



# Innovation Nation

Helping to optimize your business operations

SUMMER | 2018

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## Anis Chenchah

*CEO, Business Services*

Welcome to our summer 2018 issue of *Innovation Nation*. This issue focuses on the digital transformation of HR, how intelligent automation is reimagining finance for the digital age, and showcases our Guatemala deliver center, which turns 10 this year.

With traditional HR cost and value pressures being compounded by digital native employees looking for a seamless experience, it is essential that organizations attract, grow, and retain the talent they need to fuel business strategy in a world of fast changing skills sets and competing global demand. Head of [Digital Employee Operations](#), Anjali Pendlebury-Green, curates a section showcasing how Capgemini's Digital Employee Operations solution is helping our clients transform their HR functions for the digital age, moving away from a process-centric approach to one that puts the individual employee at the center of their HR value proposition.

Our Technology Talk section is dedicated to the compelling topic of intelligent automation. Head of Business Transformation Services, Carole Murphy, comments on a [new study of 500 senior finance executives](#) which found that while RPA in finance is well under way, some organizations are also exploring AI and machine learning.

Gustavo Tasner, our head of the Americas Delivery Network, introduces the Guatemala deliver center on its 10th anniversary, describing the journey to becoming a state-of-the-art delivery center and sharing his vision for the exciting road ahead. We also talk to Alejandra Salazar and Claudia Lopez about the evolution of Capgemini Guatemala's Corporate Responsibility and Sustainability journey and learn more about their incredible "Building a Better Future for Children" project.

Our tenacious squad of experts have been busy once again, writing on topics from RPA and change management, AI in contract management, and how focusing on the little things in a business process transformation journey can make the biggest difference, all the way to how BPO providers are giving the Big 4 advisors a run for their money.

Finally, we end this issue with an article by Katarzyna Zolna-Boron, initiator of Capgemini Poland's Project Theater, about how this successful CR&S project is helping our people to do something important and meaningful for the local community, while also developing their skills and confidence.

I really hope you find the insight and thinking behind our thought leadership in this issue as interesting and exciting as I do! As always, most of the articles in this issue are available on our website and we welcome you to share your opinion and views online.

# Focus on the digital transformation of HR

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# Focus on the digital transformation of HR



# Putting your employees at the heart of your HR function

**Anjali Pendlebury-Green**

*Head of Digital Employee Operations,  
Business Services*

## *Innovation Nation* sat down with Digital Employee Operations (DEO) practice leader, Anjali Pendlebury-Green, to talk about how Capgemini's DEO enables our clients' to put their employees at the heart of their business.

Hello Anjali. Could you start by telling us a little bit about yourself?

**Anjali Pendlebury-Green** | Yes, of course. I've been with Capgemini for nearly 12 years, and it's been a journey of personal learning and growth and achievements. My proudest moments have ranged from being Capgemini Consulting UK's employee of the year, to being alumni of the first batch of Gamechangers in 2015–2016, and now setting up and leading the Digital Employee Operations practice.

My passion lies in partnering with clients on their significant transforming efforts. To have clients achieve their tipping point in the transformation journey feels like a personal achievement. Digital Employee Operations (DEO) is the latest avatar of our next-generation HR thinking for the CHRO agenda. We help CHROs transform both the employee experience and also the business impact of HR. In 2018, we extended our DEO thought leadership to [Digital Learning Operations \(DLO\)](#), which speaks directly to the war for talent and reskilling challenges that most of our clients face today

What are some of the business challenges Capgemini's Digital Employee Operations offering addresses?

Digital Employee Operations is a comprehensive HR operations approach that enables organizations to tailor their HR service to individual employee roles. DEO puts the customer—the employee, manager, and HR professional—at the heart of our clients' HR service, and represents the next generation of our HR outsourcing capability aligned to HR3.0 thinking.

Currently, the CHRO community is primarily engaged in three key initiatives:

- The extensive deployment of next-generation HCM platforms such as Workday and SAP Success Factors to drive more self-service, but also with a better user experience.
- Repurposing HR staff away from transactional workloads to business critical agendas such as geo-restructures, mergers, acquisitions, reskilling, and talent attraction and retention. In principle, this is enabled by the first point about implementing new technologies.
- Addressing the war for talent. With companies often struggling to find, engage, hire, and retain the right talent across generations, culture and workplace interactions all make a difference to a company's employer brand. Yet, defining and delivering a compelling multi-generational employee value proposition can be a real challenge.

DEO is our proactive response to the HR3.0 focus of consumerization of the workplace. We recognize that our CHRO clients require more than just the traditional operational focus on cost and efficiency. They need a demonstrated ability to excite and impact the employee and manager experience.

So, it is extremely exciting for us to have led the market and product thinking ahead of our clients' requirements and demand. DEO is already being seen as quite a disruptive offer compared to some of the more traditional players in the HRO market.

How does Digital Employee Operations address business outcomes?

