



September 13-14, 2022

Modernization of the PPM Journey: The Road to Enabling Technology Transformation

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Professional services company helping clients modernize technology, reimagine processes and transform experiences

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Cognizant organization that brings together strategy, platforms and partnerships.

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Addressing business challenges

The compelling business needs that drove the ePMO to modernize PPM capabilities

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Critical Success Factors

Differentiators creating focused efforts for fast-tracked implementation success

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Cognizant at-a-Glance

As one of the world's leading professional services companies, we help our clients **modernize technology**, **reimagine processes** and **transform experiences** so they can stay ahead in our fast-changing world.



Founded in 1994 (NASDAQ: CTSH)

Teaneck, NJ headquarters

100+ development & delivery centers

>340,400 employees globally

\$18.5 Billion revenues for 2021

9 Of the top 50 Global Retailers

30 Of the top 30 Global Pharma Companies

6 Of the top 10 Internet Companies

16 Of the top 20 Healthcare Plans

33 Of the top 50 Global Insurers

10 Of the top 10 European Banks

Engineer

Modern business

Improve everyday life

About Strategy & Technology (S&T)

Strategy & Technology brings together Cognizant's strategy, platforms and partnerships



Leverages best-in-class technology to:



modernize
Cognizant



transform
go-to-market
offerings



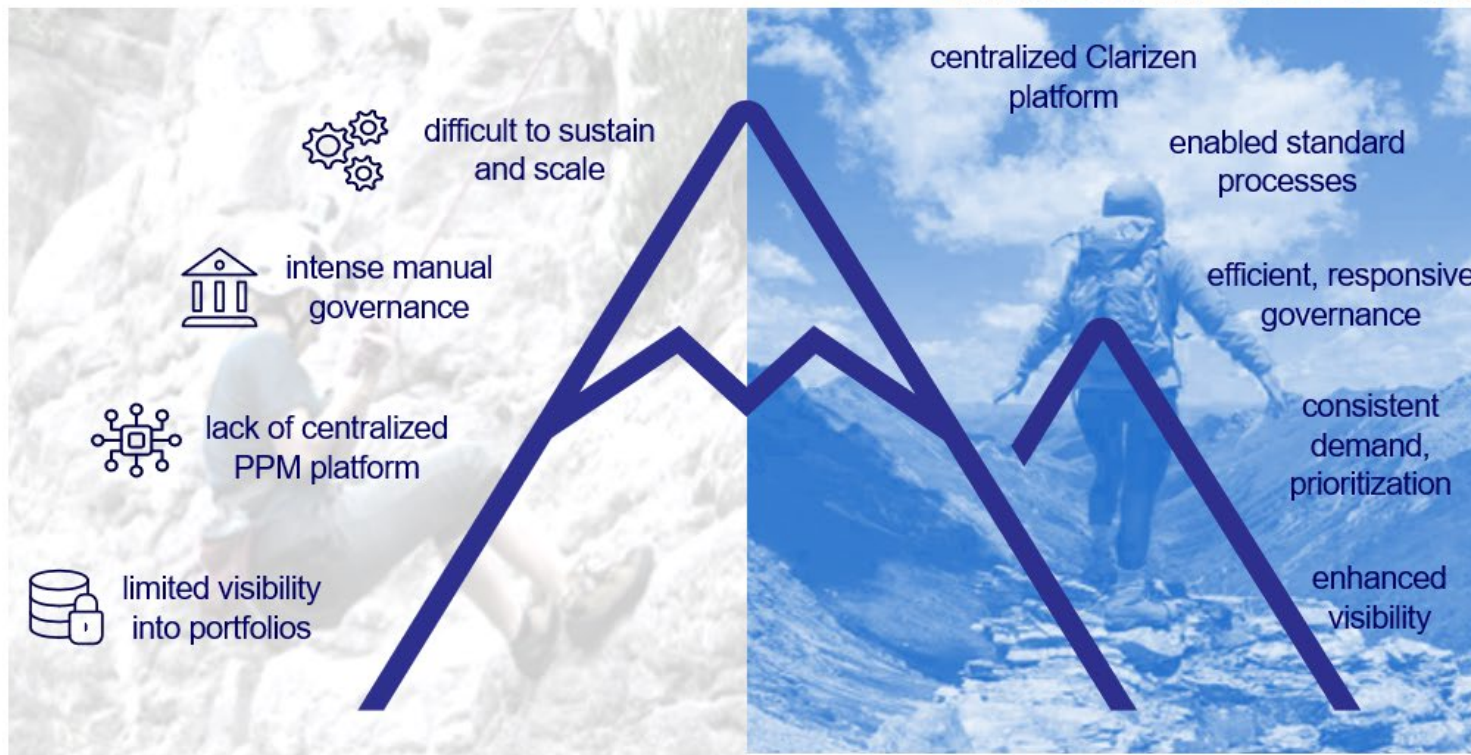
expand our
digital portfolio



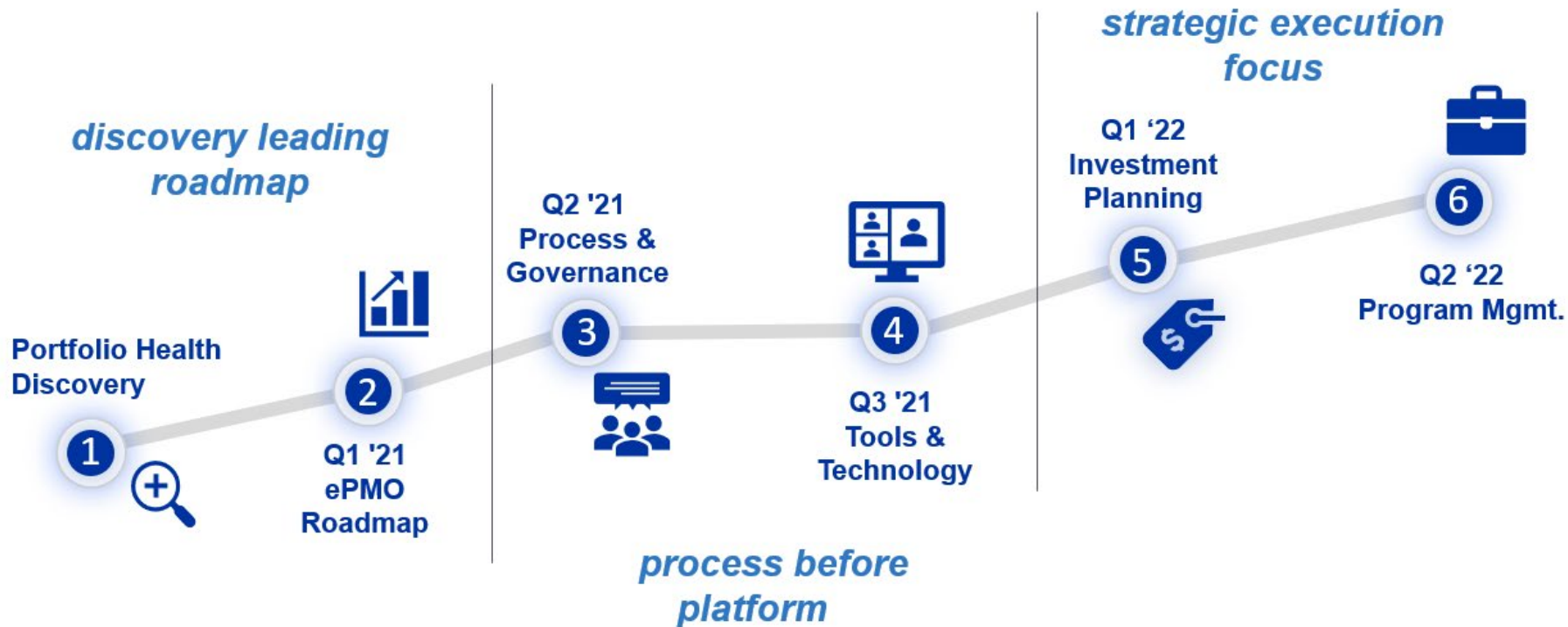
create a world-class
associate experience

Addressing business challenges

Enabled in last 6+ months



Our PPM journey



Conducted discovery to design roadmap

1 Portfolio Health Discovery (PhD)

Utilized Cognizant PhD method accelerating current state discovery, and consensus.

