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COGNIZANT 2.0 EFFECTIVENESS SURVEY – A CASE STUDY

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BONAFIDE CERTIFICATE

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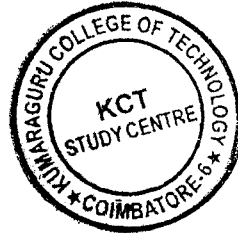
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ABSTRACT

The topic taken for this study is “Cognizant 2.0 effectiveness survey – A case study” with respect to Cognizant, Coimbatore. The study has attempted to study about the implementation of Cognizant 2.0 in Cognizant, Coimbatore, and its effectiveness with reference to other project management tool in Coimbatore.

Cognizant 2.0 is as an "intelligent delivery ecosystem where knowledge assets are contextually embedded to well-coded atomic level business processes that enable seamless work execution by global teams operating in a real-time environment." Moreover, its objective is to enable stakeholders in Cognizant's worldwide business environment to virtually collaborate and capture knowledge, leveraging collective wisdom.

This project is done as a case study of Cognizant 2.0's implementation in Cognizant, Coimbatore. The data are collected with a survey, which is conducted among the Cognizant 2.0 users of Cognizant, Coimbatore, by using a questionnaire (see Appendix I). The data are analysed with percentage analysis and weighted average methods and the research is concluded with the summary of findings and suggestions for improvement.

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CHAPTER 1

INTRODUCTION

1.1 Research Background

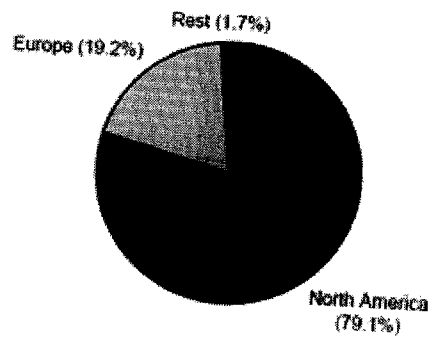
1.1.1 Company Overview

Cognizant was formed as the in-house technology centre for the Dun & Bradstreet Corporation in 1994 and was later formed into an independent company as Cognizant Technology Solutions. Based out of Teaneck (New Jersey) in the United States, Cognizant has grown to one of the top 5 India-centric IT Service Providers with over 50 global delivery centres and more than 64,000 associates (as of June 30, 2009). Cognizant credits its "born global heritage" as a key market advantage that has led the company to be a preferred global services partner for businesses across industries. Cognizant's Two-in-a-Box client-relationship model (i.e., combining technical and account management teams' located onsite with global development centres) is positioned to offer greater customer intimacy, speed of delivery, local decision making, and improved responsiveness to client needs. Fuelling Cognizant's success and growth is its in-house developed C2 collaborative delivery ecosystem, which has helped the SP grow from strength to strength.

No of Employees	64,100
No of Clients	569
Revenue (FY08)	US\$2.816 billion
Net Income (FY08)	US\$430.8 million
Head Quarters	Teaneck, New Jersey, United States
Year Founded	1994

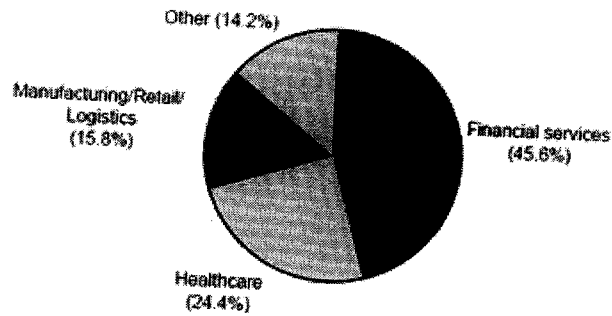
Table 1.1
Cognizant: Company Profile

For its second quarter of earnings (quarter ended June 30, 2009), Cognizant's revenues were up 4% quarter over quarter (QoQ) and by 13% on a year-over-year (YoY) basis. Due to the increased level of traction in its core markets, Cognizant increased its revenue guidance by US\$40 million, for 2009, expecting annual revenues of at least US\$3.14 billion for CY09, which results in an annual YoY growth expectation of 11.5%. While the macroeconomic environment continues to be weak, Cognizant has witnessed stable demand for business and IT services as clients have moved forward to implement erstwhile delayed projects. Here, Cognizant has witnessed increased demand from its clients for projects focused on cost-containment and improving operational effectiveness.



Note: Annual revenue (FY08) = US\$2.816 billion

Figure 1.1
Company Overview: Cognizant, Revenue Split by Geography (FY08)



Notes:

- Annual revenue (FY08) = US\$2.616 billion
- Other geographies include: Asia/Pacific/Middle East and South America.

Figure 1.2

Company Overview: Cognizant, Revenue Split by Industry Vertical (FY08)

1.1.2 Company Strategy

Given the overall market environment, Cognizant has decided to focus on the following key areas:

- The first area of focus and investment for the company is to continue building its C2 ecosystem. Cognizant states that "online virtual workspace has improved our operations significantly and underpins the strength of our global delivery model."
- Second, Cognizant continues to strengthen its Two-in-a-Box client engagement model. Facilitating this, Cognizant has approximately 750 account managers and client partners. Given the success this strategy has borne for Cognizant, the company intends to continue its investment in front-end client relations, rather than pulling back in the face of economic slowdown.

- Third, Cognizant is considering new geographies for its stable growth. Given that the U.S. market accounts for approximately 80% of Cognizant's global revenue, the company is looking to diversify its revenue split by gaining better traction in Europe, Latin America, Middle East, and Asia markets (including India).
- Last, from a services perspective, Cognizant is looking to strengthen its business consulting, business/knowledge process outsourcing (BP/KPO), and IT infrastructure services and industry solutions practices.

Cognizant Business Consulting (CBC) practice has experienced continued success and has become a key component of Cognizant's strategic agenda. The SP has rightly realized that providing offshore capabilities is not enough, and the optimal alignment of business expertise with technical experience will greatly improve Cognizant's competitive position in global markets. C2 is Cognizant's primary focus area and is also the basis and key facilitator for Cognizant's other three investment areas, namely, client engagement, global delivery, and service enhancement.

1.1.3 What Is Cognizant 2.0 Or C2?

Cognizant defines C2 as an "intelligent delivery ecosystem where knowledge assets are contextually embedded to well-coded atomic level business processes that enable seamless work execution by global teams operating in a real-time environment." Moreover, its objective is to enable stakeholders in Cognizant's worldwide business environment to virtually collaborate and capture knowledge, leveraging collective wisdom.

C2 is an ecosystem that encompasses three basic aspects, namely, processes, people, and knowledge objects to create a unified platform where structured processes can be leveraged by teams of people for knowledge access and creation - at the right time. What

enhances C2's position is the level of intricate meshing and miniaturization of the aforementioned three basic aspects into templates and artefacts (or knowledge assets) that can help teams deliver on micro processes, irrespective of geographic presence. This enables the ecosystem to enhance global delivery through consistency and predictability.

Launched in October 2007, C2 is currently the de facto global delivery and collaboration platform across Cognizant's global delivery centres. Cognizant has invested over US\$10 million in analyst hours (over 300 personnel assigned to its development and maintenance), application tools, and infrastructure to build C2 at its current level. This initiative is directly driven and monitored by CXOs at Cognizant including involvement from the CEO and CKO.