Firstly, DEO addresses the experience and adoption dilemma that our clients face when they implement a next-generation HCM platform. Capgemini has built a technology-specific operational model and combined process with an experience lens. We put the employee at the heart of our solution in order to drive the most intuitive HR customer service to deepen adoption and engagement.

This approach also reflects a trend where employees apply the consumer lens to the way they expect to interact with HR. They want to access HR on the move, in real time, and with an intuitive ease, which is a step change from the traditional way that HR has operated.

The second business outcome is "happy people," including the engagement of current employees and potential employees in the form of candidates, the retention of people, so that we can reduce the amount of time our clients spend hiring and training people.

**Digital Employee Operations is a comprehensive HR operations approach that enables organizations to tailor their HR service to individual employee roles.**



And finally, “lower cost.” This is where our traditional focus has been, and prior to DEO, our traditional focus was on lowering the total cost of HR operations through improving the productivity of our operations. This remains a focus through elimination and automation. We’ve also added a focus on ensuring that we help our clients achieve their technology investment business case through committed savings, which enables CHROs to meet their financial commitments.

What are some of the commercial constructs that have been developed within Digital Employee Operations?

We are changing the commercial construct of our HR solution away from just traditional FTE-based pricing. In terms of the “high performance” outcome, we offer differentiated pricing models for different service offers. A price per employee served model or an outcome-based pricing model is common for transactional services. Our digital learning design services are a catalogue price, while our learning supply chain management offer includes gainshare on achieving budgetary savings targets.

For the “happy people” dimension, net promoter score (NPS) is commonly used to measure customer satisfaction and has been translated to employees as internal customers being satisfied with our service and ready to recommend us. This has a knock on effect on areas such as voluntary attrition and delivers higher employee engagement.

With the “lower cost” outcome, it’s not just the cost to serve every employee or every transaction. It’s about reducing the number of employee queries that need to be handled by phone or email—which tends to be the most expensive way of resolving a query—and how much more we put into [live chat or chatbots](#) through various market-leading robotics or service management platforms.

Could you summarize the benefits our clients’ employees will gain by implementing Digital Employee Operations?

From the end-customer perspective, DEO enables our clients’ managers and employees to focus on their jobs and their roles, while we do the heavy lifting in the background.

In turn, this helps our clients’ employees and managers to have happy and successful working days. We hope that talent retention will rise as a result of the organization engagement.

Finally, could you talk a bit about the future of Digital Employee Operations?

In many organizations, the experience an employee has in the workplace tends to be very different from their experience as a consumer. All employees are consumers and they compare their workplace experience to the world outside. We are working to bring digital employee experience to the workplace and helping CHROs to drive to the HR3.0 concept.

To this end, we are always scanning the market and Capgemini’s digital partners to enhance our HR service offers. Our teams continue to deploy robotics, chatbots, and other automation to both transactions and interactions. We’ve established ways to build teams combining human talent and robotic effort. We’ve enhanced our Digital Learning Operations offer with our partnership with Skillsoft Percipio—a unique automation platform to drive learner experiences. And we continue to look at ways to deploy and optimize other market-leading products to the world of HR. My ambition is to get on the front foot and evolve HR 4.0 and show a path for HR’s evolution beyond its current state.

I truly believe we will continue to digitize workplace interactions, while keeping the warmth, emotion, and uniqueness that underpins company culture.

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**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.

We continue to digitize workplace interactions, while keeping the warmth, emotion, and uniqueness that underpins company culture.





# HR in the digital age—we are all consumers now

**Anjali Pendlebury-Green**

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

# Next-generation HR business cases reliant on the highest-possible levels of self service don't stack up and what to do about it.

At our busy HR practice, we receive three types of everyday requests from our clients. Do you recognize yourself in one of these categories?

- **Rip-and-replace**—I have an HR system but I want a new next-generation one. Which one fits me best?
- **Fix-it/Fine-tune-it**—I have a new HR system, but it doesn't live up to its promise. The business case and self-service adoption did not stack up.
- **Streamline-it/optimize-it**—I need a more efficient administration operation so I can focus on the talent agenda.

Market-leading HR systems are blazing a trail in their evolution to the cloud/SaaS environment, with most of them deploying top-of-the-range user interfaces. Next-generation HR systems are accessible through multiple devices, giving unprecedented mobile access to HR processes and data. Taking advantage of this trend, many HR departments and organizations have decided to upgrade to a human capital management (HCM) platform and are basing their business case and HR design approach on the highest possible levels of self-service.

## Pushing HR to the front line

The movement to maximize self-service pushes HR tasks to the business front line. No longer is HR something the HR organization does; instead, line managers are now expected to undertake HR transactions and deliver smooth HR services to their employees. Some of them may be more equipped to meet this need than others. Some may have the capacity to accommodate HR activities alongside their other responsibilities—but many won't.

