

Innovation Nation

Helping to reimagine your business operations

WINTER | 2019

Introducing the Digital Global Enterprise Model



Automation. In every nation.

Interview with Carole Murphy,
Capgemini's Business Services | 8

A transformation journey to build "One" Nufarm

Interview with Morris Lieberman,
Global CIO, Nufarm | 30

Digital Learning Operations – feeding the curiosities of the mind

Anjali Pendlebury-Green,
Capgemini's Business Services | 46

Capgemini Chennai – building a center of excellence for innovation

Interview with VN, Swamynathan,
Center Head, Capgemini Chennai | 72



Anis Chenchah

CEO, Business Services

Welcome to our winter 2019 issue of *Innovation Nation*. This edition is dedicated to Capgemini's new Digital Global Enterprise Model® operating model, while also focusing on our Digital Learning Operations solution and casting a spotlight on our Chennai delivery center.

For many years, our well known Global Enterprise Model® (GEM) architecture has driven operational gains that include achieving efficient and standardized processes across geographies and business units, ensuring the right teams and technologies are available to support these processes and their interactions with each other. In the context of the digital age, Capgemini has re-architected GEM to put automation first, with an updated and innovative framework reflecting the evolution in business process transformation beyond labor arbitrage, scaling, sizing, offshoring, cost cutting, and economies of scale, to take full advantage of the rise of automation and analytics. This is now reflected in our Digital Global Enterprise Model® (D-GEM).

Carole Murphy, Global Head of Capgemini's Finance Powered by Intelligent Automation Practice, curates a section showcasing how Capgemini's D-GEM is enabling our clients to be competitive in a rapidly changing, digital business context. In addition, Greg Bateup, Head of Solutions and Transformation – Procurement, leads a discussion on how the process-to-pay, credit-to-cash, and report-to-analyze functions are evolving within D-GEM, and Kamila Sicinska (Senior Director, Business Process Transformation) explains how Capgemini's unique ESOAR transformation methodology re-engineers processes to deliver greater value to our clients' businesses.

In our Technology Talk section, Anjali Pendlebury-Green, Global Head of our Digital Employee Operations Practice, writes about how Capgemini's Digital Learning Operations solution brings a human-centered, consumer interface to learners, while instilling a culture of curiosity and playfulness; and Radoslaw Kowalski (Contract Manager, Contract Compliance and Optimization) presents a new Capgemini-IACCM contract management tool that gives clients a head start in finding the best contract lifecycle management tool for their business. We also have a selection of our most recent thought leadership on the fascinating topic of intelligent automation.

Swamynathan VN, head of our Chennai delivery center, talks about his role in transforming Chennai into a center of excellence for innovation, and how the center is developing the knowledge and skills of its people. We also showcase Chennai's capabilities and bring you a selection of stories from the people who deliver services across our engagements in Chennai.

Once again, our experts have been busy throughout the autumn writing on topics such as finance automation in the FS sector, how to maintain contract hygiene, the unlikely comparison between business transformation and long-distance running, and how the mentality behind the Indian word "jugaad" can be a lesson in innovation for the world of automation outsourcing.

The issue concludes with an article by Karolina Dlugosz (CR&S Manager) about how our delivery centers in Poland engage the local community to help celebrate Christmas.

As always, I hope you find the articles and interviews in this issue engaging and thought-provoking. We welcome you to share your views on the issue online and through social media.

Introducing the Digital Global Enterprise Model

Automation. In every nation.

Interview with Carole Murphy,
Global Head of the Finance Powered
by Intelligent Automation Practice,
Capgemini's Business Services | 8

Moving with the digital times

Greg Bateup | 16

A proven architecture for driving digital business

Interview with Greg Bateup,
Caroline Schneider,
and S, Ramakrishnan | 18

D-GEM – the whole, and the sum of the parts

Emilia Kukurowska | 22

ESOAR and supermarkets – an unconventional analogy

Kamila Sicinska | 26

Sharing Success

A transformation journey to build “One” Nufarm

Interview with Morris Lieberman,
Global CIO, Nufarm | 30

HP Inc. reinvents its sales compensation function | 34

Capgemini named a Leader for Finance and Accounting Digital Augmentation Suite by Everest Group | 38

Capgemini positioned as a Leader in 2018 Gartner Magic Quadrant for Contact Center as a Service, Western Europe report | 40

Capgemini ranked #2 in the HFS Top 10 RPA Service Providers 2018 report | 42

Technology Talk

Digital Learning Operations – feeding the curiosities of the mind

Anjali-Pendlebury Green | 46

Capgemini strengthens digital HR portfolio with just-in-time launch of Digital Learning Operations

Senior Analyst, NelsonHall | 48

Capgemini University – driving the digital learning agenda

Shazia Joshi | 52

Choosing a CLM tool made easy

Radoslaw Kowalski | 58

Automating the supply chain – tangible benefits

Dharmendra Patwardhan | 60

RPA and AI across the intelligent automation spectrum

Lee Beardmore | 62

A success mantra for unlocking the full potential of intelligent automation

Ashwin Yardi | 64

Keeping knowledge out of the landfill

Heather Richards | 66

Centers of Excellence

“Centers of Excellence” – a look at some of the innovations and achievements from across our global delivery centers | 70

Capgemini Chennai – building a center of excellence for innovation

Interview with VN, Swamynathan, Center Head, Capgemini Chennai | 72

Center spotlight – Chennai | 76

A growth journey shaped by people
K, Martina | 80

Expert Insights

“Jugaad” – doing more with less in an intelligent way
Lee Beardmore | 90

Business transformation and long-distance running ... compared!
Magda Matell | 92

“E” is for “Eliminate” – an introduction to Capgemini’s ESOAR
Atul Kulshreshtha | 94

RPA deployment will fail without a strong operating model
Fabrice Perrier | 96

Finance automation in the financial services sector
Pierre-Louis Seguin | 100

Implement GRC the “Futsal” way
Gopichand Patibandla | 102

Contract hygiene – what is it and how can we maintain it?
Mani Agarwal | 104

Capgemini Community

Seven bags for seven Capgemini values!
Karolina Dlugosz | 108

Omsk gets sporty!
Anna Remneva | 120

Introducing the Digital Global Enterprise Model







Automation. In every nation.

Interview with Carole Murphy

*Global Head of the Finance Powered by Intelligent
Automation Practice, Capgemini's Business Services*

Innovation Nation spoke to Carole Murphy, Global Head of the Finance Powered by Intelligent Automation Practice, about Capgemini's new Digital Global Enterprise Model© (D-GEM) and its implications for the world of business.

Where did the Global Enterprise Model© go?

Carole Murphy | It hasn't gone anywhere! It's simply transformed. Look at the new model, and you'll see the Global Enterprise Model©, or GEM, is still there. What's changed are some of the underlying principles, and in particular, the way intelligent automation is set to transform business processes.

OK. So tell me about D-GEM. What's the top-line story?

D-GEM is a simple, flexible, platform-based transformation architecture. It can be adapted to the needs of individual enterprises, whatever their sector, and whatever their scale. It provides a complete overview of an organization's people, processes, technology, and governance with control points, accelerating the transition to transformed, future-proof processes.

As I say, GEM is still at its heart. The big change is intelligent automation – it's the digital, it's the D in D-GEM. Automation doesn't just transform GEM's technology lever, but all seven of them. It's one of those instances where when one thing changes, everything does – so we can do even more for our customers, and so they in turn can do even more themselves, streamlining finance and accounting (F&A) processes, empowering their workforces, unlocking insights, giving a huge boost to their customer servicing, and finding entirely new ways to create value and benefit from it.

It has a number of constituent parts. For instance, it brings together 400 F&A process flows with supporting narratives and approximately 1,000 transformation recommendations, and is enabled by 60 tools across three F&A towers (P2P, C2C, and R2A) and 3,500 robots.

We've put a lot of work into D-GEM. It's the result of our deep understanding of technology and automation, our experience of running worldwide operations, and the finance insights we've gained from delivering services to leading global brands. I'm very proud of it!

You mentioned the seven levers of GEM. Many people are familiar with those. Can you tell me a little more about how they've evolved in the D-GEM methodology?

Sure. Let's take each one in turn, shall we?

The first is grade mix, right?

Yes indeed. GEM has always been about achieving the right team structure to perform, extend and supervise activities – but automation can dramatically alter both the scope and the outcome of people's individual performance, and so have an impact on the grade mix as a whole.

We see three main ways in which automation affects this lever. First, it improves the performance and replication of tasks. Second, it increases managers' ability to supervise, giving them a broader span of control. And third, automation enables the knowledge of complex tasks to be redistributed to less experienced people at the bottom of the organizational hierarchy. By making this knowledge more accessible, lower grades can gain new skills faster than they could before.



We've put a lot of work into D-GEM. It's the result of our deep understanding of technology and automation, our experience of running worldwide operations, and the finance insights we've gained from delivering services to leading global brands. I'm very proud of it!"

Carole Murphy

Global Head of the Finance Powered by Intelligent Automation Practice, Capgemini's Business Services

The second lever is the location mix.

That's right. This is all about making best use of the strengths an organization may have in different places. Let's say this location has language skills, this one has accounting expertise, this one holds deep regional business knowledge, and so on.

Automation blurs these physical boundaries. It means we can create virtual delivery centers (VDC), defined by need and function, rather than merely by location. Knowledge, ideas, and expertise that hitherto could be found in just one geography can now be brought into the cloud, and can more easily be shared and applied as best practice throughout the organization.

Right. And the third lever...?

That's competencies. It's about achieving the right mix of skills and capabilities, and using insight and automation to get there. Everyone needs to develop greater technological literacy, and everyone needs to use this technology to extend their capacity to solve problems, too.

Managers can take advantage of automation to improve their understanding of their team's training needs, and act to plug gaps. They can also ensure people are learning well.

But that's not all. Automation also changes the nature of the competency itself. The many different roles within an organization all stand to evolve as automation's benefits are brought to the business. They all can grow and extend their role-specific achievements – and because they are inter-dependent, they all can enhance one another, too.

I find all this quite exciting. It's changing our thinking about competency – instead of being about how you're doing your job, it's about how quickly you can learn to do your job.

It can help to close the competency gap, too, by changing how we manage knowledge in the organization. That's why, as part of Automation Drive, Capgemini created an Automation Academy and Automation Library. Their purpose is to empower managers to learn about what automation can do, and make it work for them.

Yes. I can see the cumulative effect emerging here. It's very exciting, as you say. So – the fourth lever is best-in-class processes...

Yes. Here, we're using automation to build on GEM's long-standing commitment to leanness, high performance, and increased value.

This is where our [ESOAR methodology](#) comes into the D-GEM framework. ESOAR stands for Eliminate, Standardize, Optimize, Automate, Robotize, and its aim has always been to re-engineer processes to drive best practice and optimize business value. So you can see its applicability to D-GEM.

D-GEM increases the scope for its application, so organizations can reap further benefits from their investment. Whereas before, they could aspire to best possible process performance, now they can look further afield, using automation to extend process disciplines so they can deliver at scale and in new ways.

For instance, how can we refocus the resources we've liberated and apply them to entirely new areas? How can we use the time and budget we're saving to add more value?

That's what I love about all this. It's not just about making current things better. It's about the space it gives us to think laterally and creatively about new things, new possibilities.

Now we come to the technology lever itself.

Yes. Well, automation of course transforms the technology lever – but as I've been at pains to point out, it changes everything everywhere else, too.

Automation uses best of breed technologies to create platforms rather than a single ERP. We map its technologies to the human senses – we call them the "Five Senses of Intelligent Automation" – to help us reimagine how each of these technologies can change the way we work. When all these senses are connected to knowledge and are integrated, we can create a fully artificially intelligent platform.

D-GEM is informed by our Group Automation Drive, and matches all the relevant technologies to where they can make best make a difference to an organization and its processes.

In short, D-GEM can help CFOs get a head start in setting out on the automation-led transformation journey.

Pricing is the sixth lever.

Yes, that's right. Automation enables the creation of individualized consumption-based or experience-based pricing models. You buy what you need, when you need it – and you still expect a positive customer experience. Those expectations needn't be compromised by price.

Automation also enables us to calibrate services better. For example, an enterprise that regularly buys in certain products or processes can standardize around its best available options, but use a flexible pricing model for exceptions that have been identified and handled by automation.

With D-GEM, pricing is increasingly driven by value and less by cost alone.

And finally... governance.

Yes. The seventh lever is about service reporting, demonstrating accountability and the extent to which expectations have been met.

With GEM, we aimed to ensure organizations could be certain they were achieving efficiency, effectiveness, control and value. But D-GEM takes this a stage further. It reflects in addition on adoption and customer perception of the service, and also looks to leverage Big Data analytics to gain new insights for the enterprise.

So once again, D-GEM's ability to automate increases value and creates new opportunities.

Finally, how would you sum D-GEM up?

Well, as I said at the beginning, our original aim with GEM was to rethink business processes – and now, with D-GEM, we're doing exactly the same. The difference is that D-GEM recognizes the new business context created by the digital world, and has created a new approach that makes best possible use of automation across every business lever – across people, places, processes, pricing, governance and more. Indeed, depending on the speed of adoption, organizations might expect to see productivity gains of up to 40–60% upfront.

Efficiencies can be achieved, both locally and at scale. Insights can be gained, enterprise-wide, and used to shape strategy. Value can be created and increased, to levels that even in recent years may have been hard to imagine.

Automation may seem like just one thing. Like one magic quick fix. It isn't. In D-GEM, we've taken time to embed it in every function. Every individual instance delivers benefits, and those benefits in turn enhance one another to create a virtuous circle that can be felt right across the enterprise.

In a digital world, we've changed the way we look at business – at its processes, its people, its technology. In fact, with D-GEM I think we can say we may be changing everything.

Carole Murphy leads Capgemini's Finance Powered by Intelligent Automation Practice, a global team of transformation professionals and is responsible for developing and delivering transformational solutions for our clients. Drawing on over 20 years of experience across operations, consulting, and transformation, Carole helps large global organizations achieve their business objectives and operational excellence through BPO-led transformation and alignment of Capgemini's Business Services and Group assets to deliver efficiency, value, and improved control in their operations.

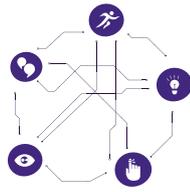
“

D-GEM is a simple, flexible, platform-based transformation architecture. It can be adapted to the needs of individual enterprises, whatever their sector, and whatever their scale. It provides a complete overview of an organization's people, processes, technology, and governance with control points, accelerating the transition to transformed, future-proof processes.”

Carole Murphy

Global Head of the Finance Powered by Intelligent Automation Practice, Capgemini's Business Services

Our approach to unlocking value



Reimagine the future with the “Five Senses of Intelligent Automation”—we take an “automation first” approach to understand how technology can help us see finance world differently.



Re-engineer processes using ESOAR methodology – ESOAR redirects resources from repetitive tasks towards higher-value business activities and drives best practice.



It's not just about technology – review and validate the impact of technology on your people and their capabilities.

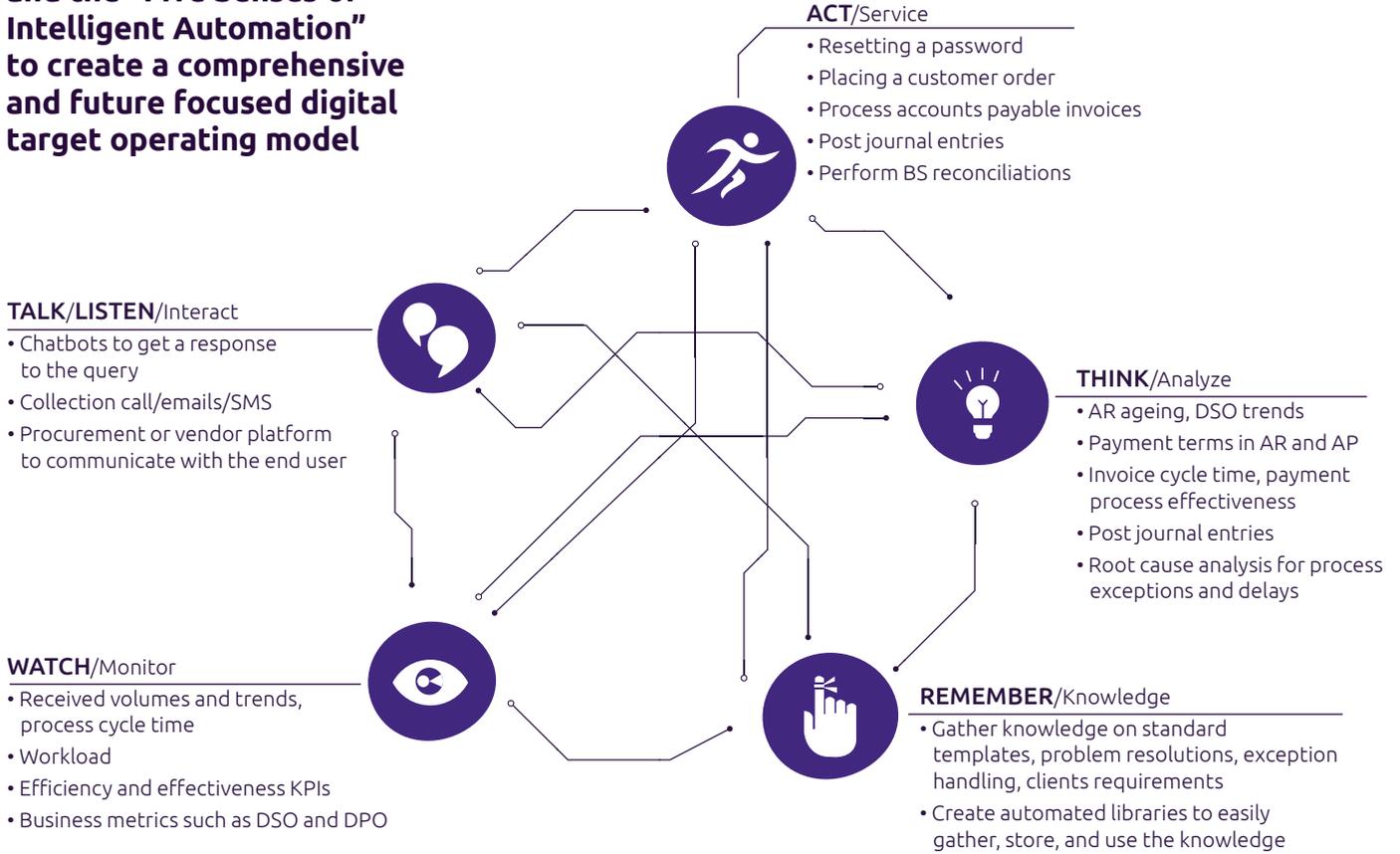


The critical components that make up our approach enable a solution that combines automation, digital platforms, know-how, and people capabilities.”

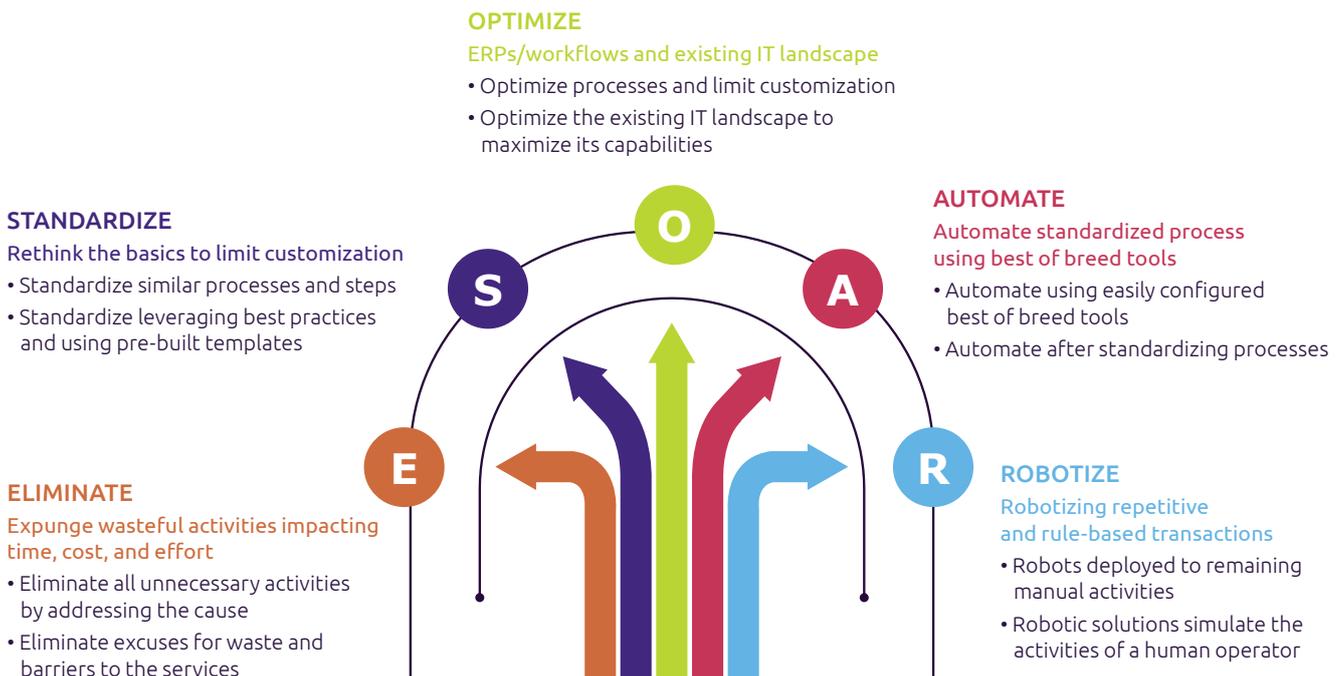
Carole Murphy

Global Head of the Finance Powered by Intelligent Automation Practice, Capgemini’s Business Services

D-GEM embeds technology and the “Five Senses of Intelligent Automation” to create a comprehensive and future focused digital target operating model



D-GEM defines process improvement recommendations based on our ESOAR methodology





D-GEM on a page

Digital Global Enterprise Model® (D-GEM) is unique. It is a market-leading architecture that brings together decades of operational expertise, deep intelligent automation knowledge and our experience across many clients and sectors. Here is your step-by-step guide to delivering the future.