Essentially, C2 has two parts:

- First, a high-powered knowledge management system, made possible by Web 2.0 technologies that can filter both structured and unstructured data to enable Cognizant to tap into the best thinking (e.g., how to handle a specific aspect of a project) by capitalizing on best practices and the know-how of domain experts across the globe. The ability to get relevant expertise just-in-time and within the context of a project task enables Cognizant to improve efficiency levels.
- Second, a standardized project and workflow management system that facilitates collaboration and automatically coordinates complex and dynamically changing global projects. With C2's embedded delivery management system, necessary process templates, samples, and best practices are pushed to the project manager on program initiation, in an industry-specific or technology-specific area. This ensures a predictable, repeatable, and reliable way to produce the project's master plan, thereby assuring best practices are followed with each new engagement.

As a result, C2 provides an integrated platform empowering people (software engineers, project managers, partner representatives, and clients) to collaborate among them to

ensure delivery of desired results. This integrated platform is taken to the next level by incorporating "unstructured knowledge" through blogs and wikis with the collaboration platform itself. Inputs from these unstructured resources are closely monitored and qualitatively reviewed to avoid any "false-positives." Placing these features across knowledge management, process orientation collaboration, and people empowerment into the prevailing context of service delivery for business outcome brings out the true value of C2. Key applications used to build C2 include MS SharePoint, MS Projects, and proprietary Cognizant applications built on Web 2.0 technologies.

Key metrics for C2 include:

- There are approximately 64,100 associates linked online for collaboration through blogs, wikis, and forums, resulting in more than 5 million page views per month.
- C2 supports over 10,800 unique active bloggers and participants that generate approximately 2,500 posts each month.
- The forums cumulatively contain more than 10,000 business queries and continue to grow by 500 additions each month.
- The technical community has more than 135,000 posts with approximately 1,500 queries added each month.
- There are more than 4,000 unique documented learning, assets, and case studies, which have been qualitatively reviewed and approved by key technology leads and business heads.

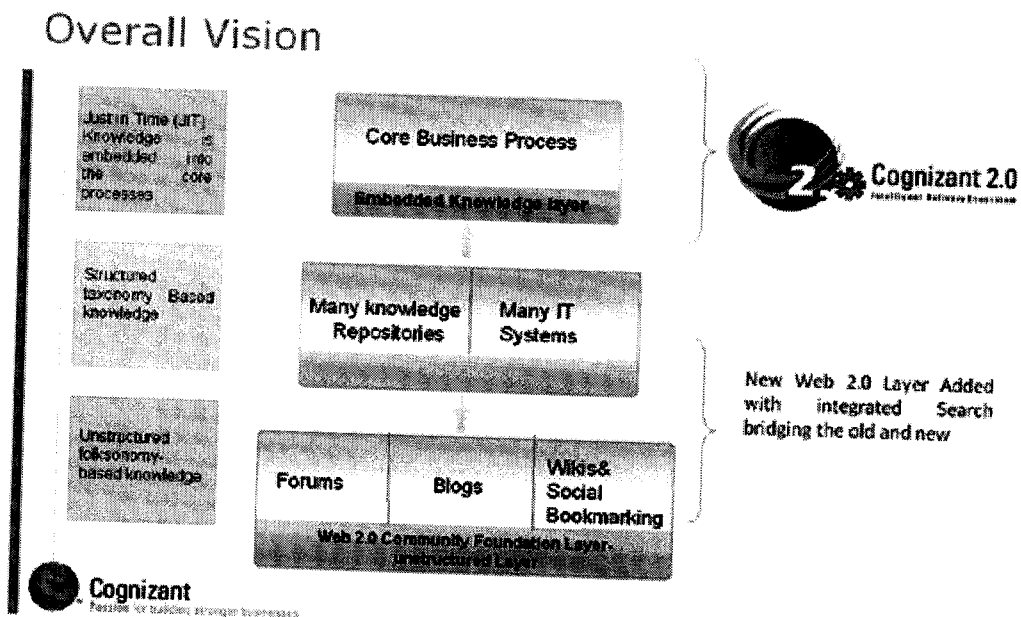


Figure 1.3
Knowledge Management Model at Cognizant

1.1.4 Key Features and Functionalities of Cognizant 2.0

The objective behind C2 is to closely integrate work execution, collaboration, and knowledge management with global delivery capabilities across application life-cycle projects. By enabling collaboration within its business ecosystem, Cognizant has done well to eliminate challenges that come with geographical distance and managing a diverse workforce.

Key features of the C2 ecosystem include:

- In C2, processes guidance is integrated with delivery within an execution environment. This helps associates maintain project quality with adherence to

templates, procedures, and checklists. The online repository of knowledge assets (i.e., regularly updated artefacts, best practice documents, templates, and case studies available to all Cognizant associates) enables quick project initiation with the right set of tools. To enable this, knowledge assets, artefacts, and deliverables provided within an execution environment are linked to the task while the team is empowered to make better decision through the interlinks.

- Real-time governance is enabled as C2 platform automatically captures metrics at the point of task. Online status checks are available to project managers across multiple assignments for each project task with availability and utilization data of resource groups, as well as individuals. This helps project managers maintain project quality, project budgets, as well as adherence to delivery timelines. C2 allows real-time governance at project and task levels, across multiple stakeholder organizations and business units that are involved in enabling global delivery.
- The integration of C2 with Microsoft Exchange, Microsoft SharePoint, and Instant Messaging tools leverages the benefits of presence-aware UC and collaboration environment. Therefore, irrespective of geographical location, project teams are able to initiate, execute, monitor, and deliver assignments.
- Integrated Web 2.0 environment, as part of project execution platform, enables collaboration with the C2 environment by connecting to the right virtual community of experts. This enables project associates to troubleshoot in real time and lead to a faster resolution time in any project issues.
- C2 can offer secure access to client representatives and alliance partners on specific project assignments. This enables Cognizant to leverage the knowledge base of its key partners on complex projects while giving the client visibility to the project flow, as well as real-time access in achieving specific milestones. In

some instances, Cognizant has been successful in deploying C2 agents within the customers' environment.

- C2 features an "Ask George" tool that enables Cognizant associates to post queries on technical issues, emerging best practices, and individual knowledge growth queries, which are addressed by relevant technology and practice leads.
- C2 is backed up by a strong governance and monitoring team that oversees the utilization and performance of the C2 ecosystem. This team reviews unstructured information presented and qualitatively reviews it to a structured knowledge format based on Cognizant's taxonomy. This monitoring team also ensures queries raised within the system are quickly resolved by the appropriate team of experts.

1.1.5 Process Flow Using C2

A key feature of C2 is the user-friendly nature and automation of the platform that improves the efficiency level of associates irrespective of geographic location and technical space. Typical workflow process using C2 is as follows:

- ❖ First, the project manager, or an associate, enters project details into the C2 system. Once the project details are entered, the system suggests the most-suited process flow based on the information entered. The appointed project manager can use the suggested process and its template to initiate his/her assignment.
- ❖ In the event of writing a new process, relevant guidelines, checklists, and samples (including recommended codes for application development assignments) are included at the project kick-off stage.

- ❖ In selecting the process template, key steps are automatically uploaded by the system to ensure that the assigned project manager does not exclude any process elements. Post completion of process layout, the project manager moves to allocate resources for the tasks and uploads/synchronizes details onto the server.
- ❖ Once synchronized with the system, the resources selected by the project manager receive allocated functions on their individual "Team Space," along with the relevant artefacts for each task assigned to them.
- ❖ In the project management stage, the project manager and assigned module leads have access to real-time reports from within their respective work environments.

