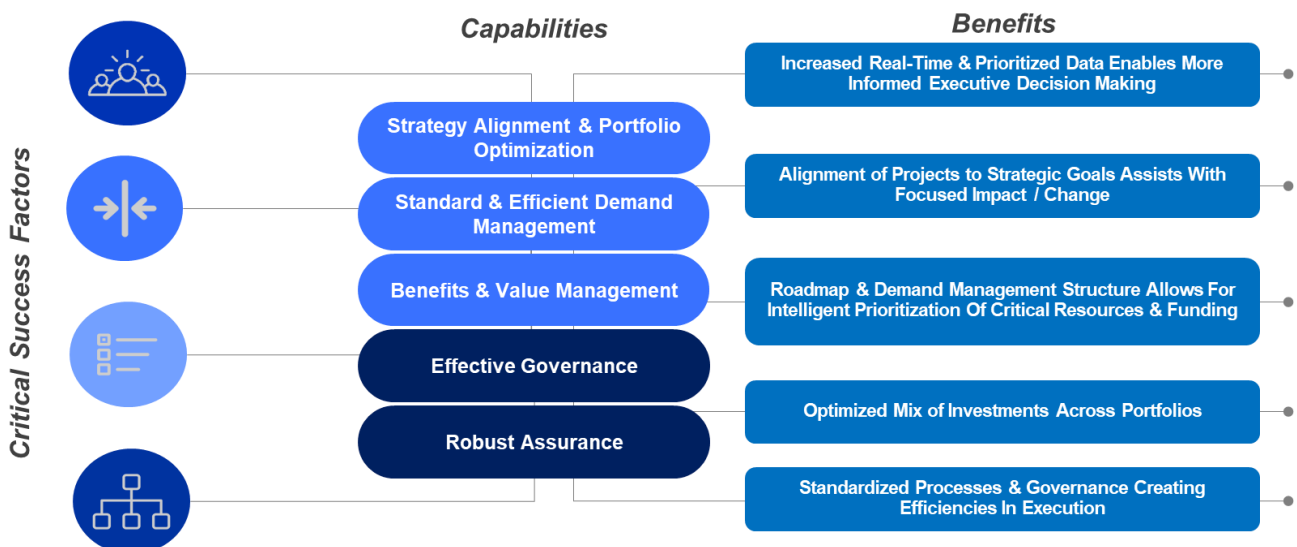
E. **Robust Assurance:** Comprehensive assurance at an enterprise and portfolio level with Health Checks and Post Implementation Reviews

Key principles:

- Adaptable to Changing Imperatives
- Scalable Across the Portfolio
- Ensure Investment Optimization
- Account for Risk Tolerance
- Continual Improvement
- Drive Ownership & Accountability

Value Proposition

We have for past 25+ years, successfully delivered small to large scale programs by leveraging our deep understanding of client, our next-in-class business consulting experts, incorporating our deep industry expertise ensuring the right people, processes, and technology. Below is the summary of key capabilities we bring and associated benefits to our clients.



We are uniquely positioned to transform the program and service management capabilities at our clients as we can align to their future state goals and objectives in following way:

Scalable Approach:

- Predictable delivery at reduced costs
- Long term resource commitment
- Flexibility to ramp up & down with demand

Execution excellence:

- Consistent resource quality
- Retention & development of core team
- Best in class PM techniques

Faster Time:

- Agile principles

- Robust tools
- Training and development

Proof Points

WHERE WE'VE MADE AN IMPACT



PM Service for a strategic program at a large multinational Insurer where client needed a vendor to ensure successful process transformation, project implementation and release of enrollment & claims capabilities within a year.

- Implemented a dedicated PMO organization (program size – approx. 50 releases across 20 app. Areas; ~ 100+ resources)
- Utilized PMO governance model for program planning, issue management, bridging communication gaps, bringing teams together effectively, acting as a centralized knowledge hub and a one-stop shop for all program requirements.



PMO Service Pool for a major UK-based financial services firm where client wanted to Manage finance, resourcing & executive reporting across of all IT Delivery streams (Managed Services model). Client also wanted to deliver quicker and faster services to business.

- Delivered savings of £31.6m over a three-year period
- Successful transition from Staff Augmentation to Managed Services model with >85% offshore ratio.
- PMO Service with Core/Flex Pool (100+) established to deliver “PMaaS”.
- Established strong Operational Portfolio & Executive Reporting framework.



Core Flex PM Services for a Major European Travel and Tourism Group where client is looking to engage a partner to provide additional roles to work as part of existing PMO team (66% of projects) and team leadership.

- A central team [Core team] ~ 10 with retained business/domain knowledge and subject matter expertise to supplement existing Client resources.
- A dynamic resourcing model [Flex team] ~20 that can respond to changing IT demand.
- Utilize the breadth and depth of Cognizant's end to end project delivery.



About Cognizant

Cognizant (Nasdaq-100: CTSI) is 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. Headquartered in the US, Cognizant is ranked 185 on the Fortune 500 and is consistently listed among the most admired companies in the world. Learn how Cognizant helps clients lead with digital at cognizant.com or follow us @Cognizant.

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