Identified key areas of opportunities:

1) What? *portfolio management*

2) How? *centralized PPM tool*

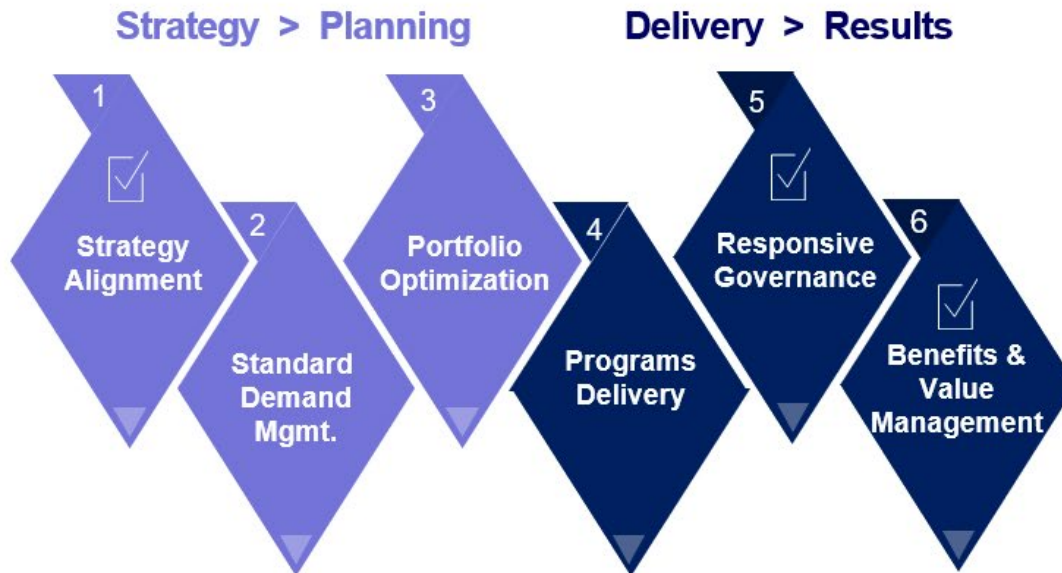
3) Who? *resource management*

Core Processes	Governance	Portfolio Management	Delivery Assurance	Quality Management
Enablers	PM Policy & Standards	Enabling Tools	Delivery Capabilities	Service Management
Support Processes	Workforce Management	Resource Management	Vendor Management	Financial Management
Program and Project Management				

Designed roadmap with a value flow approach

2 ePMO Roadmap

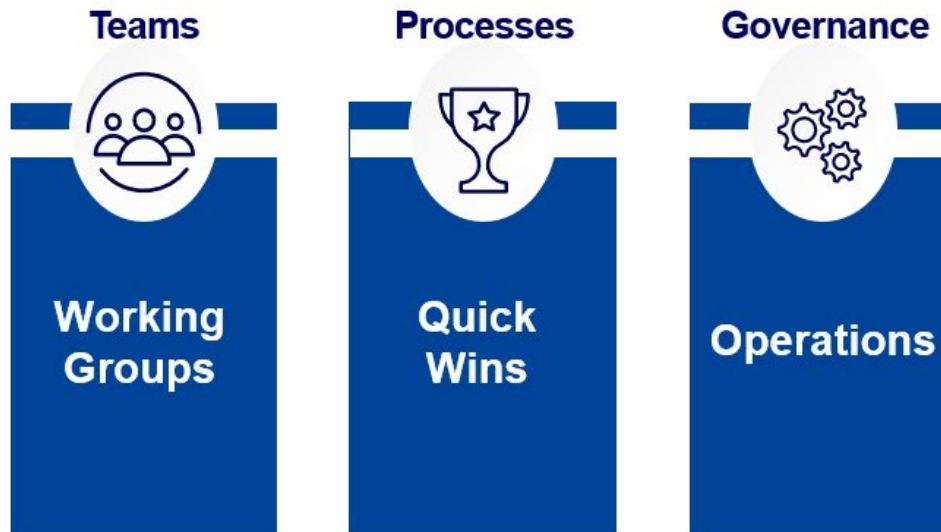
Designed our ePMO strategic roadmap from a value flow perspective, prioritizing capabilities with alignment.