Grade mix – Can I increase span of control because managers have greater insight?



- What is the impact of the automation on the grade mix? How can we use technology to increase manager’s span of control? How can we use knowledge to increase capability at different grades?

Location mix – How much can I move straight to the Virtual Delivery Center?



- How does the increased role of automation impact the current location mix? How much work can I transition to the Virtual Delivery Center?

Competencies – What competencies do both managers and practitioners need to have?



- How should the competencies of the roles/grades evolve in the automation age? How do I ensure that my workforce knows how automation can enrich and automate their capabilities?

Best-in-class processes – Have I got processes that are lean and efficient?



- Do I have best-practice processes powered by automation with integrated controls and performance measures? Could automation help me to deliver better outcomes for my customers?

Automation tools and enablers – Do I have the optimal technology strategy?



- What tools are best at doing what? Are we leveraging the full potential of tools and automation? What technologies should we own and what should we buy as-a-service? How do I future-proof my technology choices?

Pricing and cost allocations – Does my pricing support achieving the business outcomes?



- Does my pricing strategy/cost allocation approach drive the right behavior? How does automation change pricing? How do I use pricing to increase adoption? How much do I share with my customers?

Governance model – Does the governance model ensure proper interaction and decision-making?



- Do I have the right business partnership with my vendors? What KPIs should I use to drive performance? Should I expect roles in the governance model to change? Will automation and efficiency change the span of control?

How has our Global Enterprise Model© evolved?

	 Traditional BPO	 GEM/BPO	 D-GEM
Approach	Classic lift and shift	Transformation and Transition	Digital Transformation and Transition
Overview	Classic lift and shift	Transformation and Transition	Digital Transformation and Transition
Transformation Focus	Capturing existing knowledge	Improving end-to-end process and eliminating exceptions	Moving to an automated solution and making technology easier to adopt
Levers with Most Impact	Location mix Grade mix Limited focus on technology	Pricing and cost allocation Governance model Location mix Competencies Best-in-class processes	Automation tools and enablers Pricing & cost allocation Governance model Location mix Competencies Best-in-class processes
Exceptions	High	Medium	Very Low, aiming for straight through processing
Productivity	3% per annum	10% upfront 4% per annum	Up to 40-60% upfront, depending on speed of adoption
Pros	Simple Perceived as low risk	Optimised operations Realise ROI	Innovative approach Exceed ROI Technology enabled best-in-class operations
Cons	Low ROI and productivity gains Substandard operations	Moderate change management required for adoption	High change management required for adoption

D-GEM enables you to:

- **Influence sales** – 3 in 4 organizations implementing AI increase sales of new products and services by more than 10%.
- **Engage your customer** – 75% of organizations using AI enhance customer satisfaction by more than 10%.
- **Boost operations** – 78% of organizations implementing AI increase operational efficiency by more than 10%.
- **Generate insights** – 79% of companies implementing AI generate new insights and better analysis.

Source: Capgemini DTI survey – Turning AI into concrete value

Capgemini has:

- Deployed an automation task force of more than 120 experts across our client base to assess optimum automation strategies.
- Evaluated more than 75 automation, RPA, cognitive computing, and AI vendor products.
- Trained, hired, and developed more than 6,300 automation experts in RPA, cognitive technologies, and AI.
- Deployed more than 2,500 robots – and that number grows every day.

Source: Capgemini Digital Transformation Institute survey, “The Digital Talent Gap – Are Companies Doing Enough?”, October 2017



Scan here to find out more about Capgemini’s D-GEM



Moving with the digital times

Greg Bateup

*Head of Solutions and Transformation – Procurement,
Capgemini's Business Services*

Greg Bateup has worked with clients to deliver business transformation and BPO services for almost 30 years. For the last few years, Greg has focused on the digital transformation of the source-to-pay function, and how organizations can not only drive efficiencies in the procurement function, but also drive compliance and saving.

Enterprises need a new business transformation model – and it just arrived...

The dome Brunelleschi designed for the cathedral in Florence was and is a miracle of the Italian Renaissance. It spans 44 meters, and it was built without scaffolding. It's ingenious, it's beautiful, and it was built to last. However, if the great architect were to return to us today, I'd bet he'd do things differently. Now, as then, he'd make best use of current tools, techniques, and circumstances.

A similar evolution has taken place in business transformation and outsourcing. At Capgemini, we replaced the "lift & shift" of traditional business process outsourcing (BPO) some years ago with our Global Enterprise Model© (GEM) – a mature, comprehensive model that transforms processes end-to-end across geographies and business units, ensuring the right teams and technologies are available to support these processes and their interactions with each other.

GEM has been a highly successful model, achieving significant improvements in productivity and ROI – but the world is moving on, and to help our clients keep up and even get ahead in the digital age, we have re-architected our model to put automation at its heart.

Introducing D-GEM

The Digital Global Enterprise Model©, or D-GEM, is a business architecture that puts automation first, providing flexibility to adapt to the changing digital landscape. It incorporates a complete overview of an organization's processes with control points, accelerating the transition to transformed, future-proof processes.

The D-GEM levers – grade mix, location, workforce and management competencies, processes, pricing and cost allocations, and the governance model – are addressed in the context of the optimal automation strategy for their management and execution. It's not just about choosing the best tools, but how they are best implemented, whether they should be owned outright or bought on an as-a-service basis, and how they can be future-proofed.

But before any of these issues can be considered, an even bigger question needs to be asked: in the digital world, what is the ideal shape and character this enterprise should take, and what role will automation play in its achievement?

Answering the big question

This question marks the biggest difference that D-GEM represents. Until recently, business transformation has been achieved via incremental step-changes; but now, we're looking at a brand new, holistic model that defines a single, major enterprise-wide change from the bottom up.

Why? Largely, it's because the rate of acceleration has changed. Developments in robotic process automation (RPA), artificial intelligence (AI), blockchain, and other technologies are moving too fast for an incremental transition. It's far better to create a universal, digital model that can accommodate evolution and not be thrown off course by it.

There's no denying that the prospect of embarking on a single, massive, enterprise-wide transformation is a daunting one. D-GEM enables a pace of transformation that fits with an organization's business priorities, resource constraints, and its ability to manage change. We're confident that organizations will want to organize themselves for this transformation when they understand quite how much they stand to gain.

We're not only looking at significant productivity gains up-front, depending on the speed of adoption, but driving business value through improved working capital, better customer experience, and increased revenue. We're looking at aligning business processes for better outcomes and better visibility of corporate performance; we're looking at straight-through processing and touchless business administration with continuous access to reliable data and information; and automated libraries that easily gather, store, and use knowledge, so organizations can determine what happened last time and what their best next actions are.

Best-practice strategies

D-GEM has not just emerged from GEM, but from other best-practice strategies for which we are known and respected:

- Our "[Five Senses of Intelligent Automation](#)" approach to technology helps us see our clients' technology investments differently.
- Our ESOAR methodology (Eliminate, Standardize, Optimize, Automate, Robotize) to assess and address the gap between intelligent automation and our clients' current situations, re-engineering processes to drive best practice and business value.

We're very proud of D-GEM. Like Brunelleschi's Dome, it's smart, and it's built to last – but we'll leave it to you to decide whether it's beautiful too.

“ *D-GEM, is a business architecture that puts automation first, providing flexibility to adapt to the changing digital landscape.”*

Greg Bateup

Head of Solutions and Transformation – Procurement, Capgemini's Business Services



A proven architecture for driving digital business

**Interview with Greg Bateup,
Caroline Schneider, and S, Ramakrishnan**

Greg Bateup

*Head of Solutions and Transformation – Procurement,
Capgemini's Business Services*

Caroline Schneider

*Credit-to-Cash Global Process Owner,
Capgemini's Business Services*

S, Ramakrishnan

*Record-to-Analyze Global Process Owner,
Capgemini's Business Services*

Innovation Nation met up with Greg Bateup, Caroline Schneider, and S, Ramakrishnan to talk about how the process-to-pay, credit-to-cash, and report-to-analyze functions are evolving within Capgemini's Digital Global Enterprise Model©, and how Digital is impacting our clients' organizations.

Hello Greg, Caroline, and Rama. Could I start by asking you, Greg, to give a brief overview of Capgemini's Digital Global Enterprise Model?

Greg Bateup | Yes, of course. Earlier this year Capgemini released a report called "[Reimagining finance for the digital age](#)," which in part looked at what organizations expect from automation and other new technologies, such as platforms, artificial intelligence (AI), and robotic process automation (RPA). This started us thinking about how Capgemini's Global Enterprise Model© (GEM) and its seven levers should evolve in light of this new technology.

For example, we looked at how the grade mix lever of GEM would need to change based on an improved span of control, as AI and RPA undertake lower end tasks. How our location mix would evolve based on the different skillsets available across different locations, and what skills and competencies our employees would require in a digital context. We took all of this and embedded it into our Digital Global Enterprise Model© (D-GEM), which really puts technology at the heart of the operating model.

Against this backdrop, how do you see the report-to-analyze (R2A), credit-to-cash (C2C), and process-to-pay (P2P) functions evolving within D-GEM?

S, Ramakrishnan | These are interesting times indeed! As Greg mentioned, the industry is moving towards a more automation-focused or automation-first approach. In the R2A area, I see multiple opportunities. D-GEM encompasses and leverages Capgemini's ESOAR (Eliminate, Standardize, Optimize, Automate,

Robotize) methodology to make processes lean before automating them.

For example, in the journals process, we use the "Eliminate" function to reduce the number of journals by implementing thresholds. The "Optimize" function helps our clients to get the very best out of their ERP system, as many organizations don't always use the available functionalities within their ERP. For example, within SAP, there's a functionality called IDoc, which if you activate it, enables you to post your transactions automatically within the same platform.

There are multiple automation tools available in the market, and Capgemini has a number of tools such as Trintech, which can automate the account reconciliation management process or the actual process of reconciling and clearing the open line items in accounts. With D-GEM, there are a lot of opportunities of leveraging ESOAR to make your processes lean and world class.

Caroline Schneider | The evolution of GEM to D-GEM is pretty exciting in relation to order-to-cash (O2C) and C2C activities! Historically, the approach to O2C focused on how to build an experienced team and how to standardize the team's repetitive activities, such as keystroking.

With D-GEM it's really about how can we automate first. How can we virtualize the tasks team members have carried out historically in a manual way and do them much faster. It's also looking at what team members are analyzing; what are they actually doing in the system, who are they talking to, what are those touch points, putting a technology wrapper around these activities, and delivering results that we've never been able to deliver to our clients before.

It's all very exciting! Collections is a process that is ripe for digitizing certain customer interaction activities. Self-service portals, voicebots, chatbots, and robotics are enabling us to carry out activities such as emailing, reading and responding to emails, and much of the back-office work in an enhanced and streamlined way. It's a very exciting journey that the explosion of digital will enable us to deliver to our customers and clients over the next few years.

Greg Bateup | There's also an interesting convergence going on within the source-to-pay (S2P) at the moment. For example, in the transactional processing area, which has traditionally been very manual and slow to upgrade, where technology such as optical character recognition (OCR) to scan invoices is being enhanced by robotics.

At the same time, electronic invoicing is starting to accelerate. This technology has been around for 10 years but it's starting to show real results and people are also starting to make investments in upstream processes. In the procurement function, electronic invoicing is driving the changes to reduce exceptions, which have traditionally been the weak spot. Within the traditional catalog space, AI and chatbots are transforming activities such as the guided buying process to help users find and buy the right item. It's coming from two different angles – finance and procurement and it's quite exciting.

What impact will D-GEM have on an organization's people? How will automation transform the finance team of the future?

Caroline | This is a great question! When you have all of this automation, you need people in your core team with the right technical skills who understand how to manage the automation. Historically, organizations have had a delivery-centric model, with people wielding strong delivery skill sets managing activities, including automation.

With D-GEM, we've anticipate the requirement for either a virtual delivery center, or a team that understands how to manage and optimize platforms to ensure clients leverage all functionalities of their ERP, as well as manage fallouts from the processing that occur on a daily basis. This means a large part of the team will be dedicated to automation governance and ensuring the throughput of automated transactions, coupled with what remains of your delivery team with much higher skillsets focused on more complex tasks. It's really about striking a balance between these two teams, and it's going to be pretty exciting to see how our team designs evolve with digital.

Rama | I agree with Caroline. If you look at R2R, traditionally about 70% of the effort goes in recording and only 30% effort is put on reporting and analysis. With automation, this changes – the time spent on recording is reduced and the time spent on reporting and analyzing these transactions increases.

With a process such as intercompany reconciliations where a huge amount of effort is spent on recording transactions, leveraging automation or blockchain to ensure that the transactions are recorded correctly will enable us to change this balance to 30% record and the remaining 70% on reporting and analysis. The team will be involved in more value added functions such as monitoring and analyzing the exceptions and ensuring that KPIs are met, as well as maintaining clean and hygienic books of accounts.

To summarize, the focus will shift from recording to reporting and analyzing, which represents the cream of the process.

What does D-GEM mean for our clients and the outcomes they expect? Also what challenges do you think they are facing when it comes to implementation?

Rama | It really is an exciting time to be a client. With the industry moving towards an automation-first mindset, Capgemini's D-GEM model and ESOAR methodology enables you to make the end-to-end process lean by making changes on both the client organization side and the service provider side.

As your processes become lean, you can move to more hygienic accounting and reduce your balance sheet risk to a minimum. This also means that your lean processes are then geared up to be scalable in the future. Many of our clients have been through a number acquisitions; it's easier to acquire a company when you have a standard process with standard technology to embed the new company into your way of working.

However, this also comes with certain challenges. When you eliminate or automate processes, there's a huge amount of change management effort that's required within the transformation program. For example, imagine a client operating in 75 global markets needs to set a tolerance limit for journal entries. It's not as easy as simply sending an email on the tolerance limit policy and incorporating it. Each country has a certain set of legal requirements, challenges, and change management requirements. It's important that the change is understood, communicated, cascaded, and then executed properly within the client organization.

The second key challenge is alignment with the client organization's IT in incorporating new technologies. For example, not many of our clients or their IT teams are conversant about blockchain and its benefits. They are important stakeholders in our transformation projects and it's very important to align with them.

Caroline | It's much harder to change existing processes when they are already solidified, so taking the time to invest in the transition and transformation process up front will save time, provide the best business case, and top quartile results early in the process.

You mentioned blockchain as an example of how emerging technology will impact processes. We're doing a lot of work in R2R with blockchain and exploring Blockchain for O2C. Blockchain represents a huge leap to eliminate the exceptions, as traditionally we've always looked at how we resolve exceptions faster. AI, blockchain, and other emerging technologies are set to make a huge impact on our delivery models of the future.

Greg | While the current focus is on managing exceptions, in the future it will be about eliminating them altogether. In terms of what it means for clients, I agree that change management is very important.

In the P2P space, the procurement organization is sometimes outside the finance organization, and it's important to understand the key stakeholders that need to be engaged. In terms of outcomes, there's a lot more focus on the value we can bring to the business through automation. Efficiencies improve as back-office processes start to be streamlined. The focus then shifts to the value we can actually drive, such as working capital improvement and speed to market. These aspects will become more important in the future as we deliver these operating models.

Greg Bateup has worked with clients to deliver business transformation and BPO services for almost 30 years. For the last few years, Greg has focused on the digital transformation of the source-to-pay function, and how organizations can not only drive efficiencies in the procurement function, but also drive compliance and savings.

Caroline Schneider has been delivering and designing O2C solutions for clients for 20 years. She is passionate about delivering solutions to clients to maximize their working capital through technology, automation, and industrialized process design.

Ramakrishnan S is a result-oriented professional who brings in more than 18 years of experience in F&A including transformation, transition, global service delivery, consulting, integration, and audit compliance.

“*D-GEM encompasses and leverages Capgemini’s ESOAR (Eliminate, Standardize, Optimize, Automate, Robotize) methodology to make processes lean before automating them.”*

S, Ramakrishnan
Record-to-Analyze
Global Process Owner,
Capgemini’s Business
Services

“*AI and chatbots are transforming activities such as the guided buying process to help users find and buy the right item. It’s coming from two different angles – finance and procurement and it’s quite exciting.”*

Greg Bateup
Head of Solutions
and Transformation –
Procurement,
Capgemini’s Business
Services

“*With D-GEM it’s really about how can we automate first. How can we virtualize the tasks team members have carried out historically in a manual way and do them much faster.”*

Caroline Schneider
Credit-to-Cash Global
Process Owner,
Capgemini’s Business
Services

“*The industry is moving towards a more automation-focused or automation-first approach.”*

S, Ramakrishnan
Record-to-Analyze Global Process Owner,
Capgemini’s Business Services



D-GEM – the whole, and the sum of the parts

Emilia Kukurowska

*Senior Finance Transformation Consultant,
Capgemini's Business Services*

The Digital Global Enterprise Model© represents an evolution of our existing practice, incorporating technology-rich operations powered by intelligent automation that enable our clients to be competitive in a rapidly changing, digital business context.

There are a lot of great cars out there. Let me give you a little of the spec for a modern classic.

This one's an open-top coupé with a V12 740HP engine. It has a control system that manages each of its dynamic axles (it's 4WD, by the way, and it has four-wheel steering, too). It has a seven-speed gearbox, a top speed of 217mph, and it can accelerate from nothing to over 60mph in three seconds.

The importance of cohesion

Now, all these individual details are impressive. But what's really important is not any one of these things, but how they all work together. It's about the synergy of systems. It's about the performance, yes, but also about the look, and the feel, and about how everything contributes to your overall sense of satisfaction.

In short, it's about the whole being greater than the sum of the parts.

Our new digital, platform-based architecture is a prime case in point. Capgemini's Digital Global Enterprise Model© (D-GEM) represents an evolution of our existing practice, incorporating technology-rich operations powered by intelligent automation that enable our clients to be competitive in a rapidly changing, digital business context.

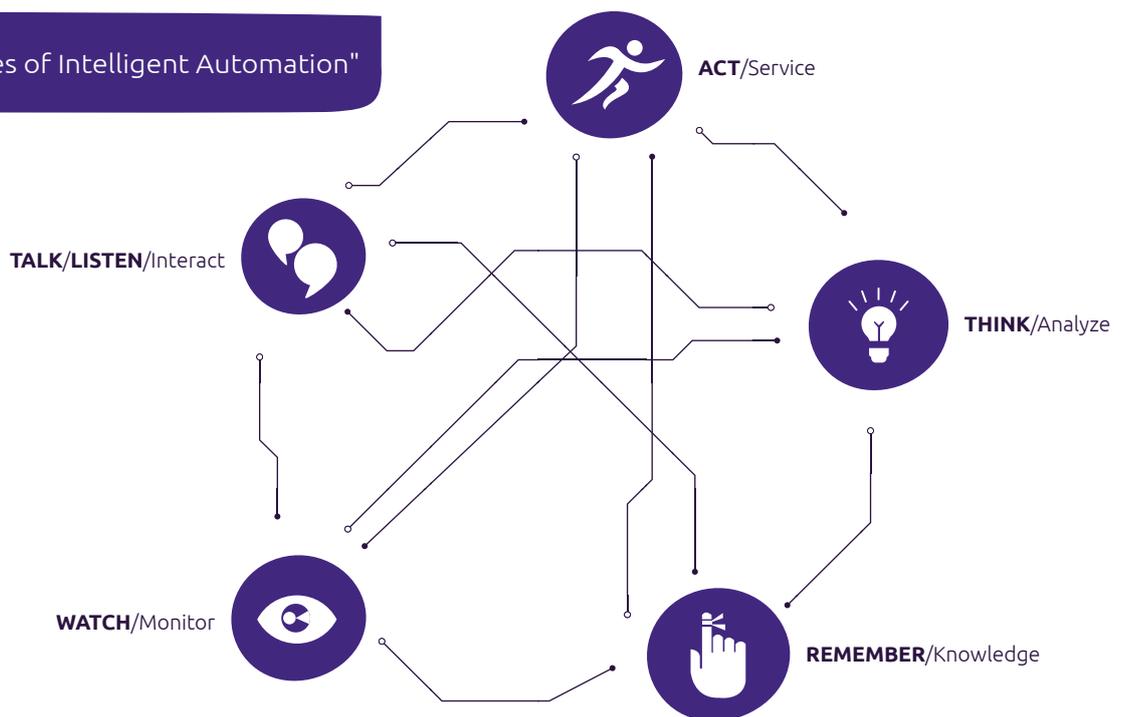
Much of the focus has of course been on that first word, digital, and in particular on the difference automation tools can make. But I'd argue that, transformative though they are, those are just part of the mix – the dynamic control system, maybe. They need to be embedded into subroutines, processes, and operations throughout the organization. They need, too, to be reviewed and validated in the context of people and their skillsets. Only then will the best possible overall impact be achieved.

