

Experience-Led Transformations with Bernstein

As your organization grows and develops, it is essential to properly manage your transformations to create outstanding customer and employee experiences and deal with fluid priorities. In this four-part series, Cognizant guides you through the Bernstein transformation process - ensuring that your transformation remains value-focused and relevant.

Transform Your Organization

New ways of designing, validating, governing, and delivering products and services require transformations that are driven by customer experience. However, conducting a complete and effective transformation requires your organization to have a shared vision on the value it can create for its employees and customers.

The Bernstein Methodology orchestrates your transformation, adapting itself to your situation as it guides you through the transformation process. Just like a symphony, everything has to fall in place to be successful. So, depending on your requirements, Bernstein uses different combinations of accelerators and workshops to deliver an optimal end-to-end solution for all your stakeholders.

Does Your Organization Need Bernstein?

Transformations can have a major impact on every aspect of an organization, from employees and customers to hierarchy and processes. It is vital that everything goes smoothly to ensure the best possible results. You can tell if your organization needs Bernstein if one or more of the following apply:

- You feel that you may have underestimated the complexity of the transformation process
- You are uncertain how to start your transformation
- Your transformation impacts both employees and customers at scale
- You need a more coordinated approach within your organization to achieve your goals
- Your organization lacks a common vision and understanding of the entire transformation, from today to the desired future
- You need a cost-effective approach that adapts to your organization and accelerates your transformation



Bernstein: Conducting Your Transformation

We define transformation as the creation of value for the customer and business that involves a lasting evolution of processes and platforms. This includes everything ranging from small transformations, like streamlining a process for a department, through to larger transformations, such as launching a new product or service, and even organization-wide transformations that redefine the fundamental business and are driven by customer and employee experience.

The Experience Transformation Framework (Figure 1) was developed as a key element of the Bernstein Methodology. This framework is the basis for orchestrating transformations and guiding organizations through these changes to optimize performance, add value, and deliver outstanding customer and employee experiences at every step of the process.

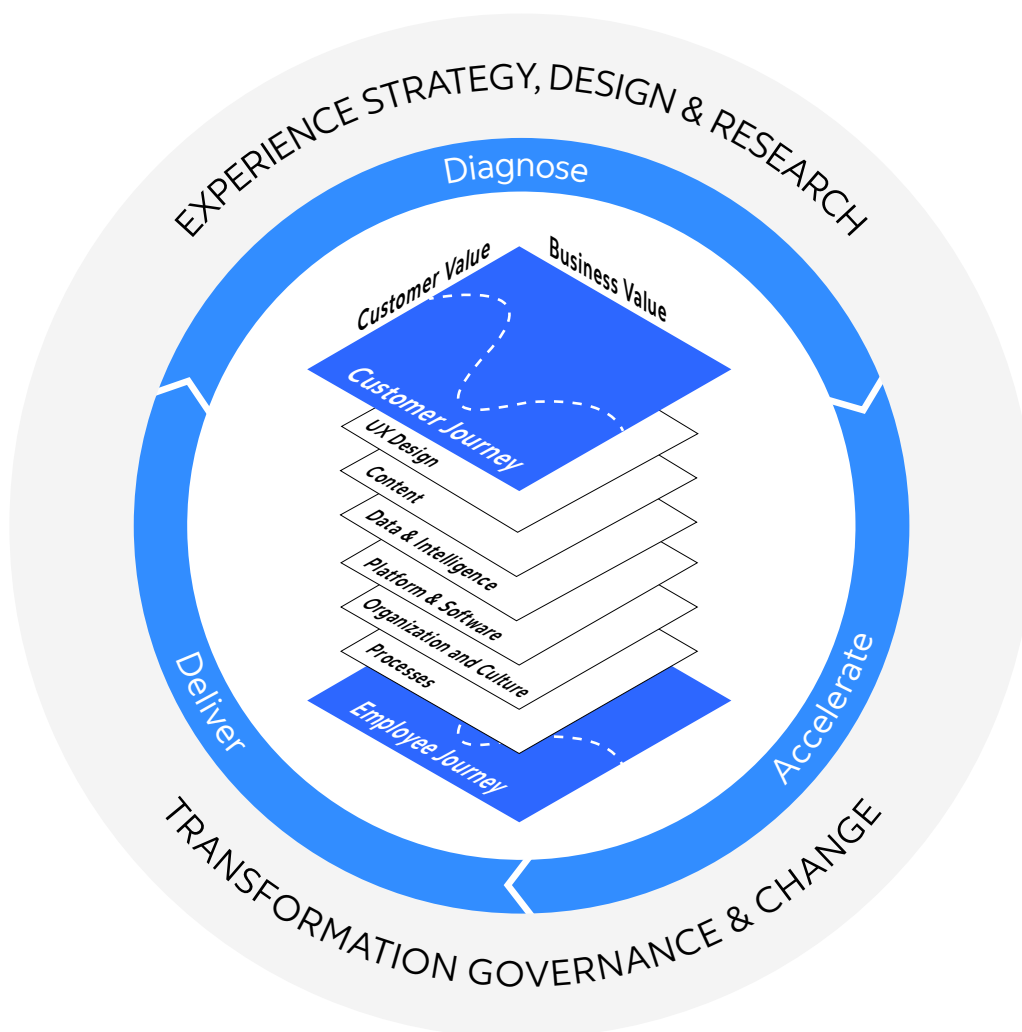


Figure 1: The Experience Transformation Framework

The Bernstein Experience Transformation Framework

The Bernstein Experience Transformation Framework addresses the key questions of “Why”, “What”, “When”, “How” and “Who” of any transformation.