Defined processes before platform

3 Process & Governance

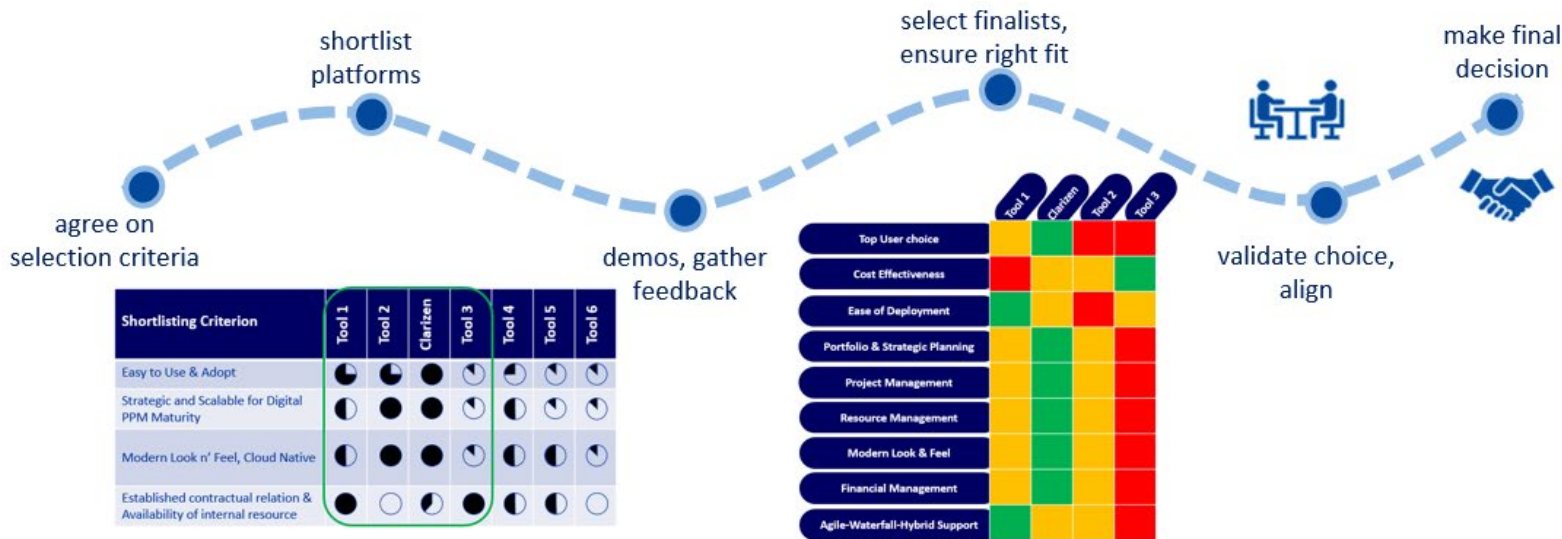
Built a nimble team, engaged process owners to drive decisions, set up the foundation for the technology.



Evaluated and selected Clarizen tool

4 Tools & Technology

Selected a centralized PPM platform: Clarizen, a cloud-based, modern, easy to use, rich PPM/PSA tool.