So the romance of self-service adoption is soon gone and we find:

- **Self-service uptake declines**—managers and employees alike begin to complain that systems are not intuitive

enough, especially when it comes to the complex area of local processes based on local employee legislation.

- **Transactions are stuck in the system**—on average, more than 25% of transactions are caught in bottlenecks in new HCM systems. One of our clients even accrued money on its books to compensate for any unrecognized amounts stuck in queues.
- **Savings based on self-service soon evaporate**—HCM implementation business cases with a high leverage of self-service uptake reducing the number of HR staff start to fail. This typically remains an unrealized benefit deteriorating the HR transformation benefits case.

## Users first—placing employees at the heart of your HR

The more we heard the same discussions every day, the more we realized that even now, many of the HR systems and processes were designed with a HR-out view rather than a customer-centric view.

Driving adoption of next-generation tools and equipping the front line to transact HR needed a different approach to HR. Capgemini's proposal is to place the employee at the heart of the service design, with a Digital Employee Helpdesk at the center of user adoption assisting line managers and employees to fit into that new world of HR self service.

Capgemini's Digital Employee Helpdesk provides:

- **A consumer grade employee experience**—using B2C omnichannel technology, we deploy user experience design thinking to curate the helpdesk experience to deliver intuitive navigation to policies and forms and easy access to assistance.

- **Customer segmentation principles**—applied to employee roles to provide a tailor-made HR service. We believe that "one size does not fit all," and that employee roles define their interaction needs.
- **Right-touch query handling**—because not all queries are the same. Omnichannel does not mean all queries go through all channels. We use B2C technology such as Prosodie-Capgemini's Odigo customer-interaction platform to help grade queries and place them in suitable resolution channels. "How do I" queries can typically be resolved through chatbots, while resolving more technical navigation passes straight through to a team member.
- **Service analytics**—used as a change management tool to keep a pulse on the HR service. Repeat queries, campaign management and response satisfaction scores all help us to predict user challenges and modify the services. We achieve 95% first contact resolution (FCR) and significantly improve net promoter score (NPS).

Regardless of whether you are looking to rip and replace, fix or optimize your current HR system, Capgemini's [Digital Employee Operations](#) solution ensures that your employees are at the heart of HR.

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**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.

# The digital talent gap—are companies doing enough?

Almost all organizations would agree that digital talent is important and that they are aware of the digital talent gap. However, recent [Capgemini-LinkedIn](#) research suggests that although the majority of companies frequently discuss this gap, concrete action to bridge it is rarely taken. With ever-increasing demand for skills, the talent gap has widened. The challenge of the digital talent gap is no longer just an HR issue; it is an organization-wide phenomenon that affects all areas of the business.

## The digital talent gap is widening



**55%**

of organizations acknowledge that the digital gap is widening.



**54%**

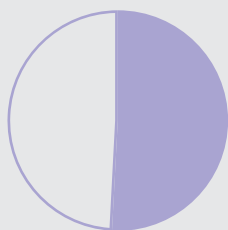
of organizations say that the digital talent gap is hampering their digital transformation programs.

## The talent gap is greater in soft than hard digital skills—employers say their organization lacks employees who possess:



**59%**

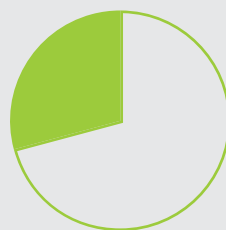
Soft digital skills



**51%**

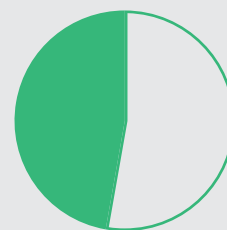
Hard digital skills

## Employees are worried their skills are already or soon to become redundant



**29%**

of employees believe their skill set is redundant now or will be in the next 1–2 years.



**47%**

of Gen Y and Gen Z employees consider their skill set is redundant now or will be in the next 4–5 years.

## Employees feel organizations' training programs are not effective



52%

of digital talent say training programs are not helpful or they are not given time to attend.



45%

of digital talent describe their training as "useless and boring."



58%

of digital talent are investing their own time and money into L&D.

## Skill redundancy fears and lack of faith in their organization's upskilling efforts could trigger attrition



55%

of digital talent are willing to move to another organization if they feel their digital skills are stagnating at their current employer.



58%

of digital talent are likely to gravitate towards organizations that offer better digital skill development.

### What can organizations do to narrow the digital talent gap?

There are six areas organizations should focus on to solve their digital talent challenges:

#### Attracting digital talent

- Align leadership on a talent strategy and the unique needs of digital talent
- Diversify recruiting approach

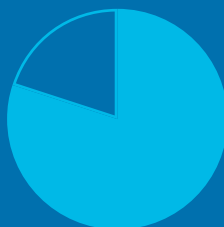
#### Developing digital talent

- Create an environment that prioritizes and rewards learning
- Chart a clear career development path

#### Retaining digital talent

- Give digital talent the power to implement change
- Provide flexible and collaborative ways of working

### What attributes do digital talent value?



80%

of digital talent prefer joining organizations that allow a flexible work-life balance.