The "Five Senses of Intelligent Automation"

The same is true of the constituent elements of intelligent automation. At Capgemini, we identify them within D-GEM as five senses, in terms of the principal functions they perform: interacting (talk/listen); monitoring (watch); providing a service (act); analyzing (think); and knowledge (remember). Just as people don't fulfil their best potential unless they engage in all these activities, so the full benefits of intelligent automation are felt only when, first, all these functions take place; and second, when these senses share information with one another and pool their current status.

We use this approach to help ourselves and our clients understand how technology help see the world of finance differently, mapping activities to the components of the "Five Senses of Intelligent Automation." Some of the technologies

The "Five Senses of Intelligent Automation"



and tools we employ can address several of these “sense areas,” and others can address all five of them. Some of them are proprietary, while others are third party. They all reside in Capgemini’s App Hub and Automation Drive Store, and can easily be accessed to address individual client organizations and their use cases.

Information and experience can deliver improvements in individual areas – but when those improvements aren’t isolated, and communicate across sense areas, they can build positive sequences right through the overall process.

ESOAR

Similarly, ESOAR (Eliminate, Standardize, Optimize, Automate and Robotize) – our methodology for identifying opportunities and re-engineering processes to make improvements to people-based activities – really comes into its own when it maps onto these sense areas in the context of D-GEM. Indeed, D-GEM includes a repository of over a 1,000 ready-to-use ESOAR improvement opportunities.

The adoption of ESOAR enables organizations to redirect resources from repetitive tasks towards higher-value business activity. Its different elements are handy tools within the broader framework of D-GEM.

For example, the “Five Sense of Intelligent Automation” and ESOAR can reimagine and re-engineer record-to-analyze (R2A) processes to deliver diverse benefits, including a proactive review of closing activities using RPA; preventive controls in upstream processes at source; the monitoring of bottlenecks and exceptions; and the ability to communicate between end-users and automation tools/RPA via interaction bots to act on ad-hoc queries, retrieving data, and resolving issues flagged by RPA.

Bringing it all together

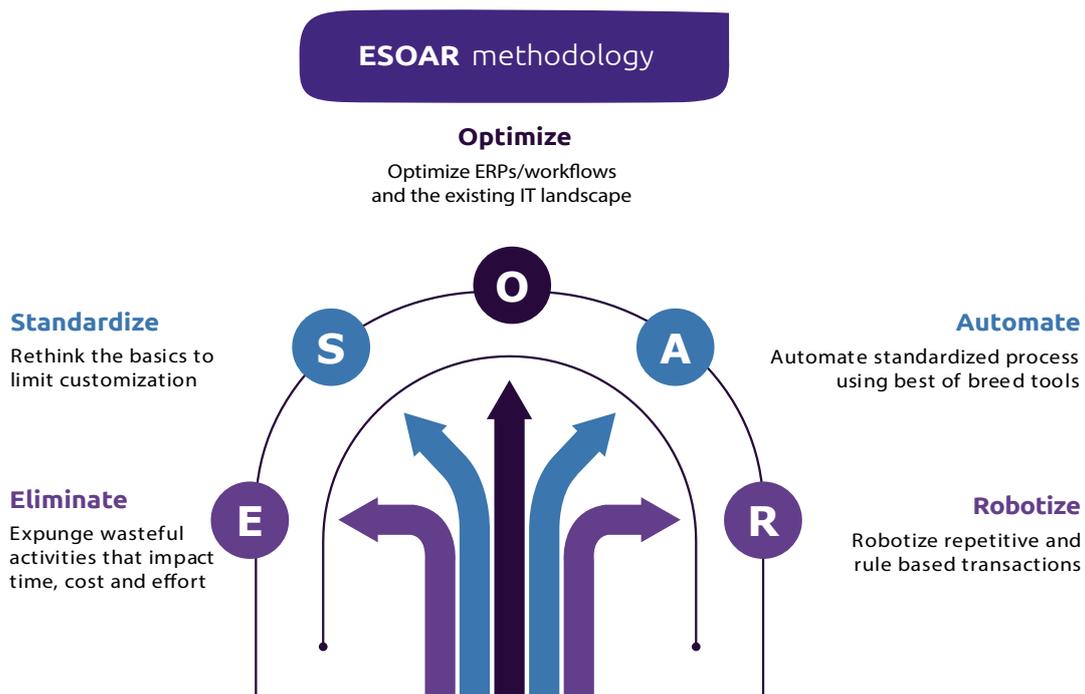
Everything in D-GEM needs to be considered as a whole. The seven levers of D-GEM – Grade Mix, Location Mix, Competency Model, Global Process Model, Technology, Pricing Model, and Governance – all have an impact on each other. Implementing change to one lever influences how the other six will look like. For example, the application of new technology (lever 5) to an organization’s processes (lever 4) has a direct impact on the skills and competencies of its teams (lever 3) and its grade mix (lever one). In this way, D-GEM ensures that our operations teams can provide our clients with actionable analytics and value added activities that meet and exceed their expectations.

In summary, this is about cohesion – cohesion not just in the interoperability of technologies, but of methodologies and functions, of processes and people. It’s about the way the engine, the on-board control systems, the chassis design, the fuel, the engineer, and the driver all work together to meet and overcome any challenge.

And when that happens, the enterprise behind the wheel will be able to plan a route to its business destination and set off smoothly, swiftly and in comfort. It will be able to monitor the dashboard, adjust the controls, or move up a gear, and know that technology-driven solutions will ensure that everything is responding instinctively and with agility. It will, in short, have the most exhilarating ride of its life.

And if you’re wondering what car I drive it’s a red one!

Emilia Kukurowska helps Capgemini’s clients execute their transformation agenda, and transform their processes, technology, and organization. Emilia was also instrumental in designing D-GEM.



Reimagine your F&A

through leveraging Intelligent Automation

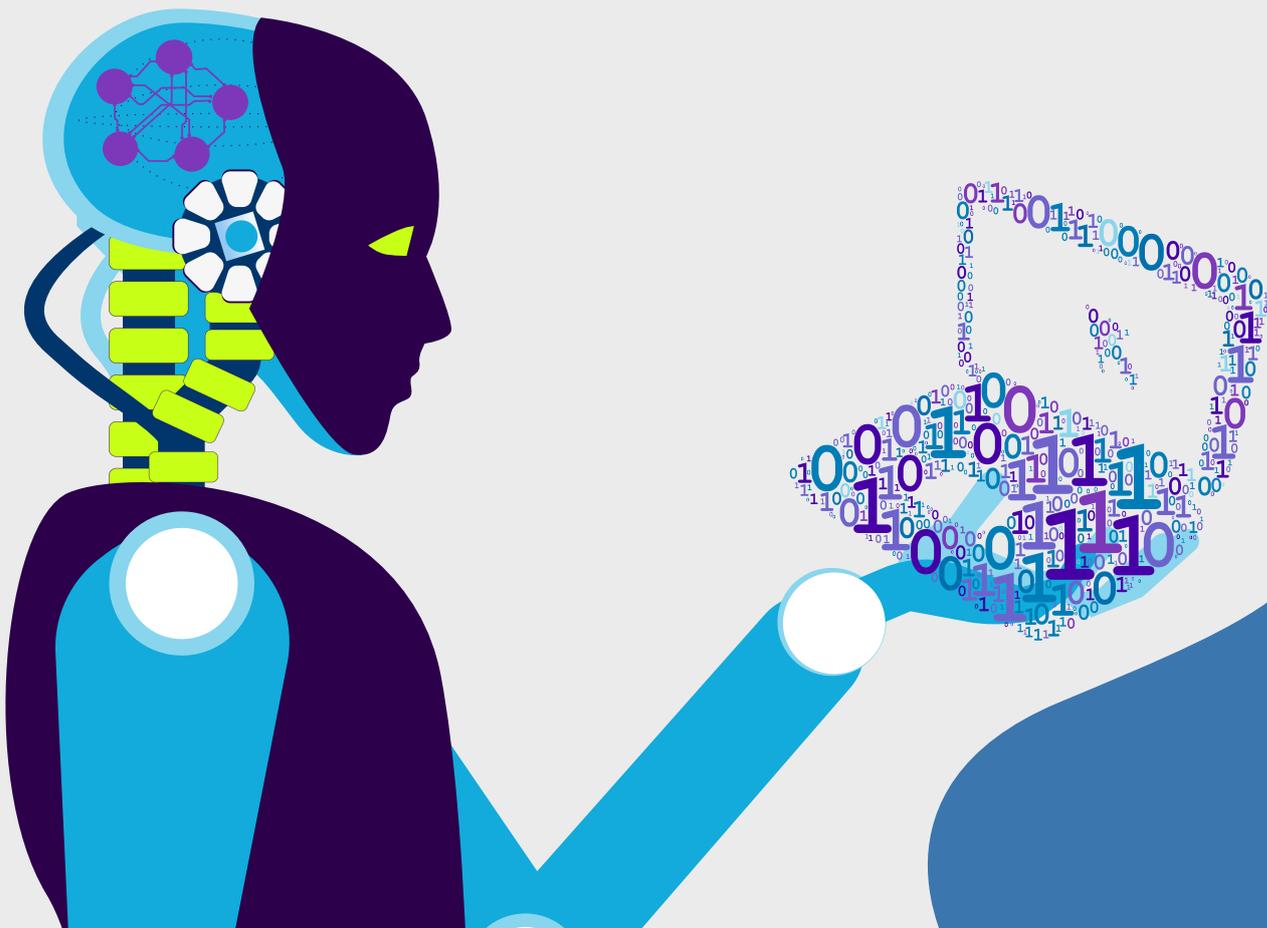
There has never been a more exciting time to be a finance professional. “Data is the new oil,” and accounting professionals are at the forefront of capturing and managing this valuable resource. Automation technology is enabling us to fundamentally re-think how we deliver service and value. Capgemini’s Finance Powered by Intelligent Automation solution reimagines your finance operations to deliver:



-  **Enhanced customer experience**
-  **Better finance operations at a lower cost**
-  **Improved data and reporting**
-  **Enhanced controls**

For more information, visit us at:

<https://www.capgemini.com/service/business-services/transform-your-finance-operations/finance-powered-by-intelligent-automation/>





ESOAR and supermarkets – an unconventional analogy

Kamila Sicińska

*Senior Director, Business Process Transformation,
Capgemini's Business Services*

Kamila Sicińska leads the Polish business process transformation team in helping global players to set up their transformation agenda, and transform their processes, technology, and organization.

Capgemini's unique ESOAR transformation methodology re-engineers your processes to deliver greater value to your business, and a step change in performance and business outcomes.

Do you remember the first time you shopped at a supermarket? I do. We'd be waiting for a supermarket to open in our town for years, and I remembering thinking what a luxury it would be to have all the things I needed under one roof.

Very naively, when a supermarket did open, I expected to be in and out within 15 minutes. But the rows and rows of products – aisle after aisle – made me feel dizzy. The choice of pet food alone gave me an unnerving sense of apprehension. I remember walking around for what seemed like hours looking for the most obscure items my husband had sneaked on to the shopping list without me noticing.

Supermarket sweep

In time, however, I learnt to speed up the weekly shop – it became easier and more enjoyable. I started to remember the kinds of products in every aisle, and wrote my shopping list in a logical order specific to the layout of the supermarket. All I had to do was walk round in a certain direction, ending up at the self-service checkout to avoid the queues.

I was able to eliminate actions that didn't add any value to the process, standardize behavior that helped to speed up the process, and optimize the use of my shopping list and the self-service checkout for maximum efficiency. Today, of course, automation and robotics can deliver an efficient and personalized shopping service, without you having to leave the house.

Multinational DIY retailer Kingfisher – which owns B&Q, Castorama, Brico Dépôt, and Screwfix – has taken this one step further by designing an app that allows you to design your own bathroom, helping DIYers to reduce costs and increase chances of successful completion of their bathroom projects. This app has not only given me independence from having to phone up my ex-husband for advice, but also provided professional and

technical DIY expertise, without having to make an appointment with a customer service representative.

A unique transformation methodology

ESOAR (Eliminate, Standardize, Optimize, Automate, Robotize) is Capgemini's unique transformation methodology that enhances efficiency and enables the next level of growth through a structured review of process steps. Similar to my supermarket example, it's all about simplicity and adopting best practice:

- **Eliminate** – identifying and getting rid of all unnecessary activities that impact time, cost, and effort. Addressing and eliminating the cause of waste and barriers to services shifts the focus to more value-added activities in your business operations, such as analysis.
- **Standardize** – carrying out similar routine processes in the same repetitive manner by using standard templates to run transactions with less time and effort. Standardization is a way to avoid the cost of ERP customization and drive best practice across your business operations.
- **Optimize** – using all the functions of your existing tools to the maximum effect. Organizations often have the right tools, but don't know to use them effectively. Optimization is a way to derive the maximum utilization and capabilities from what you already have, including your ERPs, tools, processes, and workflows.
- **Automate** – leveraging easily configured best-of-breed tools to automate standardized manual processes. Automation reduces or eliminates manual work, while delivering increased transparency and control over the process, with extremely high levels of accuracy.

- **Robotize** – deploying robots to drive efficiency in any remaining manual, repetitive, rule-based activities by simulating the activities of a human operator.

A holistic approach to business transformation

By re-engineering your processes in the context of intelligent automation, ESOAR sets the agenda for a holistic approach to transformation of your business operations – enabling you to implement straight-through processing and automated solutions, while delivering the enhanced outcomes to your business users.

Leveraging the five ESOAR steps in the correct order to review your business operations not only identifies opportunities to eliminate processes up front, but gives you the best return on your existing investments in technology and ERP, redirects resources from repetitive tasks towards higher-value business activity, and drives best practice.

Simple logic can deliver the best results.

“*ESOAR sets the agenda for a holistic approach to transformation of your business operations.*”

Kamila Sicinska

Senior Director,
Business Process
Transformation,
Capgemini's Business
Services



Sharing Success





A transformation journey to build “One”

Interview with Morris Lieberman

Global CIO, Nufarm



Morris Lieberman, Global CIO at Nufarm, talks to *Innovation Nation* about the organization's transformation journey, and how the experience and commitment of Capgemini's people enabled Nufarm to implement standardized processes across its global operations.

Hello, Morris. Could you tell us about the history of the Nufarm's relationship with Capgemini and your role in this partnership?

Morris Lieberman | Nufarm Limited is one of the world's leading crop protection and specialist seeds companies. Headquartered in Melbourne, we have manufacturing and marketing operations throughout Australia, New Zealand, Asia, the Americas, and Europe, and sell products in more than 100 countries across the globe.

Nufarm's relationship with Capgemini goes back to the beginning of 2017 –when we chose Capgemini as a partner to help us implement a global ERP platform and shared services function. My role is to lead global transformation for the Nufarm Group, including our NOVUS program, for which I'm responsible.

I've been involved in developing the partnership from the very beginning, and I'm extremely proud of the relationship we've built – the energy, enthusiasm, and passion our people from both organizations share towards the common purpose of delivering improvements to Nufarm globally.

Could you tell us a little more about the NOVUS program?

NOVUS is part of a global transformation program to simplify Nufarm's business processes across the globe, starting in Europe. This involves implementing an Oracle ERP system to fundamentally transform our finance function, with a simple, standard set of processes that make life easy for our customers, suppliers, and our workforce.

NOVUS also involves implementing a number of applications to support our Oracle ERP, such as Ariba, Concur, and other third-party products. On top of this, it includes implementing a global HR system, global purchasing, and other components to achieve "One" Nufarm globally.

Why did Nufarm engage Capgemini on its transformation journey?

We were looking for a company that had the experience and capability in technology and history in process improvement to increase and enhance the entire productivity journey of our global organization. A partner that would help us implement a global ERP platform and take responsibility for shared services within an aggressive nine-month period.

We also feel very strongly that Capgemini has very similar values to us, as well as the capability and people to help us simplify our global business. We were impressed by the caliber of their people, and the people we now have in our service lines are passionate, driven, experienced, knowledgeable, intelligent, fun – in fact, all of Capgemini's values, which aren't just written on the walls of their centers, but are lived and breathed by their people every day.

What has surprised me the most about the partnership with Capgemini is simply the passion of the people. There many companies that offer the same kind of services, but the passion of Capgemini's people maintains a constant and consistent drive to improve how Nufarm operates. I keep saying Capgemini's people, but they work as if they are actually Nufarm's people.

What were the business challenges Nufarm originally faced, and how did Capgemini address them?

Nufarm had acquired a number of businesses across the last 30 years, none of which we'd actually integrated into the business, and which all had disparate systems and tools. Another major challenge was around setting up and operating a shared services function within a very short timeframe.

The journey we embarked on with Capgemini was to standardize our processes globally, transforming the whole way of working by putting in place a standard business model and operating model supported by shared services. Capgemini has enabled us to implement standardized processes much faster than we would have been able to achieve on our own, helping us meet our timeframe and to go live as we planned.

The Capgemini team also overcomes a number of smaller challenges across all work streams on a daily basis. Independent of Nufarm asking for things, they are always pushing us, coming up with new ideas, innovation, opportunities, and improvements, which are driving us into a better and more permanent direction.

So it's not only about being a shared service provider – I see it more as a partnership to transform and improve the way we operate globally, which includes base level shared service functions and operations.

What were the business outcomes Capgemini delivered to Nufarm?

The collaborative partnership between Nufarm and Capgemini has accelerated the delivery of more efficient operations at a substantially lower operating cost. We standardized over 1,800 processes on a single ERP in less than six months, implementing new scanning and intelligent document management tools, a digital knowledge base, and a query management tool that deliver upwards of 85% first time response rate.

The shared service center, single ERP, and new process model has given us enhanced reporting, transparency, and availability of data that is helping us make faster business decisions. This, in turn, is giving us the ability to be much more agile and client centric, enabling us to focus on what we do best – help things grow.

How has Capgemini helped Nufarm to further its transformation agenda?

From the initial discussion to having all five countries all up and running wouldn't have been achievable if we didn't have Capgemini helping us. They went from not having a relationship with Nufarm to putting shared services in place across the whole of Europe in less than six months.

Capgemini are already supporting six countries in Europe, as well as Australia, and there are another 10 countries in Europe that they will support in the near future. We are very fortunate to have a global company such as Capgemini with its global reach and experience to be there to help us transform.

Finally, what advice would you give to someone embarking on a transformation journey?

When an organization is thinking about transforming or improving the way they work globally, it's paramount they have these three things: senior management commitment, the capability at an organization level, and access to skilled resources. This doesn't mean you need to own all of these things yourself, but you certainly need to be able to put them together harmoniously to be able to deliver on your strategy and objectives.

As an organization we don't have people sitting around waiting to work on projects, and we didn't have the capability in shared services. By engaging Capgemini and having access to their resources, we're able to ramp up more resources or reduce them as our business dictates. Having Capgemini as a partner has given us flexibility in our workforce.

Morris Lieberman is an experienced global executive with extensive experience at business transformation and CIO at global director level in the Oil & Gas, Chemicals and FMCG industries globally.



From the initial discussion to having all five countries all up and running wouldn't have been achievable if we didn't have Capgemini helping us."

Morris Lieberman
Global CIO, Nufarm

SO FAR



HP Inc. reinvents its sales compensation function



We are delighted with the engagement team's performance and the quality of the transition implementation. The team and I are known for our high quality standards, and Capgemini has met all of them, which is extremely promising in terms of the next steps for transforming our sales compensation system."

Yves Cabanac

Vice President,
Sales Compensation Enablement,
HP Inc.

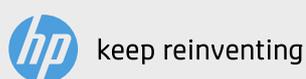


HP Inc. and Capgemini implement end-to-end transformation of HP's sales compensation environment.

The challenge of transforming legacy IT systems

HP Inc. (also known simply as HP) is a global technology company that offers a portfolio of printers, PCs, mobile devices, and related supplies, solutions, and services. Following the split of Hewlett-Packard into Hewlett Packard Enterprise and HP Inc. in 2015, HP Inc. made the decision to revamp its internal processes, systems, and tools to meet the demands of changing markets and customer needs, as well as providing its partners and customers with a best-in-class experience.

To succeed in a constantly changing market and achieve increased sales, HP Inc. needed to provide their sales force with immediate and real-time access to sales performance data and other compensation information to foster best-in-class sales behavior and increase motivation of its sales' teams.