1.2 Identified Problem

A new delivery platform, Cognizant 2.0, has got introduced in Cognizant in 2007, which provides an easy way of managing globally distributed team's deliverables and resources. The Cognizant 2.0 provides more useful features as compared to the project management tools used earlier and it has got acceptance in all types of projects, such as development, maintenance, support, etc. Previously, Cognizant was using different project management tools for different types of projects. After the Cognizant 2.0 got introduced, it has become an organizational level tool for managing the projects which are running in single or multiple locations. For coordinating the globally distributed team members Cognizant 2.0 offers discussion forums, blogs and other web 2.0 concepts.

1.3 Objectives

The objective of this project is to find out the effectiveness of the new delivery ecosystem of Cognizant, the Cognizant 2.0.

1.4 Scope of the project.

The scope of this project is limited to:

- Understanding the basics of Cognizant 2.0
- Comparison of Cognizant 2.0 with other project management tools used in Cognizant, Coimbatore.



CHAPTER 2

LITERATURE SURVEY

2.1 Review of Literature

2.1.1 Cognizant 2.0: Leveraging Web2.0 technologies for driving innovation in offshore delivery

IDC had done a study on Features and process flow in Cognizant 2.0. According to IDC Cognizant 2.0's benefits extend beyond Cognizant's internal environment to encompass customers and partners alike. In addition, these benefits are at various levels. Key benefits of C2 are:

Improved client servicing: By leveraging C2, Cognizant is able to offer its global clientele high-quality delivery and efficiency for its projects through its global delivery engagement model. C2 enhances Cognizant's ability to offer pricing and delivery flexibility and to address challenges arising from complexity in global projects. In addition, through C2, clients get an expanded delivery engine that comprises of global knowledge management, component-based development library with reusable assets, and an orchestration platform based on workflow and rules.

Stronger global delivery framework: C2 provides clients with a good platform for global delivery governance that is supported by automated capture of process conformance, organization-specific views, metrics/goals, and scorecard definitions. This, coupled with compliance monitoring across the project life cycle, provides improved visibility of project status and performance — which in turn increases the capability benchmarks for Cognizant as an organization

Improved governance and compliance: With C2, project managers can not only closely monitor their assignments but also constantly improve the process flow and avoid human errors. By leveraging the integrated dashboard in C2, Cognizant was able to eliminate approximately 90% of the work involved in case of manual project tracking in projects executed for a financial services customer. In addition, C2 can incorporate clients to be part of the overall delivery ecosystem (relevant to their project) that gives a high level of confidence especially in case of offshore engagements.

Consistent quality: By virtue of creating reusable knowledge assets and setting up a de facto delivery model, C2 enables consistency in project approach, delivery, and quality. In addition, with high level of visibility to the project flow, C2 improves accuracy and impact of decision making across project stakeholders.

Higher productivity and improved efficiency: C2 enables reduced effort and time for project execution. The setup time is reduced by leveraging process templates within the system that guide project managers with the process flow and the key elements they must include into the overall workflow. This is supplemented by a host of knowledge assets, which are provided to project resources within context of their individual tasks. This significantly lowers the time to kick off an assignment. In a project for a client in the insurance vertical, Cognizant experienced a 70% reduction in the time taken to create a master project plan. In addition, real-time collaboration among geographically distributed teams facilitates just-in-time knowledge, leading to improved efficiency levels during project execution. Cognizant has observed lower average project cycles.

Constant upgrading of knowledge: With end-to-end integration of processes, knowledge assets, and work environment, C2 enables associates to stay abreast of the latest technology trends, as well as be up-to-date with new concepts and ideas within the company. More importantly, C2 enables "Right Knowledge" dissemination at the right time through structured as well as emergent knowledge that is embedded into C2's core

process and delivery platform. This structured knowledge dissemination will enable Cognizant to build a stronger workforce over the long term.

Employee focus: C2 enables Cognizant employees to share their knowledge and skills with a wider audience outside their project teams and groups to build a network across multiple divisions. This breaks down hierarchical barriers within organization and improves work environment.

2.1.2 Research report on “Cognizant Technology Solutions” by Robert G. Eccles, David Lane, Prabakar PK Kothandaraman – Harvard Business School

In this study, Robert G. Eccles, David Lane and Prabakar PK Kothandaraman were made an attempt to understand the Cognizant 2.0 delivery platform and Two-In-a-Box (TIB) global delivery model of Cognizant.

Two-in-a-Box

The crucial mechanism by which Cognizant delivered consistency and quality to its clients as the company itself broadened and globalized its scale, scope, and reach was its “Two-in-a-Box” client relationship model. Two-in-a-Box (TIB) married for clients the personal care of an onsite presence with the cost efficiencies of offshore production.

Cognizant maintained that TIB eliminated the “death-by-distance” objection to hiring offshore IT service providers, delivered a superior customer experience, and assured a better return from outsourcing. Cognizant leadership perceived TIB to be a true partnership model that set common goals with an aligned incentive structure and open communication.

Cognizant 2.0

Cognizant 2.0 (C2), the delivery platform Cognizant had developed to provide high-quality IT services at low cost using the Web 2.0 technology, was defined by four elements

1. *Real time knowledge management.* C2 emphasized the “right knowledge at the right time to the right problem,” shifting from reliance on a static companywide database to technologies aimed at capturing the 80% of Cognizant knowledge resident in employee heads and desktops. Thus, C2 would make knowledge specific to a given situation available from the individuals who possessed it wherever they might physically be located.
2. *Real time workflow.* The model prescribed the use of a collaborative technology platform to capture actual workflow in real time using software dashboards available to all project participants. Thus, CPs and DMs could use these dashboards to track the progress of the globally dispersed teams working on it.
3. *Real time process guidance.* C2 ensured solutions excellence and consistency in individual projects by promoting context-specific, online-process guidance in the form of checklists, samples, and procedures that were based on the online collection and presentation of Cognizant’s best practices.
4. *Real time collaboration.* The C2 framework encouraged natural collaboration among members of the C2 community who were interested in solving specific problems by creating a forum to solicit input and identify experts on those problems from across the firm.

2.1.3 Comparison of three Project Management tools used in Cognizant

Sl No	Features	Cognizant 2.0	E-Tracker	prolite
Collaboration				
1	Dashboard	5	2.5	1.25
2	Team Calendar/Time line	Yes	Yes	Yes
3	Forums & Wikis	Yes	No	No
4	MS project integration	Yes	No	No
Reporting				
5	Task Management	5	5	3
6	Process Support	Yes	Yes	Yes
7	Process Tailoring	Yes	No	No
8	Scheduling	Yes	No	No
9	Timelines	Yes	Yes	Yes
10	Statistics	Yes	Yes	Yes
11	Workload	Yes	Yes	Yes
12	Document Management	Yes	No	No
13	e-mail integration	Yes	No	No
14	Bulk Upload	Yes	Yes	Yes
Resource				
15	Resource Details	5	1	1
16	Additional Resource allocation	Yes	Yes	Yes
17	Customer group	Yes	No	No
18	Role Allocation	Yes	No	No
19	software request tracking	Yes	No	No
Help/support				
20	General Support	5	3.75	3.75
21	FAQs	Yes	Yes	Yes
22	Forums	Yes	Yes	Yes
23	Demos	Yes	No	No
		Yes	Yes	Yes

Table 2.1

Comparison of Cognizant 2.0, e-tracker and prolite features

The Table 2.1 gives the comparison of the features available in Cognizant 2.0 with that of other two project management tools that are used in Cognizant. As a collaborative delivery system the Cognizant 2.0 provides features such as dashboard, team calendar, forums and MS project integration. E-tracker offers Dash board and MS project integration but prolite offers only dashboard as part of collaboration.