75%

of digital talent prefer joining organizations with a flat hierarchy and accessible management as well as an open and collaborative physical workspace.



# Reimagining the HR value proposition for Syngenta

**James Eastwood**

*Syngenta HRO Engagement Director,  
Capgemini's Business Services*

# Syngenta HRO head James Eastwood talks to *Innovation Nation* about how Capgemini has transformed Syngenta's HR function through implementing its Digital Employee Operations solution.

Welcome James. Could you start by talking about what Digital Employee Operations means to you?

**James Eastwood** | That's a very interesting question. Perhaps I'll turn it on its head and ask: what is Digital Employee Operations—or DEO, as we refer to it? Is it about implementing a Workday or SuccessFactors system? Is it self-service HR for employees? Is it about mobile access to learning? Or is it automation and robotics applied to the HR world?

Within the Syngenta account, we've been moving towards the digitalization of HR services for a number of years and have recently accelerated our digital journey. I'm pleased to say that DEO is all of the above for Syngenta HRO and more.

But DEO is so much more than simply a combination of digital HR platforms. It's a complete next-generation HR mindset and attitude that manifests itself pretty much everywhere across our team and our approach to HR operations for Syngenta. In fact, within the Syngenta account, you're never more than a click away from DEO.

How does DEO work within Syngenta's HR function?

Within the Syngenta account, we are digital in everything we do. We run our account in an entirely digital way via our global "Reimagine HR" hub.

Reimagine HR is based on Microsoft® SharePoint 365 technology, which embeds our digital platforms to create a single, powerful, digital communication platform. Reimagine HR is a unique partnership channel that we have co-developed to facilitate how we deliver, communicate, track progress, and especially, how we work together as a global team.

From a user perspective, Reimagine HR enables our joint Syngenta-Capgemini HR teams to do everything from checking key dates of meetings, accessing relevant videos, blogs, and vlogs, checking out the latest project updates, and exploring the ever-changing transformation roadmap. The Syngenta DEO command center is embedded within the Reimagine HR platform making tracking KPIs and operational progress a dynamic and intuitive activity. As a digital channel, Reimagine HR is home to our digital magazine and the platform for interacting with colleagues and managers—including checking the latest news from our clients. We've also embedded Yammer into the platform, bringing the social aspect to the team's interactions. The list of how we use Reimagine HR to bring digital to the team is really endless.

In what ways have DEO and Reimagine HR changed the way you deliver value to Syngenta?

Reimagine HR digitally connects all our team members and stakeholders in a single, incredibly powerful, digital platform. Reimagine HR provides a sharp performance edge and mindset shift that keeps everyone informed and focused on continuous transformation. It underpins our success in delivering great service for Syngenta and has been a key ingredient of the secret sauce to delivering customer satisfaction that scores as high as 90%.

Reimagine HR is also an accelerator that has increased our clock speed and response times. For example, rather than holding a typical monthly service review meeting, where we would talk to Syngenta stakeholders about data that could be six or seven weeks old, we're able to focus on the very latest, current command center data, and on future indicators—not past.

Along with the mindset, Reimagine is a cultural discipline and way of working that is embedded right across the Capgemini and Syngenta teams.

Aside from Reimagine HR, what impact has DEO had on Syngenta's HR function?

DEO in Syngenta goes way beyond Reimagine HR. Currently, we have 50 different projects that leverage DEO. Some of these include:

- Our partnership with Syngenta to implement a global Workday platform that delivers next-generation self-service access and straight-through processing in HR.
- Our successful implementation of the Transversal digital knowledge base that gives our team leaders instant access to a wealth of knowledge and replaces the traditional access to desktop procedures and work instructions.
- Our award-winning SumTotal relationship delivered a truly next-generation digital learning solution that helps Syngenta deliver unique and intuitive learning solutions.
- Our innovation hub that brings various ideas to life, including automating Syngenta's payroll processing to minimize errors and increase efficiency, deploying a next-generation, best-in-class case management system with Service Now and RightAnswers, and automation to generate error-free new joiner contracts and onboarding paperwork through the Escriba digital document management platform.



Finally, what is the future of Digital Employee Operations at Syngenta?

At Syngenta, we pride ourselves on bringing DEO to life but with a service wrapper around the technology. The way the technology is deployed and the service delivered through talented people is absolutely crucial to our success—which brings us back to our Reimagine digital hub that injects Digital into our DNA.

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**James Eastwood** is the Engagement Director for Syngenta HRO within Capgemini's Business Services based in Krakow. Together with his 200+ FTE team located across Capgemini delivery centers in Kolkata, Krakow, Nanhai, and Campinas, James focuses on implementing and optimizing Digital Employee Operations within Syngenta HRO.

The way technology is deployed and service delivered through talented people is absolutely crucial to our success—which brings us back to our Reimagine digital hub that injects Digital into our DNA.