"We are delighted with the engagement team's performance and the quality of the transition implementation. The team and I are known for our high quality standards, and Capgemini has met all of them, which is extremely promising in terms of the next steps for transforming our sales compensation system."

Yves Cabanac

Vice President, Sales Compensation Enablement, HP Inc.

"I am really impressed with how seamlessly the transition has gone for us. I feel extremely comfortable with the team."

Małgorzata Olejniczak

Sales Compensation Data Manager, HP Inc.

In Q1 2016, HP Inc. released an RFP to partner with an organization that would help to transform its sales compensation function. The project would optimize all processes end to end and develop a new sales compensation system to deliver an improved experience, shorter response time, and increased availability of information for its sales people. The key objectives of the RFP included:

- **Improved efficiency and effectiveness** – HP Inc. needed a new environment that could adapt easily to changing market conditions and customer needs at a competitive cost
- **Increased standardization** – HP Inc. needed to consolidate its processes, tools, and operations across the business
- **Enhanced business insight** – HP Inc. wanted to leverage its sales performance data in the best possible way

Following an extremely competitive RFP process, HP Inc.'s leadership partnered with Capgemini's Business Services to completely transform its sales compensation function and optimize its operational processes.

Optimized processes that drive sales

With HP Inc.'s complex environment requiring an "out-of-the-box" approach to ensure all regions were catered for with the same level of knowledge and expertise, Capgemini leveraged the strengths and capabilities across the Capgemini Group to deliver a complete transformation shift combining system and operations improvements in an innovative, two-pronged approach:

Process optimization – HP and Capgemini defined a three-wave approach to gradually move activities from in-house, region-based operations teams to a Capgemini team. This involved the implementation of best practices to deliver process standardization and optimization from a consolidated global team in India. HP Inc. and Capgemini worked together to ensure the on-time delivery of a seamless, zero-surprise service transition, ensuring zero disruption to its services or operations during the transition.

The defined three-wave approach proved to be very successful and enabled the organization to minimize business continuity risk and react flexibly to changing business requirements. The step-by-step approach allowed all teams to gain knowledge and grow into the different roles gradually, without operational disruption.

ICE platform – HP, Capgemini, and Microsoft developed a new platform known as Integrated Compensation Environment (ICE), which transformed HP Inc.'s entire sales compensation technology environment and improved data visibility, enabling the easy and timely visibility of sales performance and a related improvement in motivation across the sales force.

The ICE platform provides integrated sales compensation information and services to approximately 8,500 sales employees worldwide, delivering reduced turnaround time, real-time access to sales data, more rapid reporting, and chatbots that leverage machine learning to deliver an improved experience to HP Inc.'s sales' teams.

Results count – a state-of-the-art sales compensation environment

By combining IT and operations, and leveraging various partnerships, including Microsoft, Capgemini helped transform HP Inc.'s legacy systems to a state-of-the-art, highly adaptive sales compensation environment, which represents an industry benchmark.

This has led to a range of business outcomes that include:

- Increased process standardization and optimization
- A significant reduction in operational cost
- Timely delivery of key sales performance data

Now that successful implementation of the ICE platform has been achieved, other hi-tech players in the industry will also be able to leverage this innovative solution and approach.

The Collaborative Approach

HP Inc. and Capgemini have developed an excellent working relationship, characterized by a strong collaborative partnership and open dialogue on ways of working. The Capgemini team is seen as a natural extension of HP Inc.'s own team, rather than a vendor.

A lot of effort from a lot of people has left a lasting impression on HP Inc. At one point, they even announced that they hadn't noticed that the transition had already happened."

Aaron Hart
Engagement Executive,
Capgemini's Business Services
Americas

The Capgemini team is really fantastic –the quality of the presentations, the team's engagement and their commitment to HP is above all expectations."

Yves Cabanac
Vice President,
Sales Compensation
Enablement, HP Inc.

The HP Inc. and Capgemini team have worked collaboratively to ensure the success of this project. What was amazing was the deep relationship that team members built across both organizations, alignment on common goals, and a strong desire to succeed. The combined teams have shown an incredible level of enthusiasm and energy, and executed very well on this extremely complex and niche work."

Atul Kulshreshtha
Vice President, Capgemini's
Business Services

**Capgemini
named a Leader
for Finance and
Accounting Digital
Augmentation Suite
by Everest Group**



Automation-driven digital capabilities are recognized in Everest Group's inaugural PEAK Matrix™.

Capgemini has been named a "Leader" in Everest Group's PEAK Matrix™ for Finance and Accounting Digital Augmentation Suite (F&A DAS). Capgemini was acknowledged for delivering "widespread automation-driven capabilities across the entire value chain with particular penetration in the manufacturing sector."

Everest Group evaluated 19 Finance and Accounting Outsourcing (FAO) service providers for the report where they were assessed based on their vision and capability along with market impact. According to the report, Capgemini has successfully "used RPA for process-agnostic solutions such as data ingestion, data extraction and process-specific automation. Capgemini was also recognized for enhancing front end/user interface layer using chatbots and self-service features, leveraging Odigo."

Anis Chenchah, CEO, Business Services Global Business Line, and member of the Group Executive Committee at Capgemini said: "We are delighted to be positioned as a Leader in Everest Group's inaugural report on Finance and Accounting Digital Augmentation Suite. This recognition is a testament to Capgemini's longstanding expertise in finance and accounting services, embedded with automation-led solutions, and powered by a digital approach to solve our clients' complex business challenges worldwide."

Rajesh Ranjan, Partner, Everest Group said: "Enterprises increasingly seek FAO providers that can integrate multiple digital components and capabilities to drive higher efficiency, enable superior experience, and impact business outcomes. Capgemini, with its investments in automation capabilities, including RPA, intelligent OCR, and proprietary tools such as Odigo, is helping clients meet some of these objectives, making it a Leader in the F&A DAS PEAK Matrix™ 2018."

Capgemini has been at the forefront of developing advanced client solutions using intelligent automation, cognitive and AI technologies. Capgemini's F&A service, Finance Powered by Intelligent Automation, demonstrates the digitally augmented services assessed by Everest. With automation rapidly changing the market landscape, it has become essential for IT service providers to deliver RPA-based delivery solutions, to help organizations in a wide range of areas such as data entry and validation, file and data manipulation, automated formatting and workflow acceleration.



This recognition is a testament to Capgemini's longstanding expertise in finance and accounting services, embedded with automation-led solutions, and powered by a digital approach to solve our clients' complex business challenges worldwide."

Anis Chenchah
CEO, Capgemini's Business Services

**Capgemini
positioned as
a Leader in 2018
Gartner Magic
Quadrant for
Contact Center as
a Service, Western
Europe report**

Gartner

Capgemini recognized for the fourth consecutive year due to its ability to execute and completeness of vision.

Capgemini (Prosodie) has been positioned as a Leader by Gartner in its Magic Quadrant for Contact Center as a Service, Western Europe for the fourth consecutive year. It was one of eight vendors to be evaluated on the ability to execute and completeness of vision.

Gartner positioning vendors in the Leaders quadrant can best be described as “those suppliers with a strong multichannel product and service capability that have already amassed a large installed base of both large and small customers. Leaders also benefit from offering Pan-European solutions, as well as in-country operational support for local sales opportunities.”

“We are delighted to have been recognized as a Leader by Gartner for the fourth year running, which we believe is a testament to our combined strengths in technology and consulting along with a strong customer base,” said Erwan Le Duff, Head of Odigo. “The key to business transformation is for organizations to scale up on the customer experience front and

adapt to the rapidly evolving digital-led environment. Capgemini is committed to support its clients in this journey, powered by its Odigo™ platform, with its unique robotics and human capabilities well suited to provide best-in-class customer engagement services globally.”

Capgemini’s Odigo solution is an established contact center as a service offering with strong usability, reliance and innovation capabilities, prerequisites for enhanced customer experience. It is efficient and equipped to deliver both local customization capabilities and global synergies, underpinned by a skilled and highly experienced team of more than 400 experts to provide effective business outcomes for clients worldwide.



We are delighted to have been recognized as a Leader by Gartner for the fourth year running, which we believe is a testament to our combined strengths in technology and consulting along with a strong customer base.”

Erwan Le Duff

Head of Odigo, Capgemini’s Business Services

**Capgemini ranked
in #2 the HFS Top
10 RPA Service
Providers
2018 report**

Capgemini positioned as a global service provider focused on process optimization and RPA industrialization.

Robotic process automation (RPA) has emerged as a powerful change agent, with enterprises around the globe embracing it as a means to automate manual processes and create a bridge to a digital future. Despite signs of vibrant growth among most prominent RPA software firms, RPA is still a nascent market with enterprise strategies continuing to percolate and a notable dearth of experienced talent.

In a first of its kind report, the HFS RPA Services Top 10 report examines the role service providers are playing in the evolving RPA market. HFS assessed and rated the RPA services capabilities of 29 service providers across a defined series of innovation, execution, and voice of the customer criteria. The report also includes detailed profiles of each service provider, outlining their overall and sub-category rankings, provider facts, and detailed strength and weaknesses.

Ranking #2 in the report, Capgemini is positioned as “a global service provider focused on process optimization and RPA industrialization,” with the following main strengths:

- **Unified automation practice yielding dividends** – centralized investments and expertise in RPA and intelligent automation under the Automation Drive umbrella in 2016, which helped refine focus on delivering business outcomes through process optimization and scalable operating models.
- **Strength across the RPA services value chain** – strong credentials across the value chain supported by our ESOAR (Eliminate, Standardize, Optimize, Automate, Robotize) methodology to help drive process optimization prior to automation, our factory approach to CoE set up, and our Virtual Delivery Center for governance.
- **Depth and breadth of tools experience** – rated in the top quartile of the HFS assessment of providers’ experience with leading third-party RPA tools, including the big three (Automation Anywhere, BluePrism, and UiPath) and beyond to providers such as WorkFusion and Celaton.
- **Sizable talent pool and strong focus on training and knowledge management** – ranks in the top three for sheer volume of RPA trained resources. Strong internal training (Automation Drive Academy) focused on comprehensive third-party tools training and training on internal tools, methodologies, and resources to help continually skill up resources. Knowledge is captured and curated in a global knowledge hub (Automation Drive Library).
- **Flexibility** – clients were pleased with its ability to adjust to varying RPA needs and application concepts and deploy skilled resources accordingly.

“*Capgemini is positioned as ‘a global service provider focused on process optimization and RPA industrialization.’*”

Technology Talk







Digital Learning Operations – feeding the curiosities of the mind

Anjali-Pendlebury Green

*Global Head of the Digital Employee Operations Practice,
Capgemini's Business Services*

The more you invest in digital learning, the higher the uptake of reskilling programs – leading to a more switched-on, curious workforce, and real employee delight.

These days there is a real dichotomy about what we expect as consumers. We love Uber, and unmanned check-in gates at the airport, ordering and paying for things with ease online, but each of these technologies is impacting the workforces of the sectors they are emanating from.

For organizations it's necessary to ask:

- What is the impact new technologies such as AI and automation are having on our organization?
- What are the opportunities for the people that are being impacted by these technologies?
- How do we reskill our people for new roles and new technologies?
- It's imperative to grab opportunities that come from new technologies and to battle apprehension and the fear of change.

Technology is taking over, we are adopting it at an incredible pace. It's likely that our children will have jobs that we've never even heard of. Reskilling workforces has become critical for organizations, for people, and for the world at large.

The more you invest in digital learning, the higher the uptake of reskilling programs, which leads to a more switched-on, curious workforce the long term. What is the experience organizations want to deliver to their employees?

At Capgemini our approach is not just to deliver an efficient and effective HR service, but one that delivers delight, real employee delight. Capgemini's Digital Learning Operations delivers extraordinary value, and our clients have enjoyed 50% efficiencies in learning operations and process optimizations, and 40% savings in cost-to-serve through our vendor management frameworks.

But it's also about the enhancement of employer brand and reputation. We all want to be in workplaces in which we feel invested in, in which we can explore different opportunities. We want to feel free to feed the curiosities of the mind and be ready for the digital change that is all around us.

Digital Learning Operations brings this consumer interface to learners and instills a culture of curiosity and playfulness, raising people's awareness of the digital tools that are available to them. It's all about a human-centered approach to technology – something we call The Capgemini Effect. We invite organizations to embark on their journey to digital transformation. We invite them to experience The Capgemini Effect.

Anjali Pendlebury-Green is an expert in the field of HR outsourcing and transformation, specializing in delivering HR solutions that leverage global outsourcing platforms, leading edge technology, stack offers, and process standardization. Anjali has led award-winning HRO teams for large multinational companies with a special focus on the manufacturing sector.

“

Digital Learning Operations brings this consumer interface to learners and instills a culture of curiosity and playfulness, raising people's awareness of the digital tools that are available to them.”

Anjali-Pendlebury Green

Global Head of the Digital Employee Operations Practice, Capgemini's Business Services

Capgemini strengthens digital HR portfolio with just-in-time launch of Digital Learning Operations

Senior Analyst, NelsonHall

A key feature of Digital Learning Operations is platform flexibility, important because next-gen platforms are better at delivering just-in-time training personalized for the learner.

Capgemini has launched a new offering in its digital HR portfolio, Digital Learning Operations (DLO). A key feature of DLO is platform flexibility, important because next-gen platforms are better at delivering just-in-time training personalized for the learner. DLO is also important because its Digital Content Factory focuses on providing content via digital modalities, which are in high demand by organizations.

DLO is the third offering in Capgemini's digital HR portfolio, which also includes the use of RPA (DLO currently has eight bots around learning BPaaS and vendor management). It follows Capgemini's launch last year of Digital Employee Helpdesk (DHD) and Digital Employee Operations (DEO).

Prior to the launch of these digital HR offerings, Capgemini's HR business was focused on providing transactional support to organizations. Its HR ambitions are focused on supporting clients in the digital transformation of their HR function and driving business outcomes beyond the efficiency play.

DLO components

The modular DLO offering has four components:

- **Content design, development, and curation services** via its Digital Content Factory for a variety of modalities including traditional classrooms, virtual classrooms, e-learning, web learning, blended learning, gamification, mobile learning, podcasts, videos, interactive videos, virtual reality, and augmented reality.
- **Learning BPaaS**, including course catalog management, learner administration, learner resource management, and LMS administration.

- **Vendor/supply chain management**, including invoice processing and payments.

- **Learning platforms** including Microsoft's LMS365, SumTotal's SME and Enterprise systems, and Skillsoft's Percipio.

Expanding on the last point, offering a variety of next-gen learning platforms is a key feature of DLO, enabling it to meet different types of organizational requirements:

- **Microsoft LMS365** is aimed at organizations seeking a quick solution (implementation averages four weeks).

- **SumTotal SME** is targeted at companies with 500 to 3,000 employees seeking a scalable out-of-the-box LMS with pre-configured workflows.

- **SumTotal Enterprise** is targeted at organizations with over 1,500 employees seeking a modular product, which can be customized to deliver training to the extended enterprise, including contingent workers (modules include learning, talent management, and HR).

- **Skillsoft Percipio** is for organizations seeking cognitive content curation, multi-device support, and personalized support by bringing more control over the content and user experience across multiple modalities

Next-gen learning platforms are becoming increasingly important as organizations migrate to cloud-based HCM systems and realize a specialized learning platform is needed to supplement the HCM to deliver personalized and just-in-time training to the workforce (the concept of just-in-time training goes back to the early 2000s, and since then it has evolved from delivering training at the point of need to include the most effective delivery method for the individual learner).

The learning modules in HCM platforms provide the basics of an LMS. But next-gen learning platforms are dynamic and intelligent, making them suitable and ideal for the multi-generational workforce.



A key feature of DLO is platform flexibility, important because next-gen platforms are better at delivering just-in-time training personalized for the learner."

Senior Analyst
NelsonHall

DLO clients, benefits, and demand

Capgemini already has four large enterprise clients for DLO, including:

- An aeronautical and space manufacturer that has a presence across the U.S., Europe and Asia, looking to migrate from a 90% classroom-based training environment to a ~50% digital learning environment over the next three years.
- A North American retailer seeking to transform delivery of learning content to employees and vendors while controlling costs and increasing transparency and compliance for reporting. Capgemini implemented a cloud-based LMS in three weeks and in 22 weeks developed 36 hours of web-based content including interactive content and games. This has resulted in \$2 million in cost savings to date and a 40% reduction in training duration.

Benefits of DLO to early adopter clients include:

- 25–40% reduction in total cost of service.
- 20–45% reduction in vendor spend.
- 40–50% productivity savings.

Demand for DLO is strong, with bookings growth of 35% and a forecast revenue growth of ~15% over a base revenue from ad hoc learning services it has been quietly providing to some clients.

In line with NelsonHall research on buy-side requirements, which shows a clear preference for the flexibility of modularity, demand so far for DLO is following a pattern of:

- **Large enterprises** – content services and vendor management services.
- **Small and mid-sized enterprises** – learning platform and content services.

Wider market perspective

While Capgemini's offering covers multiple learning services, there is a clear emphasis with the Digital Content Factory.

Per NelsonHall's 2018 Next Generation Learning BPS market analysis, delivery modalities continue to favor digital learning methods, and these will continue to increase in importance. Nearly 65% of buy-side organizations surveyed state that the use of digital modalities is very important, and ~80% say this will be the top priority by 2021.

So, vendors with content capability skewed in favor of delivering digital training (including interactive videos, VR, and AR) will be in high demand, making the delivery of Capgemini's DLO just-in-time.

Founded in 1998, **NelsonHall** is an analyst and advisory firm with an evidence-based approach to market and service provider assessments and an unrivalled BPO and outsourcing knowledge covering an extensive range of business processes and industry sectors.



Demand for DLO is strong, with bookings growth of 35% and a forecast revenue growth of ~15% over a base revenue from ad hoc learning services it has been quietly providing to some clients."

Senior Analyst
NelsonHall

Digital Learning Operations

Personalized learning that drives value across your business

With automation making reskilling and the war for talent front and center to business success, organizations recognize the need for intelligent, focused, and flexible training and re-training that maintain a workforce in sync with new business paradigms.

Capgemini's Digital Learning Operations offers a comprehensive learning suite of small, quick-to-activate learning platforms and integrated service management that puts your individual employee at the center of your learning operations to deliver extraordinary value to your business, including:

- **Increased efficiency of learning operations**
- **Reduced costs**
- **Improved employee satisfaction**
- **Enhanced employer brand reputation**
- **A more competitive workforce**



For more information, visit us at:

[https://www.capgemini.com/
service/business-services/
retain-and-engage-employees/
digital-learning-operations/](https://www.capgemini.com/service/business-services/retain-and-engage-employees/digital-learning-operations/)



Capgemini University – driving the digital learning agenda

Shazia Joshi

Design and Innovation Lead, Capgemini University

Capgemini has an education and reskilling agenda that is as wide and diverse as our multi-generational and multicultural workforce. Capgemini University is absolutely paramount in defining this agenda and enabling the future of our business – and make no mistake, that future is Digital!

Everybody knows that the digital age is being defined by the perpetual source of free and readily available information that is empowering customers to make intelligent choices about the way in which they consume the right product for the right situation, in a manner that matches their individual learning style.

In addition, the way in which organizations deliver education and learning is also being disrupted. Learning teams are unable to forecast the skills of the future and match the pace of change and demands from their internal and external customers.

The rise of digital age learning

The shift to a Digital Age Learning (DAL) mindset requires learning organizations to put their end customers – employees, suppliers, vendors, contractors, and contingent workers – at the center of a personalized learning experience that can be delivered with both agility and speed.

Capgemini University is on the front line of developing our people's skills and capabilities to match a dynamic market. We leverage DAL principles to deliver an end-to-end, learner-centric experience to inspire our people to continuously develop in line with their professional growth aspirations.

- Engaging through an exceptional and relevant learning experience.
- Empowering, personalized, and self-directed.
- Ubiquitous, just-in-time, on-demand, and in context.
- Balanced blend of experiential, social, informal, and formal approaches.
- Hyper-connected through analytics.
- Continuous, based on inquiry, exploring and doing.

These principles have been the inspiration for Capgemini to design some truly effective, best-in-class learning solutions that have achieved tangible results.

A DAL journey for all Capgemini Group learning professionals

The start of the Capgemini DAL learning journey was at the heart of the learning organization – changing our learning professionals' ways of operation.

We discovered that our incumbent systems did not have the features necessary to provide a social and personalized learning ecosystem to support both the learning professionals and our new age learners.

Capgemini University therefore set out to create a learning solution for the modern learner.



Capgemini has designed some truly effective, best-in-class learning solutions that have achieved tangible results."