In the case of project management features, Cognizant 2.0 provides more features than e-tracker and prolite. Cognizant 2.0 supports the process related activities i.e. it helps the project team to find the required process document template for each of the task created in it. The process tailoring is an advanced concept in a project management tools, it helps the project manager to customize the process steps required for the project. This will help the project team to deliver the required service to customer in the way they want, without overloading the process related activities.

Cognizant 2.0 also supports some new features in resource management section such as keeping additional resources for one project, adding customer as part of Cognizant delivery platform, and allocation of roles for team associates in Cognizant 2.0. It also supports the software and hardware request tracking for the project. With all these features of resource management the Cognizant 2.0 will become a single point of contact to get all the information about the project and team members. Cognizant 2.0 also leads in the case of help and support available in the tool as compared to e-tracker and prolite.

CHAPTER 3

METHODOLOGY

3.1 Type of Project

As the objective of this project is to find out the effectiveness of the new delivery ecosystem of Cognizant, the Cognizant 2.0, the project is done as a case study. In this case study, the Cognizant Coimbatore is selected as a case and the implementation and user responses are analysed for satisfying the objective of this project. The data for analysis have to be collected from different members of Cognizant, Coimbatore, and it is done as a survey with questionnaire. The questionnaire asks about all the three project management tools used in Cognizant and a comparative study is done to conclude this study.

3.2 Target respondents

The Cognizant 2.0 effectiveness survey is conducted among the people who are doing the management related activities for the last 3 years. The 3 years period is selected because the implementation of Cognizant 2.0 in Cognizant, Coimbatore, is started in 2008 and our objective is to compare the Cognizant 2.0 with the other project management tools, which are used in Cognizant. Currently, 72 projects are running in Cognizant, Coimbatore, and two respondents are selected from each of the project.

3.3 Assumptions, Constraints and Limitations

As this project is done to understand the Cognizant 2.0 tool and its effectiveness, it requires some real life data for analysis. But the company policy of Cognizant restricts

the respondents to provide exact time for doing each of the activities of the project and overall project duration. So a comparative value has collected from the respondents for completing this project.

3.4 Sampling Methods

The sampling method used in this survey is stratified random sampling. The Cognizant, Coimbatore, has more than 2000 employees and conducting a survey for the complete set of employees is not possible. So, to get the different set of responses, the whole population is divided according to the project, in which they are working. And then two members are selected from each project randomly for conducting the survey. Currently, there are 72 projects running in Cognizant, Coimbatore and we selected two managers from each project for conducting this survey. So totally we had 144 respondents for this survey.

3.5 Tools for Analysis

Percentage analysis

Percentage analysis is the method to represent raw streams of data as a percentage (a part in 100 - percent) for better understanding of collected data. For example, If 21 out of 30 respondents are satisfied in the services given by a firm then we can say that 70% of the customers are satisfied with the services given by the firm. In this case study, the percentage analysis is used for representing the no of projects implemented the Cognizant 2.0 and to represent the no of satisfied users of cognizant 2.0.

Weighted average analysis

Weighted average (weighted mean) is an arithmetic average that takes into account the importance of the items making up the average.

The calculation is pretty simple. Think of 3 numbers A, B, C. If you want an average of these numbers - it would be:

$$(A+B+C)/3$$

Now think of another situation: There are three numbers again A, B, C. However this time you think to reach a specific average you assign a weight to it x, y, z respectively. The average then comes to - $(Ax + By + Cz) / (x+y+z)$

In this survey, the user ratings are collected for the features of Cognizant 2.0 in Likert scale. So the combined rating, for the complete set of respondents, is calculated by using weighted average method. The weight for each response is given in accordance with the importance it in the effectiveness of Cognizant 2.0. This method is also used for calculating the combined comparative time required for doing a task in Cognizant 2.0.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 Analysis and Interpretation

4.1.1 Implementation Period of Cognizant 2.0

The implementation of Cognizant 2.0 in Cognizant, Coimbatore, is started from first quarter of year 2008. Currently almost 63% of the projects running in Cognizant, Coimbatore, is using Cognizant 2.0. The Cog 2.0's implementation started with 8 selected projects in the first quarter of 2008 and it got the real pace in the end of 2008. The implementation includes the training of using Cog 2.0 and setting up the project environment in Cog 2.0.

Implementation Period	No of projects	Cumulative Total	Cumulative Percentage
Q1 2008	8	8	5.50%
Q2 2008	6	14	9.70%
Q3 2008	4	18	12.50%
Q4 2008	14	32	22.22%
Q12009	12	44	30.50%
Q2 2009	12	56	38.90%
Q3 2009	16	72	50%
Q4 2009	18	90	62.50%

Table 4.1
Cognizant 2.0 Implementation in Cognizant, Coimbatore

The below graph shows the implementation of Cognizant 2.0 in Cognizant, Coimbatore. It took two quarters of years 2008 to complete the Cognizant 2.0 implementation in 10% of projects running in Coimbatore centre. From Q3 2008, almost 10% of projects got implemented this new delivery platform in each quarter years. At the end of 2009, total 62.5% of the projects running in Cognizant, Coimbatore, are using Cognizant 2.0. With this pace, Cognizant can finish the implementation of Cognizant 2.0 in all projects running in Coimbatore centre in 2010.

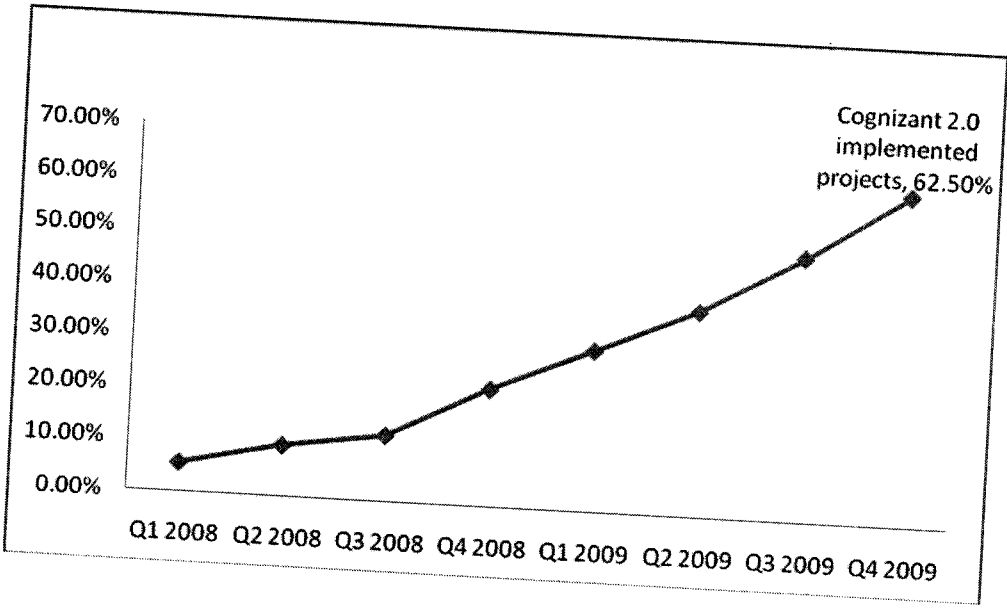


Figure 4.1
Cognizant 2.0 Implemented projects in Cognizant, Coimbatore.