# COMMAND CENTER

GENERATION AND PERFORMANCE HUB





# What lies beneath— the digital transformation of HR

## Chantelle Brandt Larsen

*Senior Digital Solution and Engagement Lead,  
Capgemini's Business Services*

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**Chantelle Brandt Larsen** is a tech-savvy thought leader with over 17 years experience in organization development (OD). She is passionate about the power of technology and mindset in changing business models and operations. She has successfully designed and executed multiple OD solutions across a range of businesses.

# How can HR communicate with people who work offline? It's time for digital transformation to get smarter.

Everybody knows that digital transformation can radically shape new business models and optimal ways of working. But what you perhaps didn't know is that Digital can also transform your business from the initial concept of a global system, to execution of local HR administration and adoption across the board by your employees, managers, and HR professionals.

But does that mean a Human Capital System (HCM) provides the answer to all needs, in all circumstances? Not always, no.

## The iceberg effect

While digitizing, integrating, and streamlining business practices can make a huge difference to the management of talent, payroll, general HR administration, and more, there are some areas of the HR process that digitization can't easily reach. I call it the iceberg effect—we can see many of the benefits of digital transformation, but there's still plenty beneath the surface that remains relatively inaccessible.

Take contingency workers. Many organizations need to hire people on a seasonal basis or for projects, across different countries and jurisdictions—sometimes thousands on a single day that have to be paid the very next day. In many cases, these are people whose work doesn't make them easily contactable via digital means.

Not all employees have access to a laptop or mobile at work—those in manufacturing, mining, and retail are often "offline" and unconnected from the technology we naturally think of in an implementation. They're not sitting in front of computer screens or using handheld devices, and for many, may even be actively discouraged from using laptops and smartphones.

In a nutshell, how do you communicate at scale with people for whom technology is not an integral part of their work? As an employer, you may have spent time

developing fabulous HR practices to administer, engage, and empower your employees—but they're not going to self-serve in large numbers if they don't have a ready means of access.

## Customer-driven principles

To find a solution, organizations need to approach the issue from the opposite direction. Just as successful online consumer marketing strategies don't start with functionality, neither does HR. Digital starts with developing an understanding of the customer experience. HR practitioners and service providers need to think about the daily practices of the people they are trying to reach.

If people are doing shifts on a shop floor, in a factory or mine, what are their touchpoints—in other words, the moments in their day when they're in contact with the administrative function? Answers to this question might include:

- When they're clocking in at the start of their shift.
- When supervisors call team meetings to allocate tasks for the day.
- When they're being paid.
- When they're signing out at the end of their shift.
- In retail, when they're logging on or off at a point-of-sale terminal.

All such occasions provide opportunities for contact and communication—leveraging the response channels and response levels that best match the needs and circumstances of the employees involved.

## Fulfilling the digital transformation promise

The benefits to maintaining smart contact with offline workers are many:

- It makes everyone visible and part of the wider team.

- It can improve employee satisfaction...
- ... and increase productivity, by simplifying access to information that might otherwise take up time for offline employees.
- It streamlines communications and plugs gaps...
- ... and enables you to make best use of your workforce.
- It can reduce HR service desk costs by 25–30%.
- It demonstrates your duty of care.

What's more, it establishes a consistent, enterprise-wide model.

It's often said that digital transformation is, or ought to be, customer-driven. In HR, the customers aren't just external, but also internal—your people. If you really want to optimize HR administration and the adoption of day-to-day administration, engagement, and empowerment through digital transformation, you need to treat your unconnected employees as customers.

**If you really want to optimize HR administration and the adoption of day-to-day administration, engagement, and empowerment through digital transformation, you need to treat your unconnected employees as customers.**



# How to engage your unconnected employees

**Warren Gouws**

*Director of Solution Architects,  
SumTotal Skillsoft*

Organizations need to become agile in adapting to attracting, developing and retaining quality talent.

"If only I had more money to buy my granddaughter Susie a new saxophone ... but with this shift work, I probably won't get to see her recital anyway ... I feel like I just come to work, stare at a machine for eight hours, and ..."

Meet Terrence Ferguson, a 55-year old production line worker at Stark Enterprises, whose train of thought is suddenly interrupted when Ida Ramsey, his new supervisor, bumps into him, sending her smartphone crashing to the shop floor. Ida started with the company last month, in another wave of new recruits coming in to replace Terrence's former supervisors who are now retiring.

"Oh ... sorry," yells Ida, before hurrying off in the opposite direction still writing a text message to her father that reads: "They just don't see my potential and I feel like I don't have any control over where my career is going ..."

"Maybe watch where you are going next time?" barks Terrence, openly irritated, before turning back to the three machines he operates ... and his monologue of thoughts.

### The march of the Millennials

While it's clear that Terrence and Ida are not "engaged," what the interaction between Terrence and Ida gives insight into is a more challenging trend further complicating employee engagement.