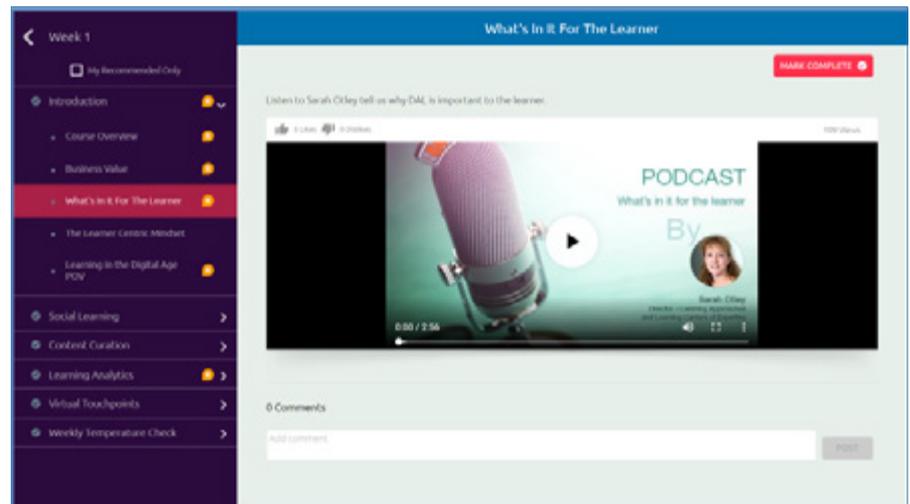
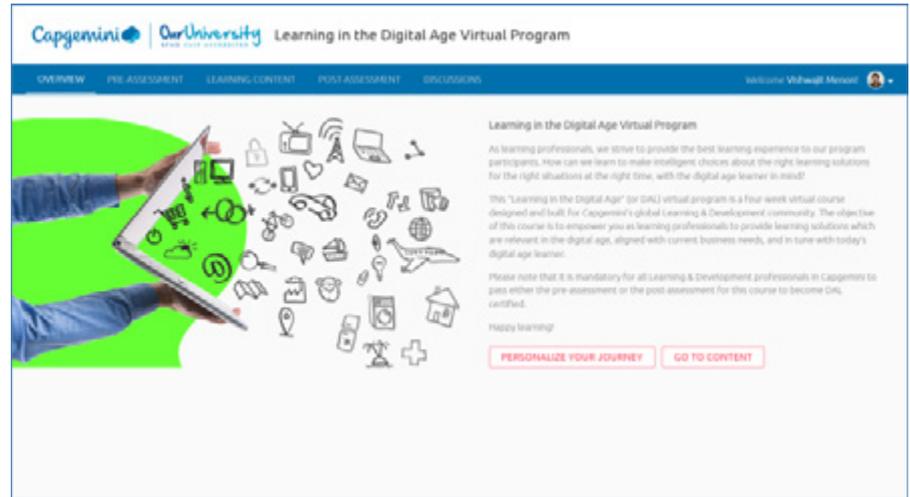
Shazia Joshi

Design and Innovation Lead, Capgemini University

The DAL Lab MOOC

After considerable analysis and design iterations, Capgemini University created a MOOC-based (massive open online course) web application that adhered to all of the Group's new guiding principles for DAL design. The new tool had several key goals, which it met with flying colors:

- Simplify the process of registering or accessing course information by integrating a Single Sign On (SSO) feature.
- Provide personalized learning path recommendations based on the learner's pre-assessment results.
- Provide a device-agnostic solution that would promote ubiquitous learning.
- Deliver a wide variety of content types, including videos, podcasts, documents, courses, links, quick knowledge checks, etc., in a simplified and engaging way.
- Enable learners to access the learning material intuitively and effortlessly through a modern user interface.
- Offer social learning opportunities where learners could interact with each other and provide recursive feedback in the form of likes and comments.
- Provide an extremely agile way for administrators to access rapidly changing training materials quickly and effectively.
- Enable administrators to create customizable reports that gauge the effectiveness of a learning solution and helps edit the courseware to enhance the learner experience.



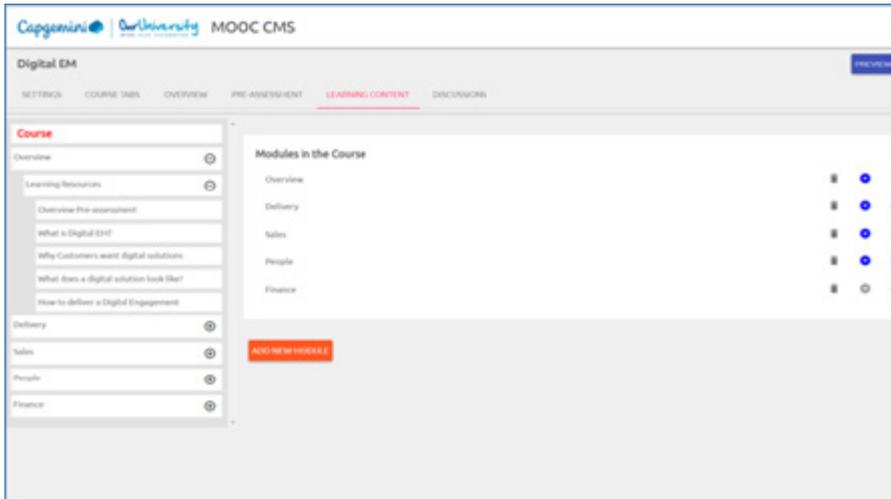
Note: The images above show launch page and content page of the platform.



Capgemini University created a MOOC-based web application that adhered to all of the Capgemini Group's new guiding principles for Digital Age Learning design"

Shazia Joshi

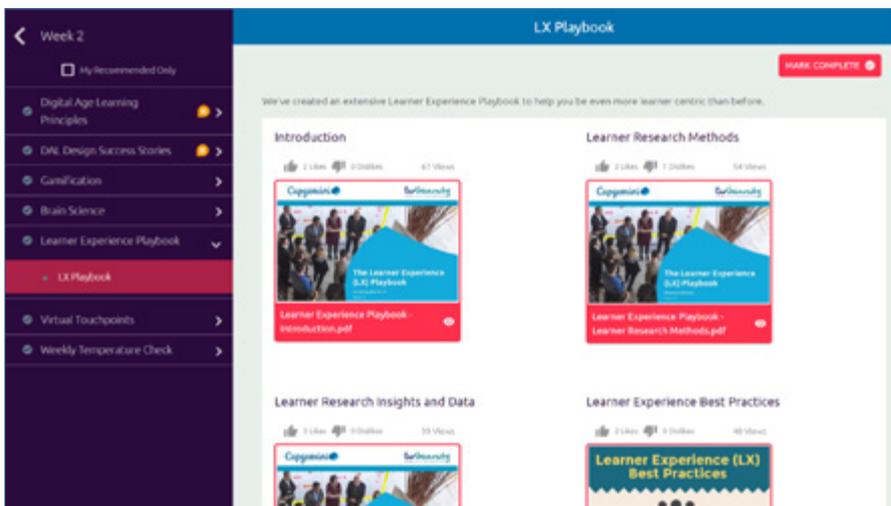
Design and Innovation Lead, Capgemini University



The MOOC also features a number of benefits beyond the basic requirements, and has already been used in several different ways beyond the initial brief:

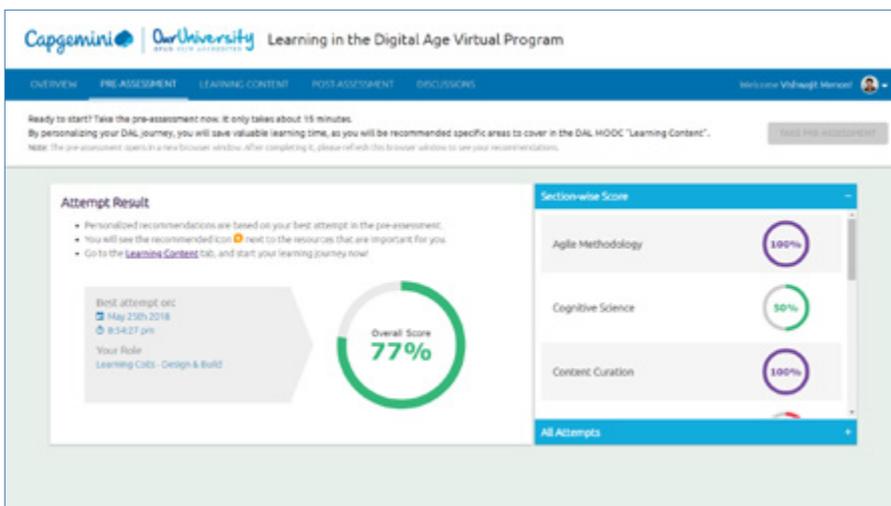
- WWWAs a flexible, yet structured platform for a variety of curated content.
- As an easily configurable via a Content Management System (CMS).
- For certifications with strict learner paths.
- To deliver virtual programs over a specific period of time.
- As a constantly updated resource library
- To roll out content in phases.
- To develop large courses that would benefit from personalized learning journeys for learners based on roles and current level of understanding, etc.

For cohort-based courses, where detailed learner and content insights are helpful to make improvements for future runs.



“The MOOC platform was great! Simple, easy to navigate, and so learner friendly. I wanted to go back to it to look forward to my learning the way I wanted at my time and convenience. I also think the interface was fresh! I loved it!”

Janhavi Puranik-Nair
Learner



Note: The images above show the platform CMS.

From development to curation of content

In the short time the MOOC has been live, it has already been used to deliver four different knowledge areas and the pace of adoption is accelerating.

The MOOC has shown that with the way it is structured, it may soon be the tipping point that shifts the focus of Capgemini University from content development to content curation, making Capgemini's learning and development function much faster and more agile.

The end-of-course survey indicated that learners preferred the MOOC over Capgemini's traditional e-Learning courses, and it has already delivered several tangible benefits for Capgemini University:

• For learners

- Significant improvement in the overall learner experience through ease of access, reduced learning hours for experienced learners, and social learning, among other smaller contributing factors.
- 11.6% improvement in learners' average performance, and a deeper understanding of the subject matter that improves performance.

• For content creators

- Increased ease in customizing the application and short turn around time to embed curated content.
- More effective evaluation of the learning intervention has helped improve the performance of the learners.
- Increased adoption to build future courses, greatly increasing dissemination of information across the organization.

To sum up, the MOOC platform showcased several innovations from a user experience point of view:

- Learners can experience a device-agnostic application.
- The platform serves as an excellent wrapper of curated content used in virtual program delivery.

- The platform captures micro actions to get a solid understanding of experience, consumption, and behavioral insights of a user.
- The platform is scalable and can allow new features to be easily implemented.
- Social interactions and ecosystem connect is extremely useful in taking the learning experience ahead.

To date, Capgemini University has 5,200 unique users across five learning journeys, with an asset count of 25,000 across programs.

Digital fluency for a digital age

Going beyond employment and corporation, it's clear that the digital era requires individuals to be lifelong learners who can adapt their skills to remain relevant in the job market. It also requires people to be problem solvers with the ability to drive innovation across domains. Individuals need to be able to find and navigate information, and, perhaps more importantly, interpret that information, expressing their ideas effectively through digital media.

Capgemini University leverages DAL principles at the heart of their designs to facilitate our employees' learning journeys to suit their individual needs. The future of learning design has never more personalized and learner-centric than it is now.

Shazia Joshi is the Design and Innovation lead of the DAL Lab at Capgemini University. She leads a team of 12 people that design and build virtual learning courses for the Capgemini Group. The team also constantly researches new learning trends and pilots them through different programs offered to business units.



I'm really enjoying this format, I find the delivery through MOOC very effective. For each topic: (1) a video introduction by an internal SME (giving examples based on real Capgemini experiences and cases of success), then (2) a document (PPT/paper) presenting both theoretical concepts and practical applications, and (3) useful links further deepening each topic with experts' contributions. It definitely works for me, thank you!"

Mauro Sironi
Learner



The future of learning design has never more personalized and learner-centric than it is now."

Shazia Joshi
Design and Innovation Lead, Capgemini University



Working together to deliver digital transformation across global enterprises.

By adopting a knowledge-centric culture, underpinned by Transversal's Knowledge Automation platform Prescience™, together we're helping to deliver enhanced business outcomes to some of the world's most successful brands.

See how Transversal is driving efficiencies with Knowledge Automation and watch the latest Capgemini and Transversal webinar here:

transversal.com/resources/webinars

Transversal and Capgemini - shortlisted for four business transformation industry awards in 2018, including best CX transformation through technology partnership.



www.transversal.com



Choosing a CLM tool made easy

Radoslaw Kowalski

*Contract Manager, Contract Compliance and Optimization,
Capgemini's Business Services*

Ptolemy gives you a head start in finding the best contract lifecycle management tool for your business.

I do the majority of my shopping online. Not only because I hate spending hours in shopping centers – wasting time in a huge crowd of people, driving around looking for a parking space, among the cups of coffee and screaming kids. No. I use the internet because it's much easier to find what I'm looking for.

Buying an item in a shop requires more effort. You have to know the brand, locate a shop that sells it, go to the shop and find the item on the shelf, compare it against others in the shop, and then decide whether it's really what you're looking for. I'm exhausted just thinking about it!

The internet, as we all know, is completely different. You don't have to know the name or brand of the item. You just type a couple of keywords into the browser and it directs you to a shop where you can narrow down the search results by responding to a few questions – better known as "filters."

The prescriptive world of "filters"

Let's just say you want to buy a smart watch. The first level of filters will determine whether you want iOS or Android. The second: "What do you need it for?" Do you want it to notify you when you receive an email, or should it also monitor your heart rate and encourage you stay fit? Should it be a business watch, with an elegant leather strap, or durable and made of rubber? You get the idea.

Some filters aren't that obvious, and you probably wouldn't consider them if they weren't there. These could include should it be water resistant and how long does the battery last? But once you apply all the filters, it's just a matter of inputting your address and paying for the item.

Setting the criteria for CLM

For organizations, choosing a Contract Lifecycle Management (CLM) tool is like choosing a smart watch.

You have an idea about what it should do and how it should support your organization, but to find the proper application you have to carry out an in-depth market check, find the applications and vendors that meet your preliminary criteria, shortlist them, go through rounds and rounds of demos and meetings, and then choose the one that is good for you.

Typically, this process starts with RFI (request for information), then goes through a round of RFP/RFQs (request for proposal/quotation), down to BAFO (best and final offer). It can be complicated, time-consuming, and expensive for the organization.

Introducing Ptolemy!

But what if someone created an internet portal for CLM technology that reduced the RFI stage of the buying process?

Well, you're in luck! [Capgemini and IACCM have done just that. It's called Ptolemy](#) – a free online contract management tool that can help your business find the CLM application "of your dreams."

How does it work? Filters!

- You apply filters to set your criteria.
- Ptolemy comes up with a list of tools that meet your given requirements.
- The percentage figure for each tool on the results page indicates how many of your applied conditions have been met.
- If that figure is the identical for two or more tools, Ptolemy presents the list in alphabetical order.

Ptolemy works by navigating through the filters to cut out the preselection process and narrow down the list of potential suppliers to those few that can tailor the service for you. All materials and descriptions on Ptolemy are provided by the vendors themselves, and we're constantly adding new vendors to the system every week.

Even if you think that filters are too prescriptive, maybe it's worth seeing what the digital world of CLM can offer your organization.

Radoslaw Kowalski supports clients with CLM transformation and contracting process reengineering. His experience in supplier management helps clients avoid revenue leakage and maximizes value through contract optimization.

“Ptolemy is a free online contract management tool that can help your business find the CLM application 'of your dreams'.”

Radoslaw Kowalski
Contract Manager,
Contract Compliance
and Optimization,
Capgemini's Business
Services



Automating the supply chain – tangible benefits

Dharmendra Patwardhan

*Global Head of the Digital Supply Chain Practice,
Capgemini's Business Services*

Supply chain automation needs to be approached with focus, commitment to achieve scale, and with a long-term and enterprise-wide strategy.

In a way, automation is a little like an organization's culture – you can't touch it or point at it, but it can nonetheless have a profound bearing on developments.

For something so intangible, it's interesting that automation technologies make their largest impact on what is probably the most physical part of any business – the supply chain. They generate greater quantifiable benefits here than in any other area.

In our global digital supply chain survey,¹ we found that automation initiatives in procurement and supply chain functions deliver the highest returns as compared to any other function. Automation delivers a ROI in the supply chain of 18%, three percentage points more than for HR and four percentage points more than for IT. For other functions, including finance and accounting, research and development, and customer service, the difference was even greater.

The importance of focus...

Needless to say, these headline figures conceal a fair degree of variance – some organizations have seen greater success than others in digital transformation via supply chain automation. Our survey shows that more progress and better results are achieved by those who can identify their areas of greatest strategic importance, and who are then able to focus on those. The downsides to embarking on too many projects at once aren't just wasted time and budget, but the consequent inability to implement a winning project at scale.

Indeed, our survey found that only 14% of organizations are currently able to scale at least one of their supply chain digital initiatives to multi-site deployment or full-scale deployment. The vast majority – 86% – are stuck at either proof of concept (POC) or pilot stage. The survey also noted that those organizations that were able to scale up their digital initiatives have, on

average, six POCs running at any one time. By contrast, those organizations who have failed to scale are running an average of 11 POCs.

... and of vision

How do successful organizations identify winners on which to focus? Answer – they have a framework in place, enabling them to evaluate the outcomes of individual pilot projects and map them against a clearly defined roadmap for where the enterprise would like to see its supply chain three to five years hence. In addition, they have ensured that the budget is ringfenced year on year.

The advantage of conducting a survey at scale – in this case, more than 1,000 organizations – is that broad trends can be identified. For instance, we were able to see the points in the value chain where strategic wins were most prevalent, in terms of ease of implementation and the level of adoption.

We were also able to identify some general principles of supply chain transformation. For instance, our survey explores the importance of:

- Obtaining buy-in from senior management
- Aligning the supply chain vision to that of the business
- Engaging supply chain partners in the process
- Focusing on the long term

Does it work?

If automation is intangible, so are business theories – even those expressed in blog posts such as this. What's needed is something of substance. "Does it work?" is a fair question.

What's needed, in fact, is proof.

Suppose I told you that next-generation supply chain management (SCM) practices are typically delivering order delivery cycle time reductions of 15–20% and improvements in forecast accuracy of 10–30%?

Suppose, too, I said that a blue-chip FMCG customer of ours, with around 400 brands, is seeing improvements in forecast accuracy of the order of 10–20% across its product lines?

And suppose I also told you of another client – a multinational medical device, pharmaceutical, and CPG company with an annual revenue of around \$70 billion – that is achieving close to \$7 million in external manufacturing operational savings over five years?

So yes, supply chain automation works. As I said in my introduction, it's rather like organizational culture – you can't see it, but you can see its effects.

To take full advantage of it, it needs to be approached with focus, with a commitment to achieve scale, and with a long-term and enterprise-wide strategy. Do this, and you too will be the envy of your peers in HR, IT and finance.

Dharmendra Patwardhan is responsible for developing offers and capabilities for transforming supply chain operations that drive tangible business outcomes for Capgemini's clients.

¹ "The Digital Supply Chain's Missing Link: Focus" – Global Digital Supply Chain, published December, 2018 – Fig. 2



RPA and AI across the intelligent automation spectrum

Lee Beardmore

*Vice President and Chief Innovation Officer,
Capgemini's Business Services*

Lee Beardmore has spent over two decades advising clients on best strategies for technology adoption. More recently, he has been leading the push in AI and intelligent automation for Capgemini's Business Services. Lee is a computer scientist by education, a technologist at heart, and has a wealth of cross-industry experience. agenda, and transform their processes, technology, and organization.

RPA and its expansion into AI is helping to drive a new era of business and IT alignment.

It's true to say that RPA has taken us a long way towards unlocking productivity benefits tied up in manual processes. It has galvanized a mindset that things can change without a need for massive systems reengineering.

Although wholesale change isn't always a realistic option for most organization, RPA acts as a catalyst to help businesses progress and add value, enabling them to build strategic plans around investments they've already made into their legacy systems. It doesn't preclude big change – it simply supports a faster release of benefits alongside greater change initiatives, so that everyone's a winner!

The expansion into artificial intelligence (AI) is the next step of this more granular, faster form of transformation, with more and more business activities either wholly or partially automated by increasingly sophisticated means.

Classifying solution components

At Capgemini, we use a framework called the "[Five Senses of Intelligent Automation](#)" to help classify and structure solution components on the intelligent automation spectrum.

This framework takes an "automation first" approach to understanding technology, and is based on the observation that almost every solution in which AI is involved consists of five senses. Combinations of these senses deliver automation systems that offer dramatic improvements over their manual counterparts.

Naturally, this must come with some process restructuring – it's not possible to generate significant benefits if you automate the current "as is" process state. Processes must be optimized with an automation-first mindset.

Practical uses

With all of this in mind, here are some real-world use cases that combine RPA and AI into broader intelligent automation solutions:

- **Process discovery** – often the biggest question for RPA is: "Where do I build the robots and what benefit will I achieve?" Analytics, machine learning, and AI provides an evidence-based, bottom-up view of what is actually happening in an organization's operational processes that helps understand how to change processes, where to deploy robots, and assesses the benefits once they've been deployed. This can be compared and contrasted with the traditional top-down view provided by process leaders and operators.
- **Managing unstructured data** – RPA is a transport mechanism for getting raw data such as documents, forms, correspondence, contracts, and other free text content to AI components. RPA is surrounded by these AI modules – such as computer vision, pattern matching, classifiers, and natural language processing – which deliver specific capabilities to carry out subjective processing tasks that have traditionally been done by people. RPA is then used, alongside APIs, to input the answers into the target systems.
- **Corporate memory** – one area that AI can really help is in knowledge management. Leveraging cognitive search engines and knowledge bases to inform customers and employees quickly can have a huge impact on their satisfaction. Although not directly related to RPA, corporate memory is an essential ingredient in the AI mix offering an automation capability that can divert interactions towards viable self-service and away from asking an agent or colleague.
- **The conversational interface** – my children are constantly talking to their devices. It's a natural (and sometimes amusing) activity, and this style of conversation, whether voice or textual, is increasing dramatically. As chatbots

and voicebots continue to offer a new user experience, RPA can open up access to an organization's application estate – particularly those that are difficult to integrate with – enabling them to participate in the new world of conversational interfaces.