The “Why”

The ultimate rationale behind any transformation project is to create outstanding customer and employee journeys by solving the organization’s problem in a way that delivers the most value to the customer and business. The experience is anchored by key moments that define the experience in the mind of the customer.

The “What”

At the core of the Experience Transformation Framework are six independent and interconnected layers that encompass all transformational areas, i.e. the Experience Blueprint. Every transformation requires that all these layers are addressed (in varying degrees), through UX Design, Content, Data & Intelligence, Platform & Software, Organization & Culture and Processes. The Bernstein Methodology organizes these layers, ensuring that the transformation is conducted smoothly and is fully integrated with the connected layers.

The “When”

Transformations happen in cycles within cycles. The Bernstein methodology uses three phases per iteration – Diagnose, Accelerate, and Deliver – to move the organization from its current situation to the future. The Diagnose phase includes envisioning the desired outcome and applying what was learnt from previous iterations. The Accelerate phase consists of shaping the solution in an agile way, for example, by gathering insights, building concepts, creating prototypes, and testing hypotheses. All this is preparation for the Deliver phase, which combines the implementation and operation of the solution or target model.

The “How”

There are different disciplines necessary to properly orchestrate the transformation: Experience Strategy, Design, and Research, as well as Transformation Governance and Change. Delivering exceptional customer and employee experiences require a deep understanding of the most valuable experiences along that journey, taking into consideration the entire ecosystem of different internal and external perspectives. The fields of Experience, Strategy, Design, and Research use various tools – such as Spark Workshops, Experience Blueprints, and Data-Driven Insights – to achieve this.

Transformation Governance and Change supports the implementation of the transformation via tested and proven project and change management methods and tools. Specific formats such as the Project Initiation Accelerator help to steer the transformation and stakeholders effectively.

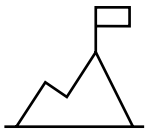
And Finally, The “Who”: The Bernstein Team

The key to the Bernstein Methodology is the multi-disciplinary team behind it. Consisting of experts in Data, Research, Strategy, Agile, Operations, and Transformation; the Bernstein team utilize their knowledge and experience to customize the Bernstein Methodology to fit your organization and specific situation.

Case Study

Listening to the Bernstein Symphony

A Scalable and Centralized LMS Solution for KUKA



Challenge

As part of KUKA, a global automation corporation specializing in industrial robot-based applications, KUKA College provides comprehensive training to customers and employees on how to program systems and operate and maintain KUKA equipment. KUKA recently decided to implement a brand-new system to manage their global training and harmonize its underlying processes.



Solution

While the website containing the training catalog and booking system was handled by a software vendor, Cognizant supported the rollout process, data, change, and project management of a fully-centralized learning management system (LMS) with an agile implementation approach.

During the rollout process, Cognizant also focused on the human transformation as the system needed to be quickly accepted by a wide range of internal stakeholders who interact regularly with the system, including HR, IT, Marketing, Accounting, Controlling, and Procurement from KUKA, plus KUKA College.



Results

The new system was rolled out internationally resulting in the standardization of training products and the global booking process for both internal and external customers. This enabled the organization to make more competitive offers and proposals to customers for training content, as well as giving KUKA more transparency on their existing data and optimizing the administration process. Overall, the new system is a more scalable and future-proof solution that will empower the organization long-term to professionally plan and deliver employee and customer learning programs.

Experience Bernstein for Yourself

Cognizant is offering your organization the opportunity to experience the Bernstein symphony first-hand. The first three organizations to **contact us** will be offered a free Spark Workshop.

Read More About Bernstein

This is part 1 of 4 in our series on orchestrating experience-led transformations with Bernstein. In the upcoming months, we will guide you in the first steps of your Bernstein Transformation, how to accelerate your transformation with Bernstein and how to orchestrate experience-led transformation.



About the authors



Peter is recognized as a leader of complex transformation projects. He has more than 20 years of experience in building strong project teams, delivering value-adding international IT and business programs. He has worked in various industries, planning and executing the digital transformation journeys for customers striving to improve the experience of their customers. Peter is also a passionate workshop facilitator who engages audiences to perform at their best. Peter is leading the development of Cognizant's Bernstein Approach for holistic transformation orchestration. Peter holds a master's degree in computer science and a PhD in management. He teaches university courses in business transformation and management, speaks four languages and is a passionate triathlete.

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Markus has been working in business consulting for 20+ years. Ten years ago, he decided to focus on transformation management and has successfully led several large international projects and programs in this area. Markus is known to be fully committed to his clients and takes responsibility for their success. From the outside-in view along the whole customer journey to the corresponding internal organization, processes and IT, Markus masters the interdependencies between these (digital) transformation streams and ensures success by accompanying projects with professional change management. Markus is one of the creators of Cognizant's Bernstein approach for holistic change and transformation management.

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Markus Seidel

Director Experience Transformation

About Cognizant

Cognizant (Nasdaq-100: CTSH) 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 U.S., 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 www.cognizant.com or follow us @Cognizant.



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