As Terrence's supervisors retire, they're being replaced by Millennials that have significantly different values, beliefs, and lifestyles from the Baby Boomer generation. These differences are changing the way employees interact with each other, contributing to the disengagement felt by some employees, which is having a direct—and negative—impact on the bottom line of the business.

With Millennials set to dominate the workplace in the coming decade, organizations need to become agile in adapting to attracting, developing and retaining quality talent—a strategy or, more importantly, a lack thereof will make or break them.

With Millennials set to dominate the workplace in the coming decade, organizations need to become agile in adapting to attracting, developing and retaining quality talent—a strategy or, more importantly, a lack thereof will make or break them.



## Staying connected on the factory floor

Implementing a digital human capital management (HCM) solution enables your people to stay connected and well-informed via data acquisition devices and multimedia kiosks on the retail or factory floor, helping your organization connect with and narrow the engagement gap for your “offline” employees. To this end, here’s a checklist of what to look for before investing in a modern HCM solution:

- **Safety first**—to ensure safety in the workplace, your HCM solution should provide your employees with relevant training, standard operating procedures (SOP) and observation checklists where they do their work. Your system also needs to monitor certification, ensure that uncertified workers aren’t scheduled to work in potentially unsafe areas, and even prevent workers from clocking into these positions.
- **Career mobility**—if your employees feel they don’t have the opportunity to advance themselves or achieve more, it’s a huge turn off when it comes to engagement. What’s the point in working harder if you have no endgame in sight? Your HCM system should empower your employees to not only understand what their current job fit is, but also create a career plan with recommended skill and competency activities pushed to them to help close the gaps.
- **Opportunities to earn and grow**—your HCM system should enable your employees to expand their earning power by being able to bid on extra available shifts or overtime. If they are not qualified to work those extra shifts, the system should recommend learning activities to enable the worker to grow into those opportunities, thus expanding earning power but also fostering professional development and growth.
- **Meaningful self-service**—your HCM system should empower your employees to manage their own work-life balance by being able to set their availability for extra shifts, forecast holiday eligibility (accrual banks), submit holiday requests and swap shift and holiday time with their fellow colleagues.

To summarize, implementing a complete digital HCM solution across your HR function—and extending this down to your line managers and worker—promotes employee engagement and fosters a high-performance culture. As always, employees are your most valuable asset.

**Warren Gouws** is the Director of Solution Architects at SumTotal Skillsoft, a world class HCM and digital learning company. He has designed and implemented workforce management solutions for Fortune 500 companies for over 18 years. For the last six years, Warren has helped deliver a complete HCM offering of learning, talent and workforce management for SumTotal, Skillsoft.



Implementing a complete digital HCM solution across your HR function promotes employee engagement and fosters a high-performance culture.



# Digital Employee Operations

Next-generation HR operations that drive enhanced operational efficiency and employee experience

With traditional HR cost and value pressures being compounded by digital native employees looking for a seamless experience, it is essential that organizations attract, grow, and retain the talent they need to fuel business strategy in a world of fast changing skills sets and competing global demand.

Capgemini's Digital Employee Operations puts your individual employee at the center of your HR value proposition to deliver:

- Increased profit
- Enhanced employee satisfaction
- Increased productivity
- Optimized use of your human capital
- Minimized risk to your reputation



For more information, visit us at:

<https://www.capgemini.com/service/business-services/retain-and-engage-employees/digital-employee-operations/>





# On the front line of digital learning

**Anil Shadija**

*Senior Engagement Manager,  
Digital Learning Operations,  
Capgemini's Business Services*

# A day in the life of Capgemini's Digital Learning Operations' teams.

Organizations have experienced disruption from Digital across all corporate functions—and Learning and Talent Management is no exception. It, too, has seen massive changes in how learning is created, curated, delivered, and absorbed by learners, enabling organizations to be better prepared and skilled in a world of fast-changing skills sets and competing global demand.

The importance of investing in people skills has never been as significant as it is today. But while organizations have recognized the need to train and reskill their workforce, “how” we adapt digital learning and “who” can help us remain unanswered.

Capgemini's Digital Learning Operations (DLO) offering—a set of services that provides a consumer-grade employee experience for attracting, growing, and retaining the talent—address these questions for both our clients and the Group. DLO helps our clients create, deliver, and administer learning content for millennial and Gen-Z learners using proven processes, tools, and methodologies

I invited *Innovation Nation* to come to Mumbai and learn more about this interesting offering, and what our DLO team is doing to help drive digital learning for our clients.

## 8:00 am

The APAC DLO team starts their day with an APAC client. This leading global CPRD company wants to drive automation in a structured way to improve productivity by 15% across its processes. The team is working with automation experts from the client team to provide a platform for them to imbibe and learn automation principles, tools, and technologies.