- **Speed to insight** – RPA can be leveraged to improve productivity of corporate reporting and support the generation of insight and interpretation of data. RPA supports the "last mile" of supplementary analysis needed to hone in on a key piece of insight. AI can be used to model and predict through a traditional machine learning approach, or through natural language generation techniques to create a grammatically correct, narrative summary of the findings within a block of raw data.

As new AI techniques and solutions come on to market, the spectrum of intelligent automation continues to expand – and it's already changing the future of work in a radical but positive way.

The ability to introduce these connected, yet granular solutions is helping drive a dual-speed transformation and a new era of business and IT alignment.



We use a framework called the 'Five Senses of Intelligent Automation' to help classify and structure solution components on the intelligent automation spectrum."

Lee Beardmore
Vice President and
Chief Innovation
Officer, Capgemini's
Business Services



A success mantra for unlocking the full potential of intelligent automation

Ashwin Yardi

*Chief Industrialization and Automation Officer,
Capgemini*

This success mantra can help you overcome the obstacles your organization might be facing to successfully implement intelligent automation at scale.

We've just celebrated Diwali here in India, a festival of lights and a celebration of the victory of good over evil, and of knowledge over ignorance. It's a time of exchanging gifts with family and friends. During Diwali, the markets are packed to the rafters.

So, to save time and effort, I turned to the internet. As customers, we are used to the ease of browsing the web and quickly choosing what we need. We expect to receive recommendations based on our interests and search data. Shop during the festival of lights and you will inevitably be presented with a whole category of Diwali-appropriate gifts. This seamlessness is not just limited to shopping. The other day, I got stuck during an online banking transaction. But, help was at hand – literally – because all I had to do was to type my query in a chat window and my issue was resolved. As a customer, I was happy. As a technologist, it made me smile because I knew what is powering all of this – intelligent automation.

Intelligent automation is everywhere. And scaled adoption is rare – as found in a [recent report by the Capgemini Research Institute](#).

What's holding everybody back?

The report concludes that most intelligent automation initiatives strive only to improve quality, and enhance workforce productivity and operational efficiency, while relatively few focus on revenue generation. This trend is also reflected in the type of functions prioritized for intelligent automation. Most activity is centered on back-office and middle-office functions covering IT, procurement, HR operations, finance and accounting, and customer service, while only a fraction is geared toward front office applications covering sales and marketing.

With only 16% of organizations having implemented intelligent automation

at scale, I began to wonder about the challenges that are holding the organizations back from implementing a full-scale automation project. It's noteworthy that only 32% of the organizations have implemented “quick wins” – those use cases that are not only easy to implement but also have a high benefit upside. That's not a lot considering the progress automation technologies have made over the last few years. Here are some of the reasons businesses are not able to fully exploit automation:

- Lack of skilled talent in automation technologies.
- Resistance to change.
- Lack of coordination across business units and functional departments to create a complete process view.
- Inability to demonstrate a clear ROI and business case.
- Lack of leadership commitment.
- Fear of cybersecurity.

Intelligent automation – success mantra

Many organizations have achieved automation benefits through effective management, from creating a clear strategy, to deriving the implementation roadmap, engaging business to IT, and ensuring effective skill development.

Leading companies have demonstrated that if done well, there is a significant benefit to be gained from intelligent automation.

While several organizations have struggled to scale automation benefits, the leaders have defined a clear template to achieve the benefits of intelligent automation:

- Define clear transformation strategy and roadmap
 - Set a clear vision for the organization

- Develop a clear roadmap for automation transformation
- Build a strong business case
- Ensure organization and leadership alignment and change management
 - Engage business first but bring IT on board early
 - Ensure processes are optimized before automation
- Develop an organization and people skills
 - Develop skills in automation technologies to enable implementation
 - Reskill and upskill employees to complement automation. Develop digital talent
 - Set up dedicated automation teams - initially centralized and then decentralized once scale is reached.

Companies that have successfully implemented automation at scale have saved between 7–12% across functions and an overall ROI of 18%, with 13% across functions and payback in 7–12 months.

At the start of the blog I mentioned that Diwali is also a celebration of the victory of knowledge over ignorance. In our latest Capgemini Research Institute automation use cases report – Reshaping the Future, you can gather all the knowledge and insights you need to unlock automation's untapped value and to be victorious in your intelligent automation journey.

Ashwin Yardi is an accomplished leader with more than 24 years of experience in consulting and information technology. During this period, Ashwin has performed several leadership roles driving the top-line and bottom-line of various business units across Capgemini.



Keeping knowledge out of the landfill

Heather Richards

CEO, Transversal



A well-deployed and up-to-date knowledgebase can provide return on investment far in excess of its setup costs.

A knowledgebase works in a similar way to our own memories, surfacing information when recall is needed. However, a knowledgebase is more reliable than human memory – every piece of knowledge can be looked up and verified, enabling customer service agents to avoid depending on their own memories. With the knowledgebase as an extension of their own memories, agents train faster, answer questions more confidently and consistently, and are able to free up time for higher-value activities.

But what determines whether a knowledgebase becomes a valuable corporate memory or a neglected landfill? On the surface, there's no difference between a "corporate memory" and a "corporate landfill." Both are collections of organizational knowledge – the first, an automated, self-service knowledgebase that provides information users need, when they need it, in an intuitive way. While in the second, content is entered and then left to decay.

Memory vs. landfill

The difference between them lies in how they are used, the technology enabling this use, and the organizational culture in which they exist. "Corporate memory" is actively supported at all levels of the organization and is used in real situations by real people whose needs shape it and keep it relevant. "Corporate landfill", on the other hand, is never fully integrated into the organization's culture or business processes, which means that people never get into the habit of consulting and maintaining it. It remains a silo of knowledge, rarely consulted or maintained, and gradually becomes outdated.

A well-functioning corporate memory not only achieves return on investment (ROI), but can also deliver additional profit. More than just a repository of information, corporate memory can be part of an overall project of business transformation in which information of all kinds is digitized, centralized, and simplified.

Such projects can have significant financial benefit through increasing efficiency and enabling staff to respond more nimbly to opportunities. They also give non-material benefits such as increasing CSAT and net promoter scores.

Powering the corporate memory

So how do we ensure our knowledgebase becomes an extension of our memory, not an extension of our waste bin? There are three main principles to consider:

- **Planning** – buying great knowledge automation software and creating content isn't enough for success. Success requires clear goals and the active participation of end users. This means strategizing how to maintain the knowledgebase, how to foster adoption among staff, and how to publicize it to users. It also means planning KPIs by which progress and performance will be measured.
- **Knowledge-centered culture** – a corporate memory requires a shift in corporate culture that is supported at all levels of the organization. The knowledgebase needs to become the single source of truth for customers, agents, and internal staff across every touchpoint. This means actively encouraging use and gradually retiring legacy repositories of information. Regular use in real situations encourages knowledgebase content to remain fresh and relevant, which becomes a self-perpetuating cycle of improvement. Over time, users develop new habits and the knowledgebase becomes their first port of call.
- **Regular review** – to stay relevant, a knowledgebase must be reviewed and updated. If the knowledgebase fails to change in response to users' feedback, if it fails to cover new issues or remove obsolete information, then it becomes stagnant. Content gets more and more outdated and users sense the neglect.

To prevent stagnation:

- Ensure users' feedback is taken into consideration and doesn't pile up unread.
- Schedule time for reading through content and checking for errors.
- Keep on top of issues that pop up on social media, making sure there's content to cover them.
- Check external links still work.
- Remove obsolete content or articles that are never read.
- Regularly monitor statistics of knowledgebase traffic, which provide irreplaceable insight into what users are asking and how far your content meets their needs.
- Automate as much of the knowledge cycle as possible to save time, increase user adoption, and increase overall the ROI.

Zero-waste knowledge

Like many objects sent to real landfill, your knowledgebase is a valuable resource that should be used to its full potential. Well-deployed and kept continually up to date, it can provide return on investment far in excess of its setup costs. Neglected, however, it becomes just another silo, a repository of stale content that allows management to tick a box but doesn't play any real part in the life of the organization.

The time and creativity that go into a knowledgebase deserve better. Make your knowledgebase a living resource and it will stay out of landfill for a long, long time.

Heather Richards has over 20 years' experience in the IT industry. She has been instrumental in Transversal's growth from a Cambridge technology startup into the successful business it is today.

Centers of Excellence



“Centers of Excellence”

– a look at some of the innovations and achievements from across our global delivery centers.



Brazil

Capgemini Brazil continues to expand its capacity to develop solutions in RPA, with the Brazil team winning top spots at this year’s UiPath Power-Up Automation Global Virtual Hackathon. UiPath also nominated one of our team members as a UiPath Most Valuable Professional (MVP) – a prestigious accolade given to professionals that are actively involved in sharing ideas and knowledge and inspiring other UiPath members on the platform.

Guatemala

In 2018, our RPA Factory in Guatemala grew significantly from 20 to 60 professionals across teams (project managers, business analysts, external support, developers). This represents the increasing demand coming from the market, mostly from our US and Central American clients, and the center plans to double the size of the RPA Factory team again in 2019. We have collaborated with and serviced over 20 clients, deploying over 60 automations across different infrastructures. This has helped our clients improve their processes and delivered over \$1 million in savings.

USA

Our Horsham and Pensacola delivery centers house third-party administrator (TPA) operations in the US. In 2018, our delivery organization collaborated with operations to consolidate and simplify the mailroom operations in Pensacola, where

thousands of inbound and outbound documents are processed on behalf of our clients, resulting in a significant reduction in the risk of storing documents and increased savings.

Our El Paso Delivery Center went through a major facility renovation of production and administrative areas to improve the workspace for our delivery teams. This will support forecasted growth and deliver a better overall value to our clients.

Canada

Our Mississauga and Halifax delivery centers have established a robust ecosystem for process optimization. We currently have over 124 ideas in our Ideas Portal ready to be implemented, we’ve trained over 137 employees on Six Sigma Yellow Belt to support these initiatives, and have booked a significant savings forecast primarily driven by transformation levers such as process improvements, RPA, and IT system transformation.

Poland

Capgemini Poland was instrumental in helping the Group win the prestigious ISG Paragon Award™ Europe in the “Transformation” category. It will start delivering a range of finance and accounting processes to Sony Pictures, and continue to deliver customized data services within the banking and capital markets space to Six Financials, following a number of successful Group wins and renewals. On the community front, Capgemini Poland led Poland’s first nationwide flash mob to demonstrate why foreigners are important for our companies, cities, and communities, organized Sustainable Travel Week, and celebrated Car Free Day with bicycle ride between our offices in Krakow and Katowice.



India

One of our main Corporate Responsibility and Sustainability (CR&S) initiatives in 2018 was undertaken with an NGO called Datri. This initiative focused on the life saving endeavour of stem cell donation. We received an overwhelming response across our India delivery centers and achieved a record over 1,900 donations – the highest number of blood stem cell donors of any corporation in a single day, with 25% from matched donors resulting in saving precious lives.

In September, our Noida delivery center celebrated with the inauguration of a brand new facility called “Tower C,” with an additional capacity to seat around 500 people. This has enabled us to consolidate our operations into one center, resulting in better utilization, improved employee satisfaction, and enhanced capacity for

future growth. The new office space is based on open workspace design concept promoting collaboration and creativity.

Our Kolkata delivery center added two more global accounts in finance and accounting, focused on high-end record-to-report processes and future expansion plans. Employee engagement was very high and our teams actively participated in sporting events, festivals, and a number of CR&S initiatives.

China and Philippines

Our Nanhai and Manila delivery centers have been busy moving to brand new offices. These workspaces feature state-of-the-art office tools and a modern design that have been well received by both clients and staff alike, and have helped promote Capgemini as an employer of choice.

Russia

Our Capgemini Omsk delivery center set up its own capacity for RPA development, delivering a number of automations in F&A and HRO space. The Omsk team is driving Capgemini’s continuous improvement agenda using our “Five Senses of Intelligent Automation” framework and our ESOAR (Eliminate, Standardize, Optimize, Automate, Robotize) methodology. Capgemini Omsk recently conducted a series of process reimagining workshops for our clients with support from Capgemini’s Business Transformation Services. A roadmap for further transformations and automations is going to be developed based on over 400 ideas that came out of the workshops.



Capgemini Chennai – building a center of excellence for innovation

Interview with VN, Swamynathan
Center Head, Capgemini Chennai

Swamynathan, Capgemini Chennai center head, sat down with *Innovation Nation* to talk about his role in transforming our Chennai delivery center into an center of excellence for innovation.

Hello Swamy. Could you start by giving us a brief history of Capgemini Chennai?

VN, Swamynathan | It's really great to be able to talk about Capgemini Chennai. There's a bit of a history to this journey. Indigo Shared Services, a subsidiary of Hindustan Unilever, commenced operations in Chennai in 2003. Capgemini acquired Indigo Shared Services in 2006, setting up our delivery in Chennai and laying the foundation for Capgemini's Business Services in India. After this, there was no looking back in terms of the growth the Chennai center witnessed from a single client to multi-client operations.

Chennai is also fast-evolving as a center of excellence for supply chain and finance and accounting (F&A), as well as an emerging center for Financial Services. The other unique aspect about Chennai is that it supports English, French, and Arabic languages, operates 24/7, and supports our clients across multiple time zones. With a total headcount of almost 1,700 people, Chennai is also unique in terms of having over 450 supply chain, master data management professionals and is the largest center in the country for these specific processes.

The Chennai center has also delivered to marquee clients such as Unilever, Coca-Cola, and Syngenta for over 10 years, establishing itself as a go to center for showcasing Capgemini's capabilities to prospective clients.

What is your role in running and developing Capgemini Chennai?

It's really exciting to lead this center! First and foremost, I develop the talent pool to support the growth of the center, ensuring our resources have the right skills to work with our new and existing clients. I work closely with our people across

business HR to ensure our people have an enriching employee experience and are able to gain knowledge as our journey continues. This is extremely important for the success of the center. I also ensure that new and existing clients have an enriching experience on the capabilities we offer when they visit the center and interact with our people, and

Finally, I'm working on a number of programs to transform Chennai into an innovation center of excellence. This includes building talent in robotics through working closing with the RPA team, and ensuring our key resources are trained and certified to enhance and engage our client visits, enabling them to carry forward the enormous talent that exists in our center.

You mentioned that Capgemini Chennai is an innovation center of excellence. Could you share examples of key innovations or outcomes delivered?

I'm really happy you've raised this question. We're running lots of programs with our clients to transform the center into an innovation center of excellence. One project worth mentioning is the master data analytics and master data management (MDM) work that we support for one of our key clients. This helped the client to reduce its inventory worth €3.5 million for a market in which we piloted analytics. Based on this success, we rolled out the project to various markets globally for the client.



The Chennai center has also served marquee clients such as Unilever, Coca-Cola, and Syngenta for over 10 years, establishing itself as a go to center for showcasing Capgemini's capabilities to prospective clients."

VN, Swamynathan
Center Head,
Capgemini Chennai

We've also implemented robotics in our MDM and invoice processing, where we are pioneers in implementing our RPA platform including an intelligent character recognition tool that has delivered significant benefits to our clients. In terms of outcomes for RPA in invoice processing, we've delivered over 40% in headcount savings for the client, and this had led to the client engaged Capgemini for their own retained scope of work where they are implementing RPA.

How are you developing the knowledge and skills of your people in Chennai?

This topic is very close to my heart because without people we cannot run business services. People are our main assets and we need to make sure that they are up-skilled as the Chennai journey continues.

One of our successful initiatives is the best practice session we host on a monthly basis for the demand planning processes. We deliver a very unique process in demand planning, and to support this process we have 20 people from business schools across India who work with our team to deliver this process to various markets globally for our marquee clients. Most markets face a severe challenge when it comes to this particular process, and these sessions really help to understand the various challenges in a given market. This means our clients don't have to start from scratch, but replicate and leverage the learning from that particular market to a new market when a similar problem occurs.

The other areas where we work very closely with our people is to ensure that they understand the nuances of automation. We want to make sure that our resources understand automation, how it works, the various tools available in the market, and their functionalities. Our biggest strength is that our people are extremely talented at the process level, and through delivering Automation Drive training to our people, there's a huge opportunity for these resources to develop into business analysts, which is helpful for embarking on an RPA journey with our clients.

The other skillset that we are equipping our people with is digital training. This is mandatory certificate training. Finally, we

encourage our people to participate in big competitions, held both internally within Capgemini and externally. This helps them to stay well aware of what's happening in that space.

What does the future hold for Capgemini Chennai?

In the immediate future, I see Chennai growing to double our current headcount—over 3,000 within the next couple of years— as well as adding a dozen more clients. In the distant future, I expect Chennai to play a key role in delivering integrated solutions to our clients, leveraging our cross-capabilities across other Global Business Lines such as Insights and Data, Engineering Services, and Cloud Infra.

As I mentioned earlier, Chennai is moving towards being viewed as a center of excellence in innovation. I would like to see Chennai hosting more clients from different industries and sectors to become a multi-client, multi-sector center, and a role model for other centers when it comes to innovation.



In the immediate future, I see Chennai growing to double our current headcount – over 3,000 within the next couple of years – as well as adding a dozen more clients.”

VN, Swamynathan
Center Head,
Capgemini Chennai

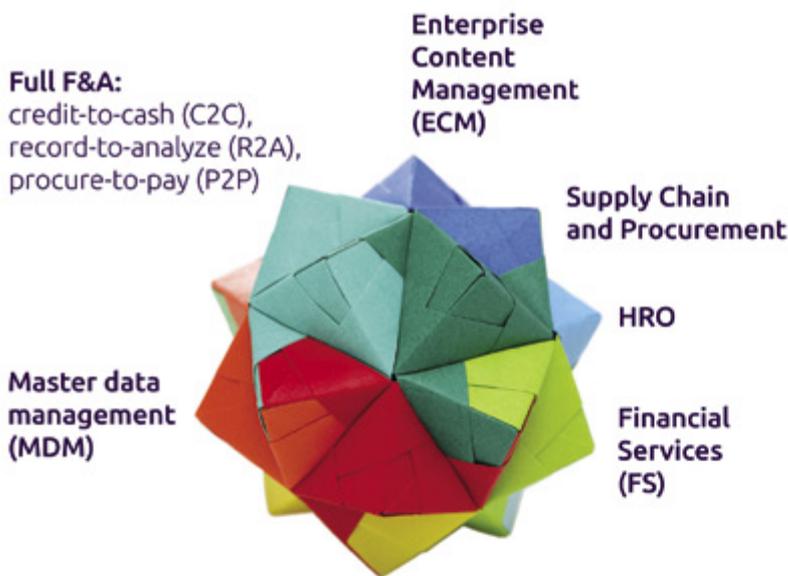


Center spotlight – Chennai

Capgemini Get to know us

Services

Capgemini Chennai's portfolio of services include:



Languages



English



French



Arabic



1700+ professionals



490+
Supply Chain/MDM
professionals



335+
C2C
professionals



280+
P2P
professionals



125+
R2A
professionals



100+
HR admin/payroll
professionals

The Chennai Delivery Center was established in 2006, following Capgemini's acquisition of Indigo Shared Services that laid the foundations for Capgemini's Business Services in India.

Key facts



Capgemini Chennai opened in 2006



Center of Excellence for supply chain, finance and accounting, and an emerging center for financial services



An experienced talent pool and good urban infrastructure make Chennai an excellent location for outsourcing



Chennai is the second largest exporter of IT, ITES, and software services in India



Booming economic hub, driven by industries such as Automobile, IT, BPO, Healthcare, and Hardware Manufacturing



Chennai is the largest auto hub in India, accounting for 60% of India's automotive exports



Chennai is also fast-evolving as a center of excellence for supply chain and finance and accounting, as well as an emerging center for financial services.

VN, Swamynathan

Center Head, Capgemini Chennai

Why Chennai ?



Includes ISO, Health and Safety, green initiatives awards and certifications

MIPL campus is India Green Building Council (IGBC) PLATINUM CERTIFIED for use of natural resources such as solar power generation, rainwater harvesting, water treatment for recycling purposes, and an organic waste converter.

Chennai is the Detroit of India

- With **40%** of automotive manufactures including Ford and Hyundai
- Home to banks such as BOA, SCB, Citi



SIPCO
Asia's largest IT Park



3,500+
IT companies



140+
educational institutions

100,000+
engineering graduates/year



400,000+
strong IT workforce

Talent pool

340 new hires in 2017

- **63%** graduates
- **29%** postgraduates

Hours

We operate **24/7** in India servicing clients across multiple time zones.