4.1.2 Types of projects in Cognizant, Coimbatore

There will be different types of projects running in a IT service company like Cognizant. The different types of projects running in Cognizant, Coimbatore are Application development, application maintenance, customer support, testing and other types of projects. The table 4 shows the different types of the projects and number of

projects running in each category. Almost half of the projects running in Cognizant Coimbatore are of type Application Maintenance. Customer support projects will come in the second position with almost 25% of the projects. Coimbatore centre is the only centre of Cognizant, where the associates are working in shifts and the project teams can work around the clock time. This is the main reason for having more support and maintenance projects in Cognizant, Coimbatore. The remaining projects will come under development, testing and other type of projects.

Type of projects	No of Projects	Percentage
Development	9	12%
Application Maintenance	34	47%
Customer Support	17	24%
Testing	8	11%
Others	4	6%

Table 4.2

Types of projects in Cognizant, Coimbatore

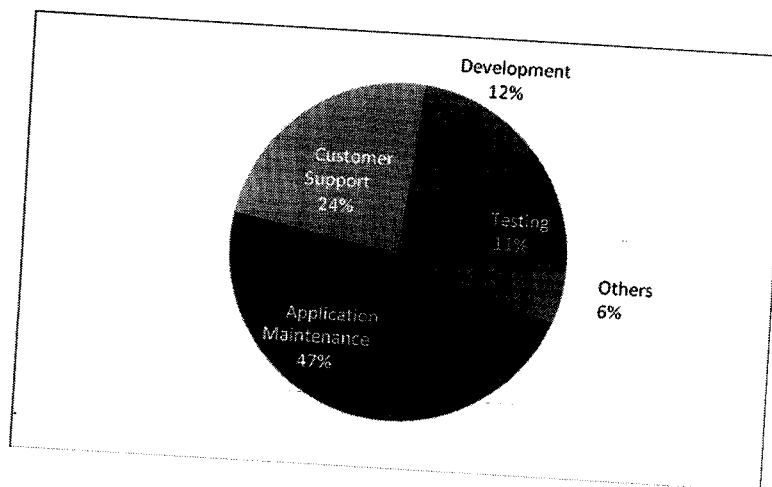


Figure 4.2

Types of projects in Cognizant, Coimbatore

4.1.3 Satisfaction level of old project management tools of Cognizant

Rating	No of respondents
Excellent	2
satisfied	27
unsatisfied	33
Can't say	10

Table 4.3
Ratings for e-tracker/prolite

It is important to evaluate the satisfaction level of the old tools used while we are analysing the effectiveness of a new system. E-tracker and prolite are the old project management tools used in Cognizant and the satisfaction level is asked to the respondents in the survey. 45% of the respondents said that they were/are unsatisfied with the old project management tool. 38% of the respondents were/are satisfied with the old tool and 3% of the respondents rate the old tool as an excellent tool. The remaining 14% of the respondents didn't answer the question or they don't know about the satisfaction level of the old tool.

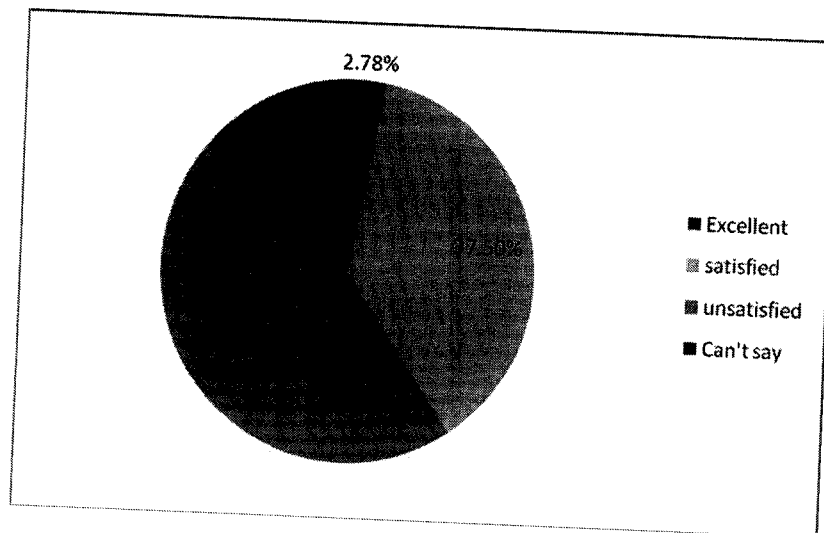


Figure 4.3
Ratings for e-tracker/prolite

4.1.4 Cognizant 2.0 features

We have asked the respondents to rate the Cognizant 2.0 in different aspects of usability. The average ratings of each attributes are given in *Table 4.2*. The User friendly/ ease of use got the average rating of 4.02, which indicates that the Cognizant 2.0 is very much user friendly and using Cognizant 2.0 is an easy job. The respondents rate the Look and feel as 3.89 out of 5 i.e., the look and feel of Cognizant 2.0 is good. The User friendly and look and feel have got the top rating, so we can say that the Cognizant 2.0 is developed to attract the users and make the usage of the tool vary easy.

SI #	Features	Very Bad (1)			Very Good(5)	
		1	2	3	4	5
1	User Friendly/ Easy to Use			8	28	9
2	Speed		9	18	14	4
3	Availability		2	17	23	3
4	Customization of view		6	21	14	4
5	Help available in the tool	4	20	14	7	
6	Look and feel		4	11	14	16

Table 4.4

The no of users responded for rating the Cognizant features (Total Cog 2.0 users: 90).

SI #	Features	Rating (Max 5)
1	User Friendly/ Easy to Use	4.02
2	Speed	3.29
3	Availability	3.60
4	Customization of view	3.36
5	Help available in the tool	2.53
6	Look and feel	3.89

Table 4.5

User Ratings for Cognizant 2.0.

The availability and speed have got the average rating above 3, which means that the performance of Cognizant 2.0 in the real project environment is pretty good. The four features of Cognizant 2.0, which are mentioned above, will influence a person to use a software tool and the Cognizant 2.0 has got rating more than 3 for all of them. That means the design and development of the tool is done by considering the real situations and Cognizant has got a nice tool for project management.

Customization is an extra feature that is provided to the users of the tool apart from the basic functionalities. The Cognizant 2.0 has got some customization feature available for the project members and managers for retaining the important links and data in their home page. The customization available in cognizant is rated 3.36 out of 5, which means that the users like the current customization functionality and they are expecting something in this.

The last feature which we have taken for analysis is the help available in the tool. The help topics available in a tool will help the user to refer those topics whenever required. The Cognizant 2.0's help topics are not in the expected level and the users rated it as 2.6 out of 5. This is the only feature that has got the rating below 3, which means that the features in Cognizant 2.0 are very well accepted by the users and the performance of Cognizant 2.0 is very good.