Enabling Clarizen capabilities

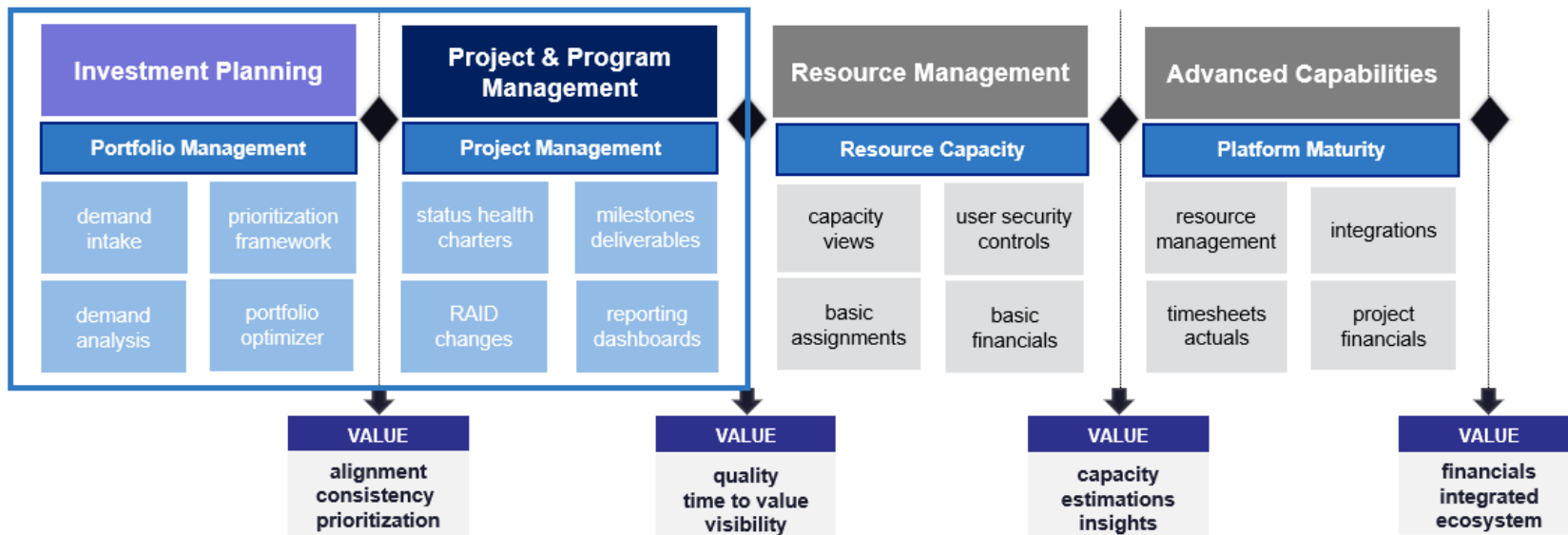
Challenges

- lack of portfolio visibility
- intense manual efforts
- lack of best practices



Vision

- single source of truth
- strategic execution
- integrated ecosystem



Launched demand and strategic planning

5 Investment planning capabilities

Provided portfolio leaders with standard demand intake, prioritization and decision support.

Evergreen four-phase process engaging key personas



Benefits Framework
prioritization scoring

Quantitative Criteria	Criteria	Weight	Score
Economic Impact (ROI / Value)	1. Has an internal return on investment been articulated, and does it meet the IRR threshold of 7.5?	20%	25%
	2. Has the business case been articulated, reviewed, and approved?		
Technology Risk (Mitigate Risk)	1. Is this request addressing regulatory requirements?	15%	0%
	2. Is this request reducing technology risk (e.g., remediating vulnerabilities, upgrading platforms to newer versions)?		
New Capabilities / Enhancements (Business Value)	1. Does this request address other non-technology or non-regulatory risks?	20%	25%
	2. Will this request result in a new business or corporate function capability?		
Technology Modernization (TCO Reduction)	1. Will this request support client service delivery?	25%	30%
	2. Will this request augment existing business capabilities to be improved? (Without redundancies with core systems?)		
Operational Efficiencies (Speed/Cost Savings)	1. Will the request result in an overall reduction of Run and/or Technical Debt cost?	20%	20%
	2. Will this request improve capacity/allow for resource re-allocation (S&U FTE)?		

Portfolio Optimizer
waterline views

Budget		Portfolio Funding															
Criteria	Value	Total				On/Off				What If							
Target Budget	22462792	22462792				22462792				0							
Approved Projects	0	0				0				0							
Backlog Projects	0	0				0				0							
Remaining Budget for What Ifs	17708	22462792				22462792				0							
Remaining Budget for What Ifs																	
Project	Phase	Score	Notes	Backlog/Approved	Business Unit	Business Lead	Budget Request	Category	State	Status	Phase	Complete	Start Date	End Date	Next Review	Owner	
ITM Project	ITM	90	ITM Project	Approved	ITM	ITM	15,000	ITM	Approved	ITM	ITM	ITM	0	01/01/2023	01/01/2023	0	ITM
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Executive Dashboards
enhanced visibility



6 Project & program management capabilities

Empowered Project Managers with a centralized project execution platform increasing collaboration.