Key clients



- A leading Middle East Retailer
- A leading FMCG company

People

Our CR&S efforts touch 790,000+ people



Education

- Assisted **196,000+** students
- Impacted **500+** youths through scholarship
- Assisted **15,000+** families to be digitally literate



Environment

- Impacted the lives of **523,000+** people



Employability

- Helped **7,700+** school dropouts
- Helped **2,600+** youths with disability



Emergency response

- Assisted **46,000+** people with relief necessities

We are committed to diversity and inclusion

People with disabilities

- Accessibility
- Career
- Engagement
- Evangelism

LGBT+ initiative

- OUTfront, Capgemini's Global LGBT+forum, supports individuals in the community, by fostering a safe and inclusive work environment

Gender balance

- Recruit
- Develop and accelerate
- Retain
- Evangelism





A growth journey shaped by people

K, Martina

HR Manager, Capgemini Chennai

The backbone of the Capgemini Chennai delivery center has been its people, who have been fuelling growth since its inception in 2006. We asked some of the people who have been part of this journey to share their experiences on what motivated them to contribute to Capgemini Chennai.

**CS, Srinivasan,
Engagement Manager –
Syngenta Supply Chain and
Master Data Management,
Capgemini Chennai**



I started my Capgemini journey in June 2015 as part of Syngenta supply chain team soon after the APAC process transition. Through the challenges my team and I faced in stabilizing Syngenta's operations, I developed a proposal for revamping the operating model, which was approved by the client and implemented in six weeks by my incredible team, without any deviation from our agreed service delivery commitment. I feel a great sense of satisfaction while seeing the transformation of the process in the new ways of working.

In 2016, we moved a part of Syngenta's Europe, Africa and Middle East order management from Krakow to Chennai. I was responsible for establishing the Chennai operations, which went live in February 2017 and successfully meets all of our client's expectation. In 2018, I was promoted to engagement manager and was given the opportunity to lead Syngenta's master data management in addition to supply chain.

I have participated in various training programs that have helped to shape my people and leadership skills.

**M, Ganesh Ram,
Engagement Manager,
Finance & Procurement
Transformation,
Capgemini Chennai**



My Capgemini journey began way back in January 2009, as a team lead for our Coca-Cola account in Chennai. My tenure at Coca-Cola not only helped me to grow professionally but also helped me sharpen my knowledge by becoming Green Belt and GPM certified.

During this role, I was supported by the leadership in Chennai to become an effective manager and a strong delivery person. On getting promoted to team manager, I looked for opportunities to expand my knowledge from just credit-to-cash (C2C) to other towers, and I was given an opportunity in the procurement space. The delivery experience I gained at Coca-Cola helped me to successfully lead accounts including Mondelez and Walmart. This projected me as a strong people leader and led the way to my next promotion as operations manager.

As I grew, this opened the doors for me into transformation within Capgemini's Business Transformation Services team and later into solutions. I started as a complete beginner, and 2.5 years later I'm now handling my own projects as engagement manager.

“ I have participated in various training programs that have helped to shape my people and leadership skills.”

CS, Srinivasan

“ Throughout my career, Capgemini has always quenched my thirst for knowledge. In short, it's been a roller coaster experience with many good moments to cherish.”

M, Ganesh Ram

**Rama Lakshmi S,
Process Associate,
Almarai Engagement,
Capgemini Chennai**



Wednesday January 24, 2018, was an exciting day for me – the day I first joined Capgemini. Although I had lots of belief in myself, I also had some mixed feelings, and my excitement was also met with a liberal dose of nerves.

The onboarding and training days were fun filled with a lot of new learning. It was interesting to meet new faces from different experiences of life and industry. Procurement is super exciting and being part of a new project was even more thrilling.

Despite being relatively new to the project with limited knowledge, I've built up a rapport with my team and client partners. I've developed myself through having to manage and resolve complex processes and some difficult situations. I've done this through not only relying on Capgemini's processes and tools, but also on Capgemini's people, my leads who have supported and motivated me.

Having to leave my comfort zone has helped me grow both personally, professionally, and from a knowledge perspective. And when it all gets a little too much, the fun and humor you get from working in a team like mine play a vital role in alleviating the pressure and boosting my energy.

Each day, I look forward to interacting with the different people across the globe, as well as learning new things with fun and passion.

**S, Saravanan,
Senior Engagement
Manager, Kloeckner,
Capgemini Chennai**



I started at Capgemini in 2015 as an Engagement Manager handling the process-to-pay (P2P) processes for the Landmark engagement. The role was both challenging and exciting, and I was given two major tasks: first, to improve client satisfaction through setting proper governance within the team and client; second, to increase the contribution margin to the engagement through leveraging RPA to automate the client's time-consuming rule-based processes.

One of the best parts of the role was leading with a passionate team capable of delivering much more than just their assigned deliverables. From a professional perspective, the role enabled me to become a "Certified GEM practitioner," "RPA programming certified – beginners level," and "Behavioral Event Interview (BEI) certified assessor to assess candidates on competencies."

In 2017, I was promoted to senior engagement manager, and in mid-2018 was given the opportunity to handle all three towers – P2P, credit-to-cash (C2C), and record-to-analyze (R2A) – for Kloeckner. This role brings together all my experience and learning from previous roles in handling delivery, driving innovation, and effective client management.

Capgemini's Chennai delivery center has enabled me to learn more about the new technologies available within different engagements. Best practices are shared more vibrantly, which helps engagements grow together. I'm extremely grateful to Capgemini for the chance to develop my skills. The journey continues!

**Anubha Gupta, Consultant,
Unilever Engagement,
Capgemini Chennai**



I started at Capgemini in February 2017, as part of the Unilever account. There was a transition going on at that time for the Innovation Lab team that basically looked into analytics and improvement projects. I joined the team and started working on an e-commerce project, given my prior experience in the area. It was an extremely challenging role, but turned out to be a great learning experience for me with such a large and important client.

After spending a couple of months understanding and settling into the Capgemini culture, I expanded my work horizon across other projects such as business waste, cross border sourcing, forecasting tool, among others. The amount of learning and exposure I received as part of these projects was beyond my expectations. It required me to interact with a number of teams, both internally and externally, which helped me to gain knowledge on the different pillars of supply chain.

One of the best parts of my Capgemini journey so far is the support I've received across the organization. Everyone in the team, engagement, and management has been incredibly approachable and helpful, which is something I hadn't experienced previously. In the past, there were always constraints on time, level hierarchy, and workload – but at Capgemini it was different. There are loads of healthy discussions and debates around different corners, with everyone ready to learn from each other – and I'm extremely happy to be one of them!



G, Mohan Kumar, Team Lead – Syngenta Supply Chain, Capgemini Chennai



I started my Capgemini journey in May 2016 supporting the APAC hub and order management processes for the Syngenta engagement. Within six months, I was given the opportunity to support the transition of Syngenta's Europe, Africa, and Middle East order management operations to Chennai. As a process lead, I was assigned to a number of countries in an order manager role and was responsible for end-to-end order fulfillment for Europe, supplying regions in APAC, followed by LATAM and North America.

One of my most enjoyable roles has been to lead the Syngenta Engagement (Chennai PCT) Fun Committee in 2017–2018, which enabled me to learn more about the challenges and successes of people management. The Fun Committee organizes celebrations of regional festivals, fun events on office floor on Fridays, indoor team sports competitions, and an annual celebration called the Syngenta Bash.

Capgemini's "Enable" training program has also given me the chance to develop my leadership skills, which I practice both within day-to-day operations and in my personal life. In 2018, I was promoted to team lead, which came with the opportunity to lead Syngenta's EAME order management function. I'd like to thank Capgemini Chennai's leadership team for nurturing me in developing my leadership skills.

C, Padmini, Process Lead, Coca-Cola Engagement, Capgemini Chennai



The year 2012 was a very important year in my career – this was the year I was given the opportunity to work as a senior process associate for Capgemini. I'm proud to say that I've now completed my sixth year in Capgemini Chennai, and experience the same excitement now as I did back in 2012.

There's a wonderful saying: "Learning is a continuous process." For me, this is totally true – I started as a member of the invoice processing team, and now handle the entire 20-member invoice processing team for my engagement.

Although I've been part of the Coca-Cola invoice processing team for the last six years, every day is different and throws up new challenges. Over this time, I've successfully handled eight new business transitions with the help of Capgemini's tools and support from the Capgemini's leadership.

Innovation and learning go hand in hand. In my opinion, it's not about a single, amazing innovation, it's more about delivering a little innovation each day, each week, and each month.

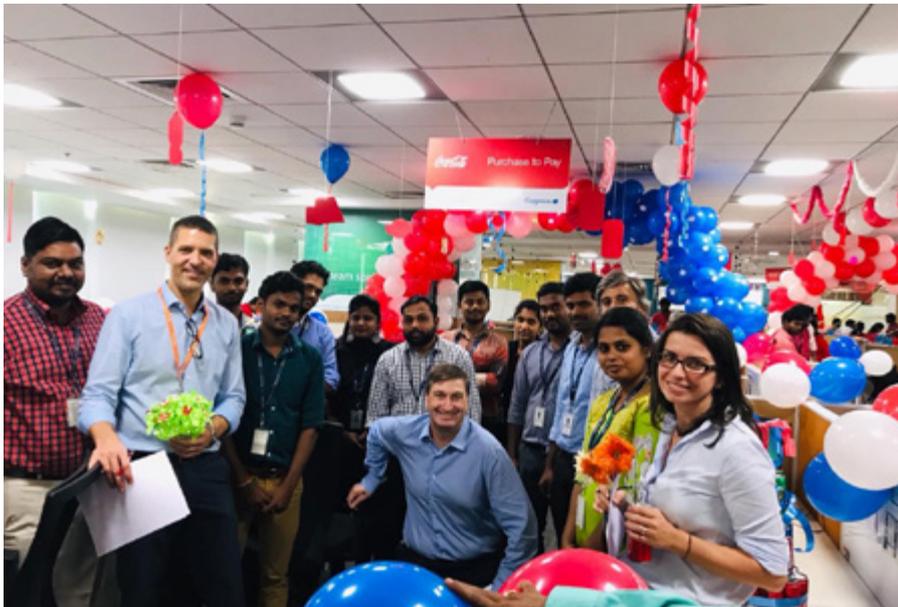
K, Martina is an HR manager at Capgemini Chennai.

“ *Innovation and learning go hand in hand. In my opinion, it's not about a single, amazing innovation, it's more about delivering a little innovation each day, each week, and each month.* **”**

C, Padmini

“ *I'd like to thank Capgemini Chennai's leadership team for nurturing me in developing my leadership skills.* **”**

G, Mohan Kumar



“ Each day, I look forward to interacting with the different people across the globe, as well as learning new things with fun and passion.”

S, Rama Lakshmi



“ There are loads of healthy discussions and debates around different corners, with everyone ready to learn from each other – and I’m extremely happy to be one of them!”

Anubha Gupta



“ I’m extremely grateful to Capgemini for the chance to develop my skills. The journey continues!”

S, Saravanan





“

One of the best parts of my Capgemini journey so far is the support I've received across the organization. Everyone in the team, engagement, and management has been incredibly approachable and helpful, which is something I hadn't experienced previously.”

Anubha Gupta



Expert Insights





“Jugaad” – doing more with less in an intelligent way

Lee Beardmore

*Vice President and Chief Innovation Officer,
Capgemini's Business Services*

The spirit and mentality behind this Indian word can be a lesson in innovation for the world of automation outsourcing.

Like most children, I loved going to my grandparents' house. But once the tea, biscuits, and – if I was lucky – a slice of my grandmother's homemade Victoria sponge had been served, with a nod of his head, my grandfather would give the cue for us to leave the rest of the family in the living room and enter the magical world of his garage.

For a nine-year old boy, this was nothing less than sheer joy. The collection of saws, screwdrivers, and hammers, the seemingly random assortment of nails and screws of every shape and size, and the odds and ends of wood stacked up against the garage wall, were a thing of both beauty and wonder.

Amidst all of this organized chaos were my grandfather's unfinished experiments, painstakingly constructed out of the bits and pieces he would compulsively hoard – a wooden tea chest and old pram wheels had all the makings of a go-kart, a broom handle dressed up in old clothes and shiny aluminium milk bottles tops made for a handsome scarecrow, and a metal condensed milk tin was used to patch up the rusty exhaust pipe of his old car.

An automation-first mentality

Of course, in India, this is nothing new – it's a way of life. In a country where washing machines are repurposed to whip up yogurt drinks, the word "jugaad" epitomizes finding a low-cost and inventive solution to any problem – doing more with less, implementing quickly, and fabulous creativity to drive innovation in the face of cost pressures and adversity.

It can also serve as a metaphor for how automation is enabling a two-speed transformation approach to your business operations:

- Replacing people-led layers that have built up over time around your legacy core with layers of functionality driven by an automation-first mentality enables organizations to release value

quickly. These process layers don't detract from your core systems, but enhance the core, with people acting as exception-handlers. Intelligent automation and AI present new types of functionality that can be harnessed to address business solutions in a completely different way.

- Even if the business case exists to carry out major change to your big systems, it will take a time – probably a lot of time, and your business can't afford to stand still. You need to be able to make positive progress by implementing lots of smaller transformations, some of which will be strategic, some will be quick wins that release short-term value, while others will be transient patches implemented as a stop-gap.

Make progress, deliver value

The "jugaad" mentality is about getting the job done as quickly and effectively as possible with what's available to you. In this case, it's about leveraging intelligent automation and AI to wrap around existing applications – augmenting and enhancing them, and generating exciting ways to improve process execution.

Nowadays, more than ever, speed of change is the imperative. Organizations need to adapt quickly to uncertain circumstances. We want sophistication, but we don't want over-engineered products that take an age to deliver. It's about making progress, getting a solution up and running, and creating value.

Jugaad is a metaphor for injecting innovation into your business operations, using new functionalities to help solve a problem in a different way. It can serve as an excellent lesson in innovation for the world of automation outsourcing.

Lee Beardmore has spent over two decades advising clients on best strategies for technology adoption. More recently, he has been leading the push in AI and intelligent automation as the CTO for Capgemini's Business Services. Lee is a computer scientist by education, a technologist at heart, and has a wealth of cross-industry experience.

“*Jugaad is a metaphor for injecting innovation into your business operations, using new functionalities to help solve a problem in a different way.*”

Lee Beardmore
Vice President and
Chief Innovation
Officer, Capgemini's
Business Services



Business transformation and long-distance running ... compared!

Magda Matell

Senior Director, Capgemini's Business Services

Successfully transforming your business requires a long-term goal-oriented mindset very similar to competing in a mountain half-marathon.

I never really liked running.

At my primary (sports) school, almost every week we were made to run two-kilometer and 100-meter races, combined with an intense swimming routine. I never felt I was running for myself, and I didn't like the pressure of short-term results and competing with my friends.

I didn't run for many years after I finished school, and when later I had a knee accident, it took me months to be able to walk normally again. I was so happy about being able to walk (and run) again that I started running as a way of getting back in shape. Soon after, I realized that I really enjoyed running long distance – I could plan my own training schedule and loved being outdoors in nature.

Earlier this year, some friends and I signed up for a 22-kilometer mountain run. The idea to run together was to develop a positive mindset and support each other during the training and preparation as well as actually during the run. My own personal goal was to complete the run and feel good about it. I'm proud to say we completed the race as a team – and it felt great!

This change in my mindset towards running reminds me of some of the transformation programs I've led with my clients, and what made them successful.

Having a long-term target brings focus and determination

Organizations that have long-term objectives and ambitions tend to be aligned towards their goals. It's amazing to work in an environment in which people are motivated by a shared desire to achieve a change that is expected to bring positive outcomes to the company.

If you don't give up, you never lose

There are often factors beyond anyone's control that can change the course of a desired plan overnight during a transformation journey. Never giving up on your long-term goals is key to completing a successful transformation program.

Ways of working need to accommodate changing business needs and stakeholders

It's very difficult to predict all of the factors that may change with time on long transformation programs. Successful transformations I've been part of had to accommodate a number of changing factors that arose on the journey.

A core team is essential

As always, the people factor is extremely important. Having the right people that believe in the same goal and that will support each other is essential for driving any kind of change.

These key aspects have motivated me to run almost daily and are very similar to those needed for successful business transformation. Keep your eye on the long-term goal, adjust your pace and technique to changes in the terrain – whether you're going up, going down, or running through mud in the forest.

Finally, and possibly most importantly, have a core team in place for each phase of your run – the preparation, the competition, and the celebration!

Magdalena Matell has over 14 years experience in business services. She is passionate about helping organizations to transform and become more client centric by changing business models and operations. She has successfully led global transformation programs and executed multiple Finance and Accounting solutions across a range of businesses.

“

Keep your eye on the long-term goal, adjust your pace and technique to changes in the terrain – whether you're going up, going down, or running through mud in the forest.”

Magda Matell
Senior Director,
Capgemini's Business
Services



“E” is for “Eliminate” – an introduction to Capgemini’s ESOAR

Atul Kulshreshtha

Vice President, Capgemini’s Business Services

When you start to eliminate non-value adding steps from your business processes, efficiency and cost savings are sure to follow.

Until recently, my 84-year old mother used to keep all her personal phone numbers in an old address book. This address book is no ordinary address book – it contains the phone numbers of everyone she’s ever met since she was in her early thirties.

Over the last 50 years – since 1968 to be precise – my mother has religiously collected the names and numbers of friends and relatives in this worn out book – all in alphabetical order. Many of the entries have been written over or contain glued in cuttings with new numbers, as people moved house, bought into the mobile phone craze in the late 1990s, and eventually moved onto smartphones.

Educating the experienced

One of my personal successes in the last five years is training my mother to store her phone numbers in a smartphone. She’s now at the stage where she can add a frequently used contact and doesn’t need to open her address book to locate the name and number before dialing. If she needs to call my cousin, she just hits the short cut icon and it dials. It’s fast, efficient, and she loves the fact that calling someone is just a touch away.

Don’t get me wrong. It hasn’t been an easy change for my mother. “Eliminating” non-value adding steps is all about challenging a particular mindset or habit that has developed over a period of time – and it can be extremely painful. But by demonstrating how life can be made simpler and the improved outcomes we can enjoy, such as reduced time, cost, and effort in carrying out a task, this pain can be alleviated.

I’m proud to say that my mother has made the phoning process easier, eliminating the unnecessary steps such as having to add in or amend new numbers, searching through 50 years worth of phone numbers, and even the actual number input to dial.

ESOAR – why change a habit of a lifetime?

We can also apply this mindset change to our business operations. At Capgemini, we’ve developed a methodology call ESOAR – Eliminate, Standardize, Optimize, Automate, Robotize – which works by continuously improving the efficiency and effectiveness of business operations through a combination of process, technology, and user experience.

In the light of leveraging intelligent automation, the “Eliminate” step of ESOAR identifies opportunities to remove wasteful or non-value adding processes by addressing the root cause for waste and barriers to a standard service. Rather than just automating every single process step, ESOAR starts by eliminating all unnecessary processing activities prior to automation.

What follows is a complete re-engineering of your processes that sets the agenda for a holistic approach to transformation of your business operations, driving efficiency savings and best practice across your business.

Improved business outcomes

Convincing my octogenarian mother to ditch her 50-year old address book was tough, but here’s what I’ve learnt. When you start to eliminate non-value adding steps from your business processes, efficiency and cost savings will follow!

My next mission is to graduate her on to text messaging – wish me luck!

Atul Kulshreshtha is a tech savvy business leader with 30 years’ experience in BPO and shared services transformation. He is passionate about operational excellence, talent development, and exploring new disruptive technologies that can enhance the efficiency of business operations. He has successfully designed and implemented value-adding solutions for clients across a range of businesses.



The ‘Eliminate’ step of ESOAR identifies opportunities to remove wasteful or non-value adding processes by addressing the root cause for waste and barriers to a standard service. Rather than just automating every single process step, ESOAR starts by eliminating all unnecessary processing activities prior to automation.”

Atul Kulshreshtha
Vice President,
Capgemini’s Business
Services



RPA deployment will fail without a strong operating model

Fabrice Perrier

Intelligent Automation Director, Capgemini Invent

Best practices in the successful deployment of robotization programs.

Following initial experimentation, organizations that wish to scale with RPA technology need to define and set up a robust and industrial operating model for the end-to-end journey from identification of processes and delivery of robots, to the management of a live bot portfolio to ensure both stability and sustainable benefits.

The fundamentals of the RPA operating model

In simple terms, the RPA operating model is an organization's "blueprint" which often revolves around setting up a center of excellence, and which consists of five dimensions:

While there are many challenges that need to be defined and addressed when implementing an effective operating model, the main questions are as follows:

- Will the robots be developed and managed by a central team or a decentralized organization?
- What are the main roles and responsibilities in an RPA organization (business analyst, developer, robot controller, etc.)?
- Will RPA teams for development and maintenance be positioned as close as possible to the business or to the IT department?
- What are the different phases of an RPA project and the steps of go/no go?
- How is the demand management process organized to prioritize the portfolio of opportunities and define the roadmap?
- How best to manage communication and change management when putting robots into production?

