



## Assess Your IT Processes: Reshape the Way it Operates

For years, IT is guided to align with organizations to deliver business value. However, the accelerated pace of technological disruption focuses on integration, where IT is embedded in the business and not just as a support function.

### An Executive Summary

With soaring technological and financial pressures on IT Industry, organizations are facing numerous operational challenges including dwindling development cycles and implementation timelines. While operating in a multi-vendor global environment, organizations face standardization demands in an attempt to achieve better cost controls. Indispensable overheads owing to sub-optimal and misaligned processes in IT organizations are resulting in redundant and overlapping efforts. For an organization that is planning on improving its IT processes, prioritizing its areas of improvement and facilitating a development strategy for consolidating the process improvements on a sustainable basis is imperative.

### Transforming IT Processes

The key to a successful process transformation lies in ensuring an optimal balance of standardization and flexibility to accommodate local tailoring for superior performance and agility. Cognizant's Process & Quality Consulting (PQC) practice's Process Transformation and Improvement

Strategy framework, implemented across the SDLC with embedded industry expertise, aims at involving the end-user across all stages to resonate with their priorities and inputs. Cognizant works as catalysts for change with a clearly demarcated entry and exit at each phase of this journey. This ensures transparency across the end-to-end engagement and helps fine-tune the approach in line with the end-user's business objectives.

### The Pillars: An Overview

After a thorough analysis of the customer's end-to-end software development process from visioning, requirements gathering until end-user rollout and on-going support is carried out, their current processes are assessed. Based on the needs, guidance on a point-based and/or an overview of the end-to-end transformation journey is provided along with insights into detailed process definitions and support for new process buy-in from stakeholders.

Thematically, the service portfolio for IT Process Assessment is categorized into four pillars.



- **Strategic analysis:** This phase analyzes the key drivers behind the need for process standardization, uncovers process inefficiencies and charts the future vision.
- **Process architecture and design:** This phase assesses the organization's current state and helps define the process improvement roadmap to achieve the targeted state.
- **Training:** By engaging with multiple stakeholders and the respective teams, training enables them to evolve and adapt to the new process framework.
- **Process roll-out and assessment:** This phase provides piloting on an on-going basis and assists project-specific in rollouts via handholding and constant mentoring.

## The Pillars of IT Process Assessment



Fig 1: IT Service Management Transformation Journey

### Top 4 Reasons Why You Need IT Process Assessment:

- Define consistent processes based on the prevalent best practices and industry standards
- Achieve operational excellence through optimized and automated right-sized processes
- Identify risks by means of appropriate review and compliance mechanisms
- Enhance process quality through comparative performance criteria

### The Benefits:

- Reduced cycle time
- Built-up capability for rapidly adapting and integrating to changing environments
- Process robustness ensured irrespective of evolving working models and domain regulations
- Project tracking made easier through appropriate tollgate and review mechanism

## A Case in Point

### Cognizant's steadfast planning helps reduce emergency releases by up to 60%

A global financial firm with major lines of business in investment banking, financial services, treasury and securities services had Counter-party Risk Management Structured Finance and Credit Portfolio (CRISP) as part of its investment banking technology. With an aim to improve its service delivery, the CRISP business unit turned to Cognizant to improve its processes to create a flexible and resilient organization. Additionally, they wanted to assess their IT division against CMMi level 3.

Cognizant, with a dedicated team of QA experts, while synchronizing this initiative end-to-end, proposed a four-staged implementation process to structure the program. Leveraging the Software Engineering Institute's Software-Capability Maturity Model (SW-CMM), the approach started with the client's Strategic Process Assessment for the selected set of applications. This enabled assessing the existing status of CRISP applications vis-à-vis the requirements defined by CMM. The processes that are defined with respect to levels 2 and 3 requirements of SW-CMM address the project management, software development lifecycle and support domains. Efforts were taken to cause minimal disturbance to the efficient business processing of CRISP and pre-requisite trainings were conducted to facilitate the implementation process. The client was regularly mentored for successful pilot implementation. In addition, Cognizant assisted CRISP for institutionalizing their processes and readied them for their formal assessment.

As a result of Cognizant's steadfast planning, expensive reworking efforts were minimized and post-implementation defects were reduced by up to 25%. Also, with the reduced effort for supporting operational systems, emergency releases were reduced by 60%.

### The Benefits:

Steadfast planning led to  
reduction in expensive  
rework

Post-implementation  
defects  
↓ up to 25%

Emergency releases  
↓ by 60%

## About Cognizant

Cognizant (NASDAQ: CTSH) is a leading provider of information technology, consulting, and business process outsourcing services, dedicated to helping the world's leading companies build stronger businesses. 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. With over 75 development and delivery centres worldwide and approximately 218,000 employees as of June 30, 2015, Cognizant is a member of the NASDAQ-100, the S&P 500, the Forbes Global 2000, and the Fortune 500 and is ranked among the top performing and fastest growing companies in the world.

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