Project management lifecycle driven by key personas

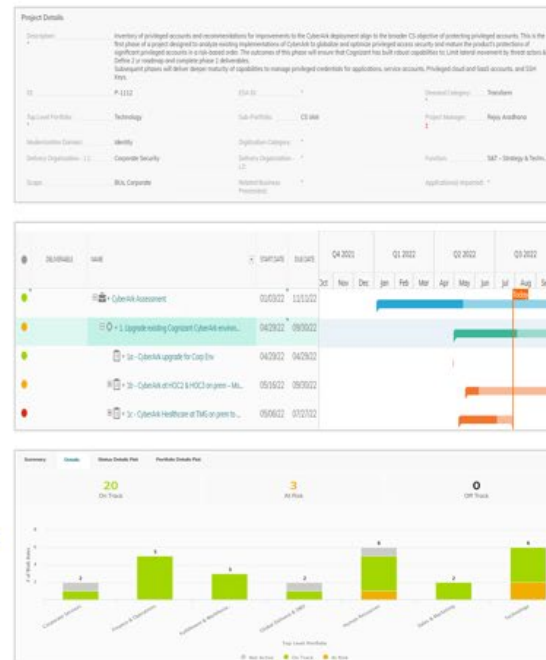


Project Set Up

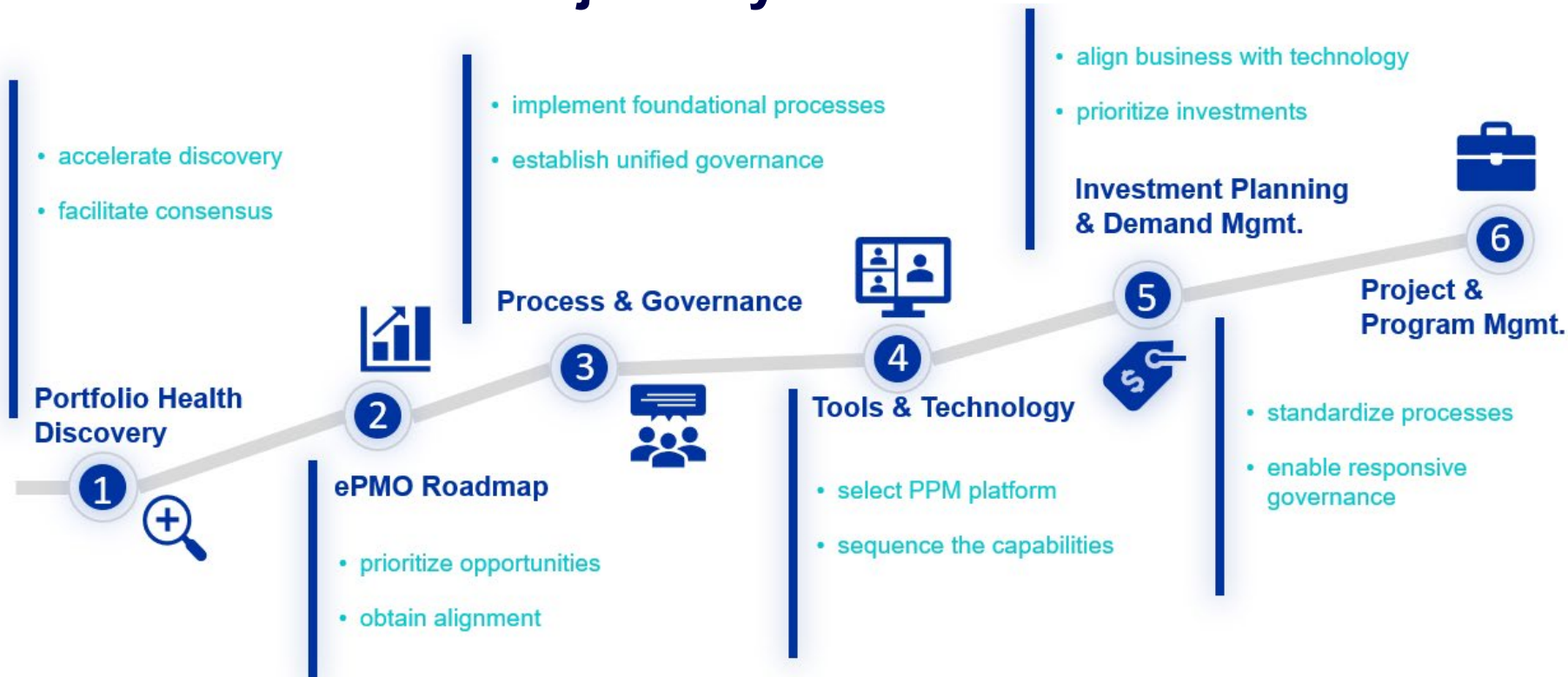
structure and metadata

Work Plan / WBS

Views and Reports
governance and
insights



The value of our PPM journey



Critical Success Factors (CSF)



planview®
ACCELERATE™
COLLABORATE. INSPIRE. GROW.

September 13-14, 2022

Thank you!