They have built mock ups using the Sharepoint platform and plugins such as LMS 365, Microsoft Flow, Power BI, and others, to create a platform that enables learners to interact using expert forums, dashboards, curated content,

leaderboards and role-based trainings, and certifications.

## 10:30 am

Teams supporting the EMEA regions start to arrive—a diverse mix of instructional designers, technical writers, visualizers, illustrators, animators, developers, and QA specialists, which together form a cohesive team with a single objective of providing end-to-end learning services for our clients.

## 11:00 am

Time for the team standup meeting—a short 15-minute meeting to take stock of the work in progress and to identify potential risks to the day's planned deliverables. Each team member provides a quick update on what was completed yesterday, what is planned for today, and any “show stoppers.” Based on these updates, the team leads reassign tasks or add additional helping hands to ensure the deliverables are not missed. Everyone is mindful of the benchmarks the team has set to ensure on-time delivery 95% of the time.

## 11:45 am

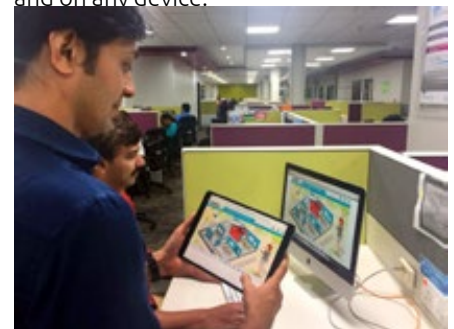
The teams are busy with their projects. The learning administration team is busy analyzing new requests from a Capgemini Academy in the Netherlands. The team acts as an extension to the Netherlands team, operating seamlessly to track all work through a common SharePoint portal that provides insights into requests, incidents, and training activities to be supported for the day. Tickets are assigned to relevant teams and technical issues get escalated.

The learning administration team also extends these services to some of our other clients—some small, some large with 28,000 users—spread across 90 countries, and supported from five delivery locations. The team takes care of all learning administration activities

end-to-end, from scheduling, sending out invites, registrations, and logistics, to keeping track of everything. They use business intelligence tools such as PowerBI, which provides insights real-time data for each request by geography, clients, and ticket type, etc.

## 2:00 pm

The EMEA team is making the last few tweaks for one of their largest client's in the EMEA region—a large organization engaged in the aerospace and defense sectors. Capgemini has partnered with this client to drive their digital learning vision and has a target to convert over 500 classroom trainings into digital format that can be accessed anytime, anywhere, and on any device.



**I invited *Innovation Nation* to come to Mumbai and learn more about this interesting offering, and what our DLO team is doing to help drive digital learning for our clients.**

### 3:00 pm

It's always exciting to see behind-the-scenes footage of Hollywood blockbusters created using computer graphics. But we weren't expecting to see the graphic design team building eLearning content for one of the biggest studios in Hollywood using the same style of animation. The team's ability to translate ideas into a script and subsequently a complete animation or video, which becomes an essential element in the overall learning, is truly remarkable



### 4:30 pm

A lot of thought and hard work goes into the initial design phase, so we head to a team meeting on how to create training for complex topics such as additive manufacturing and 3D printing. A leading company in the manufacturing space has requested training on using 3D printers to prototype components for aircrafts before moving them into mass production. While 3D printing has taken the manufacturing sector by storm, a lot of thought goes into how the component is modeled and built.



The team had just finished a workshop with the client subject matter experts to understand the subject area and learning objectives, and is discussing how this can be made interesting and intuitive for the learner. Ideas around using 3D, including use cases in content and evaluation techniques, are discussed, resulting in a high-level design document that goes to the client.

### 6:00 pm

After a quick check that all deliverables are on track for the day, the team heads to a meeting to review an RFP from one of the world's leading multinational banks headquartered in UK. This client is looking for a strategic learning partner to manage the entire learning function—from curriculum design, finalization of delivery channels, content curation, learning administration, to vendor management.

This is something the team sees very frequently—clients looking to consolidate their learning operations, drive efficiencies, reduce costs, and improve ROI through a strategic global partner.

The next steps and actions are assigned to various team members, each taking ownership of the area of their expertise, and teams disband to start the work.

### 7:00 pm

The learning administration team heads for a webinar on the latest version of the LMS platform from their partners SumTotal. The new release promises to bring the digital experience to learners, providing a Netflix like experience with content structured in channels, an elastic search function, multimodal learning (listen, watch, read, practice), and social learning.

The team has partnered with Skillsoft and SumTotal to bring two of the best learning products—Percipio and SumTotal—to their customers. The webinar has many in the team excited to try out these new features and start deploying them for their clients.

### 8:30 pm

The day ends with a review session with a client in the US—one of the world's leading multinationals with business in aviation, healthcare, power, and lighting. The client is rolling out a new PLM solution based on the Enovia platform, and the team has created classroom training content that will be used by the client to train its key users. The team has also created "how to" videos that provide a quick and easy way to train end users on using the tool to perform their daily tasks.