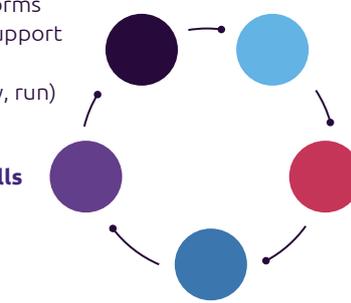
RPA operating model

Methods and tools

- Methods, tools, norms and standards to support the RPA lifecycle (discovery, delivery, run)

Resources and skills

- Sizing, sourcing
- Skill enablement



Technology

- RPA software and AI add-on
- Architecture
- Infrastructure
- Security

Governance

- Governance principles, committees
- Rules and constraints in terms of compliance, operational risk, and security

Organization

- Organizational model for the RPA Center of Excellence (central vs local vs hybrid)
- Roles and responsibilities of actors and stakeholders along the RPA lifecycle



The RPA operating model is an organization's 'blueprint', which often revolves around setting up a center of excellence."

Fabrice Perrier

Intelligent Automation Director, Capgemini Invent

An uncontrolled RPA operating model inevitably leads to inefficient and unstable robots

Companies that haven't defined their operating model quickly face challenges in the management and maintenance of robots in production. Although the RPA development phase often works well, organizations sometimes realize that RPA is not necessarily the best solution to apply or that a particular process should have been optimized before being robotized.

The operating model needs to establish clear eligibility criteria for RPA, implement qualification processes to identify potential prerequisites, and validate the relevance of using RPA from an architectural point of view to avoid such situations.

Maintenance of robots can also become a challenge when the code of each robot is not based on shared development standards, but depends on the habits of each developer.

The key to lasting success

Robot management is like running a shared service center. The definition of roles and methodologies across the RPA lifecycle is essential to steer activities and coordinate stakeholders from business to transversal functions – such as risk, compliance, and security – and to IT teams. An adapted operating model also guarantees the stability of the robots by anticipating maintenance needs related to, in particular, the evolution of an organization's legacy systems.

RPA operations should also establish indicators to measure the benefits, and the actual costs of robots. These parameters must be appreciated from the upstream phases of opportunity qualification and shared with the business lines. Indicators must also be set up for the live phase of robots to enable their monitoring and supervision, including tracking of volumes handled by robots vs. exceptions managed by humans, and processing times, etc.

Where to start?

The operating model design is strongly linked to an organization's ambition in terms of process automation. The complexity of the organization – number of entities, homogeneity of their business model, geographical coverage – and the degree of centralization in the IT organization, are also key factors to take into account.

The framework presenting the five dimensions of an operating model and the questions above are a good starting point to define the foundations of your RPA model.

Fabrice Perrier focuses on the impact of intelligent automation in banking and insurance. He supports clients in positioning and deploying such transformations, leveraging the potential of robotics and AI as well as more traditional levers, and ensures conditions for sustainable results by engaging business and IT in new and industrialized operating models.

Thank you to Adrien Vignes, Senior Manager, Capgemini Invent, for his input to this article.

“ Robot management is like running a shared service center. The definition of roles and methodologies across the RPA lifecycle is essential to steer activities and coordinate stakeholders from business to transversal functions.”

Fabrice Perrier
Intelligent Automation
Director, Capgemini
Invent

MAC

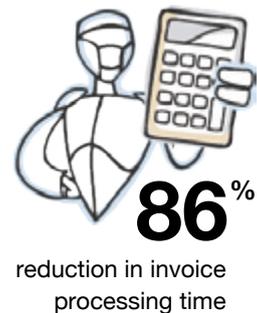
CHINE LEA

RNING ENABLES OR

GANISATIONS LIKE YOURS

TO SEE BETTER

NUMBERS



Celaton inSTREAM™ is an enterprise-class software platform that applies artificial intelligence and machine learning to streamline processing of the plethora of information that flows into organisations every day from customers, suppliers and employees by post, paper, fax, email, attachments, social media, and lots of other electronic data streams.

Unique to inSTREAM is its ability to learn through the natural consequence of processing and monitoring the actions and decisions of humans in the process. It's machine learning, but to our customers it's the best knowledge worker they ever hired and it means better customer service, better compliance and better financial performance.



www.celaton.com



Finance automation in the financial services sector

Pierre-Louis Seguin

Head of FS-BSv, Capgemini's Business Services

Pierre-Louis Seguin is a senior executive with over 28 years of business leadership. He helps global leaders to expand geographically, organically, and through M&A, pursuing innovative growth plans.

Financial services organizations aren't as far advanced in intelligent automation as might be expected – but the momentum is building...

If any one of us were asked to draw up a shortlist of data-driven business sectors, financial services would be a top choice. It's a world in which information is the stock in trade, and in which as a result the finance function has even greater significance than usual.

And so, if any one of us were asked to compile a second list – of sectors actively applying intelligent technologies such as robotic process automation (RPA), artificial intelligence (AI) and machine learning to the finance function – once again, we'd probably mention financial services. Organizations in this sector have so much to gain, right? Finance automation tools are the key to providing faster and higher-quality services to the rest of the business.

On this second question, it seems we'd be wrong. In our recent industry report, [“Reimagining finance for the digital age – Financial Services sector”](#)¹, we found financial services companies have so far been slower than those in other sectors to explore finance automation. Just 23% of financial services executives said that a transformation strategy for automation had been agreed for the finance function at their firm. This was a smaller proportion than in any other sector surveyed.

What's more, businesses in this sector were less likely to be among the group we identified as “Masters” – organizations leading the way in automation and artificial intelligence (AI). In almost all the processes covered in the research (including, for example, journal entry and reconciliations), financial services firms have made less progress than the other sectors surveyed.

The big question

These findings prompt an obvious and immediate question, contained in one three-letter word: why? Why should a sector that on the face of it has so much to gain be so far behind expectations?

The answer seems to be that for many financial services businesses, the benefits of automation aren't fully recognized: only 54% of financial services companies expected automation to have a high impact

on the finance function's workloads and jobs profile, and only 38% of respondents in the sector believed automation's rewards outweighed the perceived risks.

And what were those perceived risks? Key among them were:

- The possibility of a security breach: the survey reported that fear of a cyber attack was holding back 69% of firms in the sector from implementation.
- 60% of firms in the sector pointed to the culture of fear around job losses that is often caused by automation.
- 57% worried that implementation of new technologies would cause disruption and delay.
- Practical challenges identified by the survey included:
 - The need to understand the broad range of tools and approaches, which 22% of respondents ranked as their first or second biggest challenge.
 - Budget constraints and skills shortages.
 - The burden of legacy infrastructure, often as a result of the mergers and acquisitions culture for which the sector is known.

Problems can be addressed by aligning automation efforts to strategic priorities and also via a program of internal communication throughout the finance function. Also, an approach to tackling practical challenges is to engage the services of a knowledgeable and experienced service provider to assist in areas such as planning, implementation and security.

The good news

It's not all bad news. Many financial services companies reported excellent progress in finance automation in areas that were priorities for their organizations – including improving compliance and regulatory performance, reducing cost and securing greater process efficiency.

But these are short-term tactical gains. Finance automation really comes into

its own when it can deliver actionable insight via accurate forecasting and continuous monitoring and analysis, and although there has been skepticism, the tide seems to be turning. The sector survey showed that, at an organizational level, 53% expected automation to free up resources for higher-value activities – which will be necessary for finance to play a more strategic role – while 54% and 55% respectively expected fundamental improvements in business-insight generation and informed decision-making. What's more, 68% of financial services respondents agreed that finance needs to play a leading role in driving automation throughout the business, and 72% said that finance was ahead of other functions on this issue.

This is probably why the pace of automation implementation looks set to increase. Within three years, at least a quarter of financial services firms in the survey who were not currently at near or full automation expected to have reached that level for almost all their finance function processes.

Financial services leaders must now follow through on these commitments and overcome perceived barriers to implementation.

Key lessons learned

What are the main conclusions financial services organizations can draw from the experiences of their peers?

The survey summarizes them as follows:

- Aligning automation investment with strategic priorities will give financial services organizations a way to overcome risk concerns
- Their vision for automation must be strategic as well as operational
- They will have to address skills shortages
- Leaders must seize the initiative.

¹ The survey of 500 senior finance executives, conducted in January and February 2018 by Capgemini and Longitude, included 100 executives working in the financial sector.



Implement GRC the “Futsal” way

Gopichand Patibandla

*Operations Manager, GRC Practice,
Capgemini’s Business Services*

Gopichand Patibandla, is an experienced GRC and Audit Assurance professional. He has successfully managed many ITGC/SOX/SAS70/SSAE16/ISAE3402 projects for multiple clients. He has extensive experience in performing gap analysis, compliance assessments in the areas of IT risk, IT governance, privacy, and security.

A small steps, “footballing” approach to building a large, successful GRC implementation.

I'd like to start with a trivia question. Name one thing that links football superstars Lionel Messi, Pele, Cristiano Ronaldo, Xavi, Ronaldinho, Neymar?

Got it yet? No? They all started with Futsal.

Messi: “If it wasn't for futsal, I wouldn't be the player I am today.”

Pele: “It's a lot quicker than football on grass. You have to think really quickly because everyone is close to each other.”

Ronaldo: “During my childhood in Portugal, all we played was futsal.”

Xavi: “In futsal you have small details of quality, class and tactical aspects.”

Ronaldinho: “A lot of the moves I make originate from futsal.”

Neymar: “Futsal helps a lot because you need to think quickly.”

What is Futsal?

Futsal is a five-a-side variant of association football played on a small indoor court with a ball half the size and twice the weight, featuring timeouts, unlimited substitutions, and 20-minute halves.

Players touch the ball far more often than ordinary football players – six times more often per minute, through an intricate series of quick, controlled passes. The smaller, heavier ball demands more precise handling. It's all about looking for angles and spaces, and working quick combinations with other players. Ball control and vision are crucial, with an emphasis on improvisation, creativity, and technique – so that when Futsal players play association football, they feel as if they have hectares of free space in which to operate.

Futsal compresses the essential skills of football into a small box – enabling players to make and correct errors, generate solutions to challenges in an agile way, and apply good practices.

What's “Futsal” got to with GRC?

Governance, risk, and compliance (GRC) comprises certain core modules, which together provide a secure, reliable framework for organizations to achieve reliable corporate governance, manage risk effectively, and reliably meet compliance needs as required by various regulations and policies.

Traditionally, organizations tend to initiate a GRC strategy by implementing one or two modules across the entire organization. This often leads to a number of challenges, including not being able to complete implementation on time, delays in achieving GRC goals, and complexity in monitoring and communication.

More importantly, just implementing one or two modules fails to provide a holistic view of an organization's GRC practice that can leave holes in their strategy.

Implement GRC the “Futsal” way

Leveraging the “Futsal” approach to GRC enables an organization to apply all relevant GRC modules (policy, compliance, risk, audit, vendor, security operations) to each business unit/practice/area/service line/location – depending on the organization structure – on a one-by-one basis, rather than the entire organization.

This “small steps” approach enables an organization to implement and practice GRC holistically, with each business unit mitigating their GRC challenges more effectively. This, in turn, provides best practices that can be replicated within other business units enterprise wide, and reducing the overall risk to the whole organization.

Just like in Futsal, GRC implementation teams are able to make and correct errors quickly, solve challenges in an agile way, and apply good practices, which together deliver far-reaching benefits to organizations across all lines of defense, including:

- Enhanced process efficiency, standardization, and cultural adoption.
- Improved decision-making.
- The emergence of a sustainable organizational hierarchy.
- Process consolidation and consistency.
- Improved relationships with business and IT stakeholders.
- Savings associated with retiring legacy tools and approaches.
- Spontaneous reporting and overall risk and compliance posture.
- The early identification of inefficiencies and opportunities with limited resources.
- So what are you waiting for? You too could become a legend in the GRC game.



This ‘small steps’ approach enables an organization to implement and practice GRC holistically, with each business unit mitigating their GRC challenges more effectively.”

Gopichand Patibandla

Operations Manager,
GRC Practice,
Capgemini's Business
Services



Contract hygiene – what is it and how can we maintain it?

Mani Agarwal

*Director, Head of Contract Compliance and Optimization,
Capgemini's Business Services*

Why a basic hygiene check is a good way of keeping your contract health up-to-date.

Did you know that Brazilians have a habit of taking a dental kit wherever they go? I was recently in Brazil having lunch with my team, and was surprised to see them all going to the restroom to brush their teeth after eating. It turns out that pretty much every Brazilian brushes his or her teeth after every meal. I've travelled far and wide with my job, but I've never seen such dedication to dental hygiene anywhere in world.

While this is undoubtedly a very healthy practice, less can be said about the way organizations maintain their hygiene of its contracts.

So, how can we make our contracts healthier?

The consequences of poor contract health

"Why fix it if it's not broken?" I hear you cry. But things do go wrong, and a basic, inexpensive hygiene check is a good way of keeping your contract health up-to-date.

It takes several weeks and months to draft and negotiate a contract. What if you did extremely well on the indemnity and liability clauses, but missed a key point around the scope? Even the most minor of spelling or punctuation mistakes can change the entire meaning of a sentence or clause, and most contract negotiators agree that too many unrelated boilerplate clauses and unnecessary protections around clauses can create confusion and lack of clarity, rendering basic contract hygiene even more critical.

I often see contracts that aren't well-structured and even lack well-drafted clauses. At times, the scope isn't clear and it's obvious that the document hasn't undergone a basic hygiene check.

Not hygiene checking a contract every time a new deal is signed has the potential to grow into an organizational habit that can affect and risk the entire contract portfolio.

Maintaining contract hygiene

While a good contract is never a substitute to a bad product or delivery, and similarly bad proposals can never be fully superseded by healthy or "hygienic" contracts, I'd like to share my experience of maintaining hygiene when drafting contracts:

- Keep it simple.
- Know your deal to ensure clear scope and goals.
- Identify and manage key risks.
- Leverage collaborative negotiations – think, negotiate, and sign.
- Design and draft contracts for users and governance, not for legal or litigation.
- Don't accept unnecessary conditions by putting the entire organization at risk.
- Maintain flow and consistency in the document.

It's essential to follow these points while drafting and negotiating a contract. Apart from making a new sale, your contract is the only tool that can create revenue. In order to maintain contract hygiene, a contract manager should ensure that all the relevant inputs are well-drafted and incorporated into the document before sending for final signatures.

One way of ensuring that you've carried out contract hygiene would be to ask yourself: "Have you Brazil checked the contract?"

Mani Agarwal advises clients on commercial and contract management transformation initiatives. He helps organizations to transform their contract lifecycle and contracts portfolio by implementing the right machine learning/ AI tools. He also uses his expertise in optimizing the performance of contracts to ensure maximum value through all contractual opportunities and avoid any revenue leakage. Mani is a qualified lawyer and prior to his role he worked in various large legal and technology companies managing their contracts and risk.



In order to maintain contract hygiene, a contract manager should ensure that all the relevant inputs are well-drafted and incorporated into the document before sending for final signatures."

Mani Agarwal

Director, Head of Contract Compliance and Optimization, Capgemini's Business Services



Cappgemini Community





Seven bags for seven Capgemini values!

Karolina Dlugosz

CR&S Manager, Capgemini Poland

Capgemini Poland engages the local community to help it celebrate Christmas across its centers.

On December 6, in families across Poland and much of Western Europe, there's a tradition that Santa Claus visits children that have been good throughout the year. The tradition goes that he leaves a present under their pillows, while children who have behaved badly may find a twig or a piece of coal under their pillows.

At Capgemini Poland, we also make sure that Saint Nicholas visits our centers every year, bringing a well-thought out, locally made, sustainable gift to say a "responsible thank you" to our employees. From a business perspective, it's a way for us to engage the local community and give something back.

Bags of value, bags of commitment

On the morning of December 6, 2016, over 6,000 people went to work to find a hand-made, felt Santa Claus sack on his or her desk, produced by over 200 people with learning difficulties who had been working to make them since August – and yes, we start thinking about Christmas in August.

A year later, we took the idea even further. With the involvement of our partner NGOs, we created a limited edition set of seven bags. Each of these seven bags features an artistic interpretation of one of Capgemini's seven values drawn by children from our NGO partners across Poland, who entered our competition. Again, our people arrived at work on December 6, 2017, to find one of these bags on their desk.

As well as being made with natural fibers, the bags are purposely spacious, making them extremely practical. The printing method we used was durable, which means they can be washed and reused over and over again. However, while the logo of each NGO is printed alongside the Capgemini logo, it's the actual Capgemini values that stand out the most on the bags!

Summarizing the value the project brings to Capgemini, Ros Haith (European/APAC Sales Leader, Capgemini's Business Services) said: "Our values are at the very

heart of Capgemini – values by which we all live and work each and every day. Our CR&S commitments to the communities we support are also a core part of who we are. This commitment is epitomized by our 'Seven bags for seven values' project."

Local NGOs, local people

Each bag represents a different NGO from each of the various cities in Poland in which Capgemini operates. So not only did we choose the best picture representing each value, but we also had to make sure they were from a different NGO to ensure that every Capgemini location had a drawing created by a child from their local NGO on one of the bags. The bags are proving to be a hit not only among our own people, but also with our clients, and are often present when our sales teams host clients at our centers. The concept is also being adopted by our teams in Guatemala and India, and we're looking forward to seeing how the children of our NGO partners in these countries interpret Capgemini's values in an artistic way!

"This project has resonated so much with prospective clients that we have already started to roll it out to our other Business Services centers across the globe," said Ros. "It's a simple game-changing initiative that all our clients can be a part of, and demonstrates our common culture across the globe and just how much we live and breathe our values."

Now that autumn is truly upon us and thoughts start turning towards Christmas, spend a minute thinking of ways in which how you could say a responsible thank you to your people – whether it be your employees, suppliers, or family.

Karolina Dlugosz works to bring together business and NGOs. Having gained experience working for in the NGO sector, Karolina moved into business to cooperate with all three sectors – non profits, public, and business institutions. Since 2011, Karolina has led a disability inclusion program "Win with Capgemini" together collaborating with the Managers of The Future Foundation (MOFFIN).



Each bag represents a different NGO from each of the various cities in Poland in which Capgemini operates. So not only did we choose the best picture representing each value, but we also had to make sure they were from a different NGO to ensure that every Capgemini location had a drawing created by a child from their local NGO on one of the bags."

Karolina Dlugosz
CR&S Manager,
Capgemini Poland







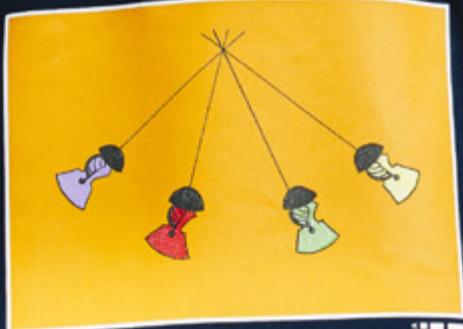








Team Spirit



Capgemini



Capgemini





Freedom



 **Capgemini**
CONSULTING. TECHNOLOGY. OUTSOURCING





Omsk gets sporty!

Anna Remneva

Administrative Assistant, Capgemini Omsk

Renowned for its frosty and snowy winters, you might be surprised to learn that Siberia also experiences very hot summers! This is a perfect opportunity for residents to take part in sporting competitions such as the Spring Half Marathon, the Flower Run, and the Siberian International Marathon. This year, Capgemini Omsk was at the very center of these events.

Spring Half Marathon

In May 2018, 20 employees of Omsk Capgemini center participated in the Spring Half Marathon. The 21-kilometer race was the perfect warm up for our employees to gear up for a sporty summer.

Flower Run

Spectacular flower displays and gorgeous apple desserts – not something you'd necessarily associate with a sporting event – were waiting for our female employees as they finished a three-kilometer race on 20 June in this blooming summer event!



Siberian International Marathon

The summer saved the best for the last! Fifty members of the Capgemini team participated in the Siberian International Marathon – the largest marathon in Russia, held in August.

The marathon saw 6,000 runners from 25 countries and from 40 regions of Russia take part in the event, egged on by the cheers of 50,000 enthusiastic spectators.

The race was made even more special when many of our employees' children also joined the competition. Twenty excited children ran three kilometers along with their parents, making the event truly memorable. Their spirit was infectious and they left everyone smiling.

As more and more of our people take up running marathons, it's heartening to see the strength of the Capgemini team increasing year on year, making it a part of our corporate culture.







Яблонька Group
303
АЛЕКСАНДРА

Яблонька Group
297

Яблонька Group
286
ЕКАТЕРИНА

About Capgemini

A global leader in consulting, technology services and digital transformation, Capgemini is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of 200,000 team members in over 40 countries. The Group reported 2017 global revenues of EUR 12.8 billion.

Learn more about us at

www.capgemini.com/business-services

For more details contact:

Capgemini's Business Services
businessservices.global@capgemini.com



People matter, results count.

The information contained in this document is proprietary. ©2018 Capgemini.
All rights reserved. Rightshore® is a trademark belonging to Capgemini.