4.1.5 Usage of Cognizant 2.0

Cognizant 2.0 is a collaborative platform for project delivery, which supports project management and knowledge sharing. The project management part of Cognizant 2.0 supports the managers to divide the tasks into subtasks and assign the subtasks to any team member. And the knowledge sharing part help the team members to discuss about a topic and get help from some expertise group. As the project management is the basic and important thing in any project, similar to the development and maintenance activities, all the respondents uses the Cognizant 2.0 in their project management activity. Almost 85%

of the Cognizant 2.0 users are using it for project status checking and only 31% Cognizant 2.0 users uses it for knowledge sharing and discussion.

Features	No of users (out of 90 respondents)	Percentage of respondents using this feature
Task allocation and Tracking	90	100%
Knowledge Sharing and Discussion	28	31.11%
Project Status Checking	74	84.44%

Table 4.6
Usage of Cognizant 2.0 features

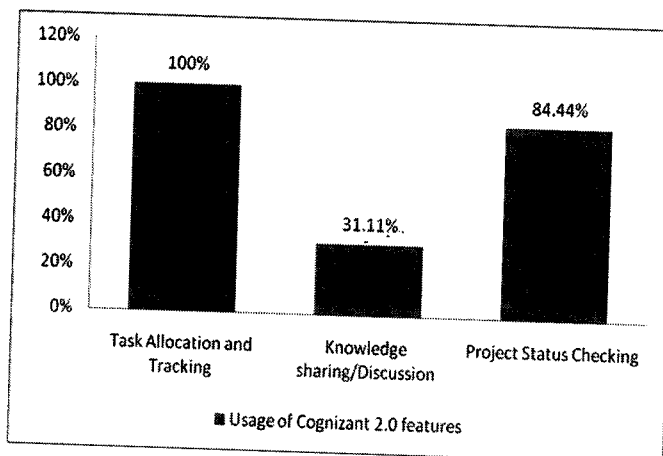


Figure 4.4
Usage of Cognizant 2.0

4.1.6 Cognizant 2.0 as a collaborative delivery system

As part of the survey, I have asked the respondents whether Cognizant 2.0 satisfy their expectation about the collaborative delivery system and 78 respondents out of 90 Cognizant 2.0 users said that Cognizant 2.0 satisfied their expectation about a collaborative delivery system. That means almost 87% percentage of the respondents is

satisfied with the collaborative nature of Cognizant 2.0. Basically, a collaborative delivery system will support the geographically distributed team members to discuss on topics, assign task, and complete tasks. And Cognizant 2.0 supports all the functionalities which are required to become a collaborative delivery system.

Response	Percentage of response
Yes	87%
No	9%
Can't Say	4%

Table 4.7
Is Cognizant 2.0 satisfying all your expectation about a collaborative delivery system?

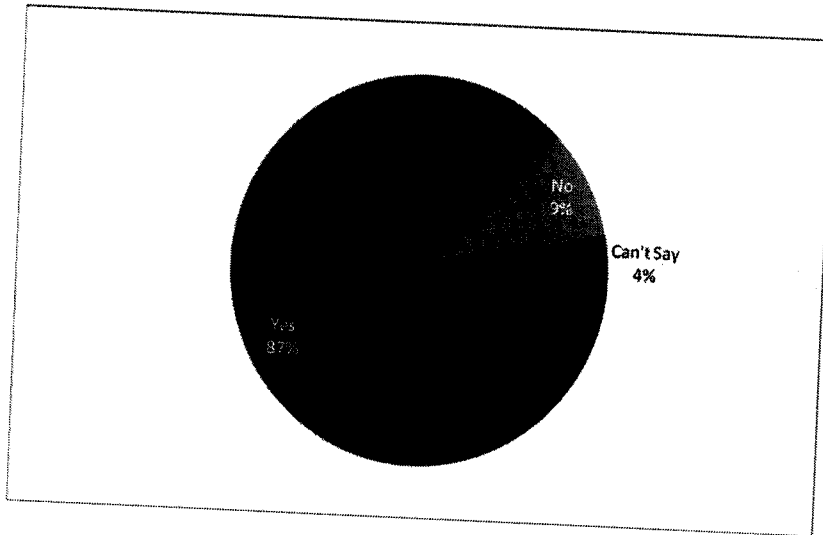


Figure 4.5
Is Cognizant 2.0 satisfying all your expectation about a collaborative delivery system?

4.1.7 Time required in Cognizant 2.0

Here, we are comparing the time used to do each activity in Cognizant 2.0 with that of other old project management tool. The weighted average rating of each of the activities are shown in Table 4.3. The weighted average value for initial project set up is 2.86, which says that the time used for setting up the project in Cognizant 2.0 and other

project management tools of Cognizant is almost equal. The project setup in Cognizant is a one time activity and If we complete the project setup correctly it will reduce the time required for doing the remaining activities of Cognizant 2.0.

For finding out the required process document for the project the time required in Cognizant 2.0 is less than half of the time required in other tools. This will depend on the correct setting up of the project. In Cognizant 2.0, we have to specify the methodologies and processes, which have to be used for the entire project and the process document selection. This ease of finding the correct process document will help the users to complete the project in less amount of time.

SI No		A	B	C	D	E
1	For initial project setup	2	9	27	7	
2	To find out the required process documents			2	17	26
3	To prepare project status report			8	25	12
4	To check the status of a given task			29	16	
5	To find out the list of current tasks allocated to you			28	17	
6	To find out all historical tasks completed by an individual		2	4	19	20
7	To prepare new task and assign it to a team member	2	5	31	7	
8	To update the task status with required document	4	7	21	13	

- A. Time required in Cognizant 2.0 is more than twice that of your old tool (e-tracker/prolite).
- B. Time required in Cognizant 2.0 is nearly twice that of your old tool.
- C. Time required in Cognizant 2.0 is equal to that of your old tool.
- D. Time required in Cognizant 2.0 is nearly half of that of your old tool.
- E. Time required in Cognizant 2.0 is less than half of that of your old tool.

Table 4.8

Responses for comparing the time required for different activities of Cognizant 2.0 with other project management tools of Cognizant.

SI No		Average Value
1	For initial project setup	2.86
2	To find out the required process documents	4.53
3	To prepare project status report	4.09
4	To check the status of a given task	3.36
5	To find out the list of current tasks allocated to you	3.38
6	To find out all historical tasks completed by an individual	4.27
7	To prepare new task and assign it to a team member	2.96
8	To update the task status with required document	2.96

Table 4.9

Weighted average ratings for the time required in Cognizant 2.0 as compared to prolite/e-tracker.

The time taken for preparing the project status report in Cognizant is almost half of that of prolite/e-tracker. This will help the project managers to check the progress of the project and help them to take the corrective actions if something is going wrong. The Cognizant 2.0 allows the user to divide the project into tasks and subtasks. Ad the time required for checking the status of the given task/subtask is less than that of prolite/e-tracker.

Team members usually want to know the list of tasks allocated to them and to find the tasks that have completed by them for evaluating their performance in the project. Both the tasks mentioned will be faster in Cognizant as compared to prolite/e-tracker. The listing of historic tasks is a new functionality in Cognizant 2.0 and it was not present in prolite/e-tracker.

Creating tasks/sub-tasks, assigning it to team members and updating its status by the team members after completing the task is the main tasks that have to be done in any project as part of project management. The time required for doing these tasks are similar to that of prolite/e-tracker.

By considering all the events taken for comparing the time required in Cognizant 2.0 with that of prolife/e-tracker, we can say that the Cognizant 2.0 is taking very less time for the activities that have to be completed by the managers and it is taking less or equal time for the activities that have to be completed by the team members. And the process document support for the project deliverables will help the team to maintain the quality of the deliverables. The process support in Cognizant 2.0 is the main functionality which helps the project team to save time in closing an allocated task.

CHAPTER 5

CONCLUSIONS

5.1 Summary of Findings

With this study we have understood that the Cognizant 2.0 offers different new features as compared to the old project management tools such as pro-lite and e-tracker. These features will give Cognizant project teams a better way of managing the team and the time required for doing the project management activities in Cognizant 2.0 is very less than that of other project management tools used in Cognizant. Cognizant 2.0's performance is fairly nice and it satisfied the expectations of the users about a collaborative delivery system, which supports project management, knowledge sharing, and a lot more.

5.2 Suggestions and Recommendations

C2 is a strong proposition from Cognizant, and Cognizant has the opportunity to leverage C2's functionalities and capabilities to gain a stronger footprint in the offshoring services market. The SP has done well in focusing its innovation efforts toward global delivery and client management.

- Currently, C2 is positioned as an ecosystem, while this is a suitable positioning platform in the near term, it will be prudent to evolve C2 into an appliance-based tool that can reside within a client's environment. While this is a long-term initiative, if properly executed, it will give Cognizant a marked upper hand for showcasing transparency for global delivery and project management.

- Cognizant's geographical distribution of revenue is strongly dependent on the U.S. market, which accounts for 79.1% (FY08) of the company's global revenue. While Cognizant has showcased sustained growth even in face of economic slowdown in the United States, it will be prudent to diversify the geographic distribution of revenue. With C2, the SP should look toward Europe and Asia/Pacific markets where there is clear opportunity for Cognizant's service offerings. In Asia, Cognizant already has presence across Australia, Singapore, Japan, and India, but the revenue contribution is less than 2%.

5.3 Conclusions

Cognizant 2.0 is an ecosystem that encompasses three basic aspects, namely, processes, people, and knowledge objects to create a unified platform where structured processes can be leveraged by teams of people for knowledge access and creation - at the right time. What enhances Cognizant 2.0's position is the level of intricate meshing and miniaturization of the aforementioned three basic aspects into templates and artefacts (or knowledge assets) that can help teams deliver on micro processes, irrespective of geographic presence. This enables the ecosystem to enhance global delivery through consistency and predictability.

Cognizant 2.0 has got more features than the other project management tools used in Cognizant and its performance is also better than that of other tools. The process support in Cognizant 2.0 really help the project team to save time in completing process related activities and help them to concentrate on their development/maintenance tasks. With some minor changes or by integrating some third party tools the service provider can make it support for IT infrastructure project also.

Cognizant 2.0 ensures a transparent delivery of the project by including the customers as a part of the system. This will give more confidence to the customers and Cognizant can bag more business by highlighting the features of cognizant 2.0. Cognizant 2.0 also support development and delivery of the project in a geographically independent manner and it will help Cognizant to grow business in geographical areas like Asia/Pacific, Europe, etc.

Appendix I

COPY OF QUESTIONNAIRE

I. What types of project you are handling?

- | | |
|--|--------------------------------------|
| <input type="checkbox"/> Application Maintenance | <input type="checkbox"/> Development |
| <input type="checkbox"/> Customer Support | <input type="checkbox"/> Testing |
| <input type="checkbox"/> Others | |

II Which tool you have been using before introducing Cog2?

- | | |
|---|------------------------------------|
| <input type="checkbox"/> Prolite | <input type="checkbox"/> E-Tracker |
| <input type="checkbox"/> Simple Excel Sheets. | <input type="checkbox"/> N/A |

III How would you rate the tool prolite/e-tracker?

- | | |
|---------------------------------------|---------------------------------------|
| <input type="checkbox"/> Excellent | <input type="checkbox"/> Satisfactory |
| <input type="checkbox"/> Unsatisfied. | <input type="checkbox"/> N/A |

IV How would you rate the prolite/e-tracker in case of time required for preparing the project status report?

- | | |
|--|--|
| <input type="checkbox"/> Very fast (it will be generated in one click) | <input type="checkbox"/> Fast (you can generate it without using any other tool, but with some extra process is required.) |
| <input type="checkbox"/> Slow (It needs some other tools to prepare the project report). | <input type="checkbox"/> It is not possible with it. |

V. Are you using cog2 in your project?

Yes

No

VI. If yes, from which quarter?

Q1 2008

Q2 2008

Q3 2008

Q4 2008

Q1 2009

Q2 2009

Q3 2009

Q4 2009

VII. How would u rate cognizant 2.0?

Very Good (1)

Very Bad(5)

SI #	Features					
		1	2	3	4	5
1	User Friendly/ Easy to Use					
2	Speed					
3	Availability					
4	Customization of view					
5	Help available in the tool					
6	Look and feel					

IX. In what activities, you are using cog2?

Task Allocation & tracking

Knowledge Sharing

Project Status Check

N/A

X. Is cog2 satisfying all your expectations about the collaborative delivery system?

Yes

No

N/A

XI. Compare the time required for in Cognizant 2.0 with that of e-tracker/prolite.
(Tick in the appropriate box).

- A. Time required in Cognizant 2.0 is more than twice that of your old tool (e-tracker/prolite).
 B. Time required in Cognizant 2.0 is nearly twice that of your old tool.
 C. Time required in Cognizant 2.0 is equal to that of your old tool.
 D. Time required in Cognizant 2.0 is nearly half that of your old tool.
 E. Time required in Cognizant 2.0 is less than half that of your old tool.

Sl No		A	B	C	D	E
1	For initial project setup					
2	To find out the required process documents					
3	To prepare project status report					
4	To check the status of a given task					
5	To find out the list of current tasks allocated to you					
6	To find out all historical tasks completed by an individual					
7	To prepare new task and assign it to a team member					
8	To update the task status with required document					

Name: _____ Designation: _____

Project Name: _____ Vertical/Horizontal: _____

Date: _____ Building Name: _____

APPENDIX II

Other Supporting Documents

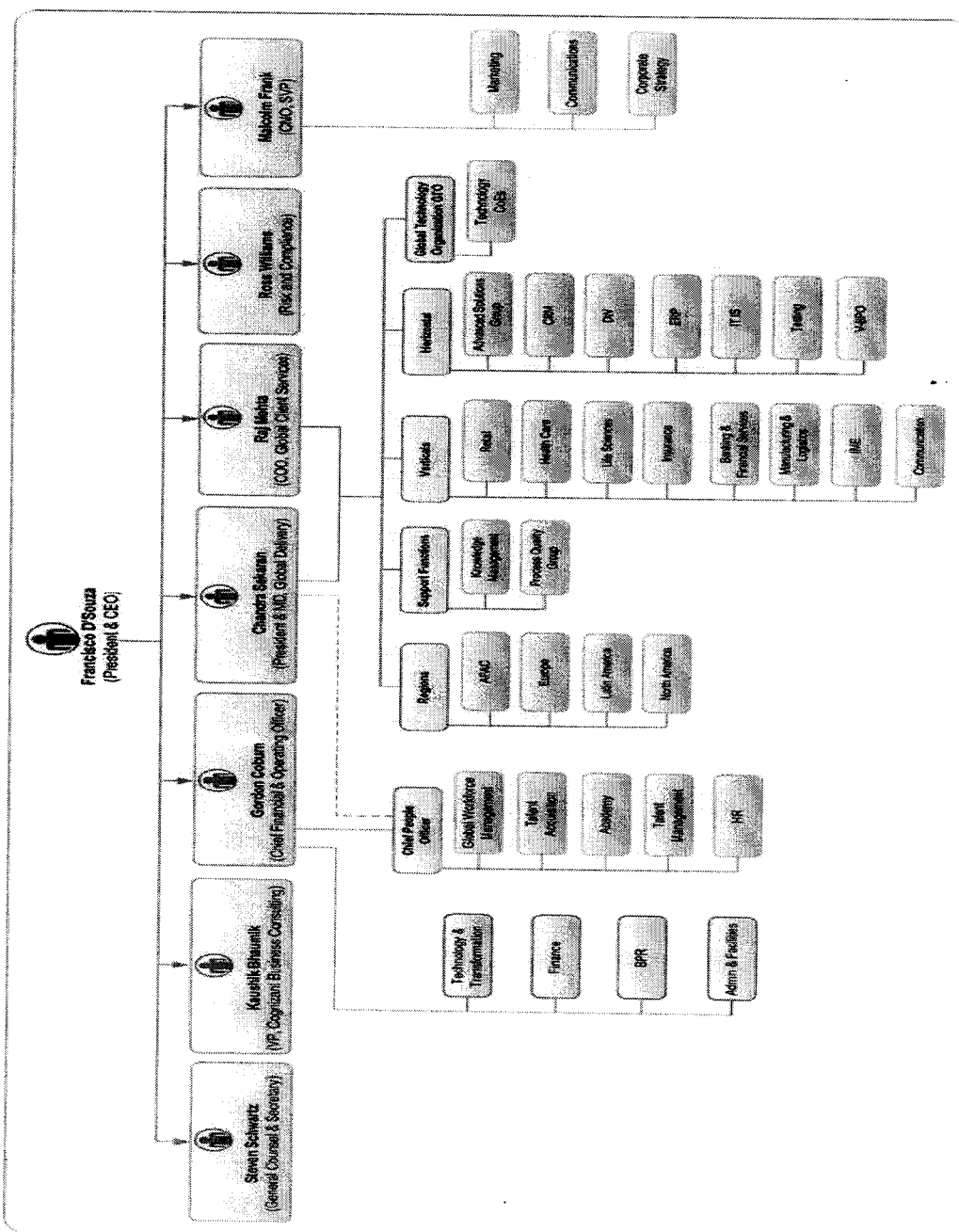


Figure A 2.1
Cognizant Organizational Chart, 2007

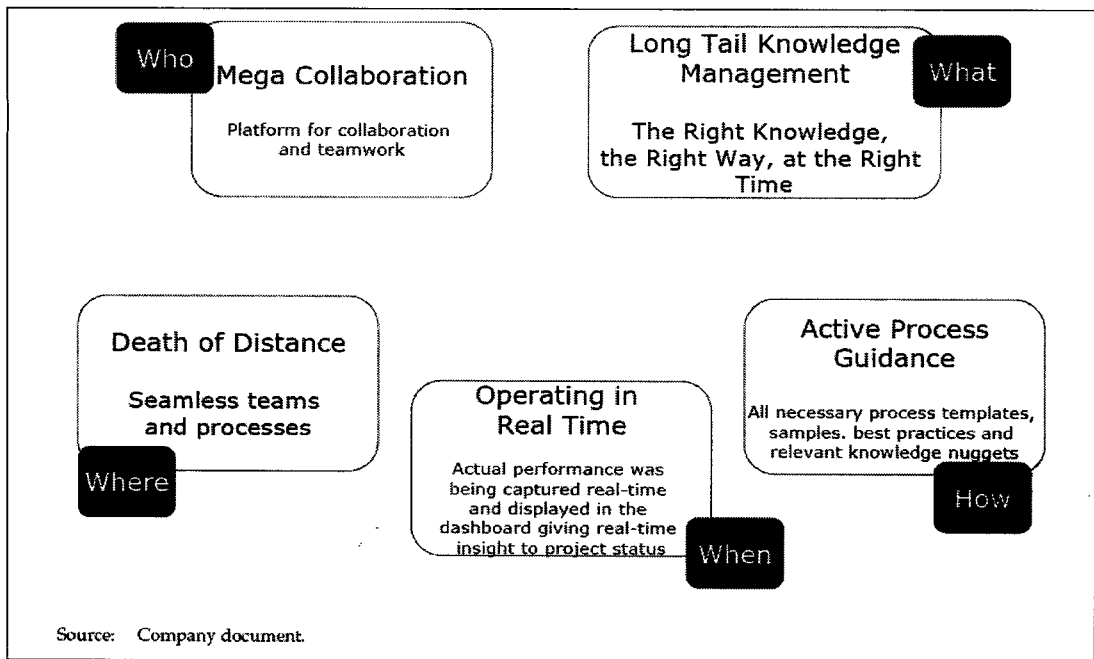


Figure A 2.2
Attributes of the Cognizant 2.0 Delivery Platform

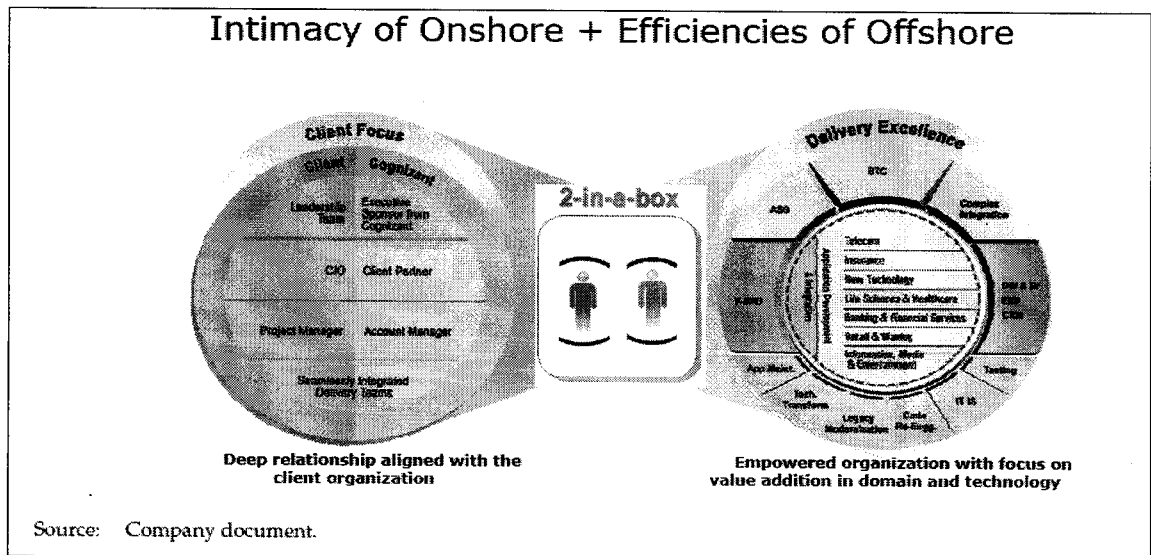


Figure A 2.3
Cognizant's Two-in-a-Box Client Relationship Model