The team has successfully completed all the training materials using digital adaption tools such as Walkme to enable faster adaption of the new platform. The platform not only provides context-sensitive just-in-time training, but also provides strong analytics on application usage and common mistakes, etc., that enables the team to revise and update training.

## Goodbye and goodnight

What an absolutely fantastic day! Thank you to the DLO team for opening up their doors and sharing exciting insights into how they create powerful learning experiences for our clients and their employees. And thank you to *Innovation Nation* for giving us the opportunity to showcase what we do.

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**Anil Shadija** *is a learning design and delivery professional with over 16 years of experience in content design, platform implementation, learning administration and employee performance support systems. He is experienced in setting up and managing large teams spanning multiple countries and across industry sectors.*



The team has partnered with Skillsoft and SumTotal to bring two of the best learning products—Percipio and SumTotal—to their customers.

# Sharing Success







# Driving value through transformation

**Bernard Carbone**

*Head of Shared Services, Goldman Fielder*

Bernard Carbone, Head of Shared Services at Goodman Fielder, sat down with *Innovation Nation* to discuss how Capgemini helped the organization reduce their operating costs, adopt more agile ways of working, and create a leaner organization.

Welcome, Bernie. Could you start by telling us a little about Goodman Fielder, the history of your partnership with Capgemini, and your role in this relationship?

**Bernard Carbone:** Goodman Fielder is a leading food company across Australia, New Zealand and Asia Pacific that boasts a wide portfolio of well-known and leading consumer brands, including Meadow Lea, Praise, White Wings, Pampas, Helga's, Wonder White, Meadow Fresh, Edmonds, and Irvine. I would say that most Australian and New Zealand households have at least 40% of their cupboard space stocked with Goodman Fielder products – be it flour, bread, dairy products, pasta, and sauces, among other staple foods.

Our history with Capgemini started approximately three years ago when we decided to get involved in business process outsourcing. We carried out a review of the market and identified Capgemini as one of the companies that could help us. My role in the partnership started on day one – right from selection through to implementation, and I have focused specifically on building a strong relationship with Capgemini.

What were the business challenges Goodman Fielder originally faced?

In March 2015, Goodman Fielder was acquired by two large Asian multinationals, and as a result, we sought to centralize our functional operations, and drive operational efficiency and effectiveness across the entire Group. We were also using multiple, disparate system applications and tools across markets, which was impacting our critical business processes.

This provided the mandate to outsource a number of our finance functions. And as a result, Capgemini came into the frame and provided a range of solutions that have helped us to deliver those outcomes.

Why did Goodman Fielder engage Capgemini on its transformation journey?

We were impressed with the range of Capgemini's capabilities, including their strong talent pool and technology, and in early 2016 took the decision to engage them as our BPO partner.

When we reviewed the possibilities for our transformation journey, we found that Capgemini provided a couple of things we thought were quite unique on the market. There was the obvious matter of efficiency around pricing and cost, as well as around technology solutions they brought to the table through their process. The third thing they provided was scalability, which was extremely important to us.

There were a couple of areas in which we were lacking in the right technology, and Capgemini gave us some very good tools for us to use in this space. They organized collaborative workshops to identify opportunities and delivered a customized transition methodology aligned to our specific requirements.

They also led various stakeholder and change management workshops and initiatives, including change program and virtual team training, which ensured that we were able to engage the right stakeholders and built a strong relationship. Capgemini's program team also worked closely with us to ensure the new ways of working were

We were impressed with the range of Capgemini's capabilities, including their strong talent pool and technology, and in early 2016 took the decision to engage them as our BPO partner.



clearly defined and that both teams were able to operate smoothly.

We felt this was all pretty unique and was the main reason we adopted Capgemini's solution.

### What were the business outcomes Goodman Fielder achieved by implementing Capgemini's solution?

Once we had clearly defined desired outcomes from transformation, it became a question of whether we could achieve them. I am really proud to say that implementing Capgemini's solution enabled us to reduce our cost to account by about 40%.

We also implemented a range of tools and processes that improved our projects and processes quite significantly, as well as an operating model that encourages our teams to function more efficiently. And we're still able to scale up and add different functions. So we've been very successful in achieving our outcomes.

Winning the Shared Services & Outsourcing Network (SSON) Award for Excellence in Value Creation together with Capgemini in 2017 is also proof that we achieved the goals we have set out to achieve. It's always fantastic to receive recognition from an independent body.

### How has Goodman Fielder's relationship with Capgemini grown in the last three years, and what are the next steps in your transformation journey?

To my mind, we've moved beyond the normal BPO provider and customer relationship to enjoying a very symbiotic relationship where we're winning together. We continue to build a very strong

partnership with Capgemini, with a lot of trust and a lot of dependency on each other to do the right things – and I can only see our relationship getting stronger and stronger along our transformation journey.

Goodman Fielder's transformation journey now moves to a significant stage of stabilization. We are very keen to now extract as much value out of what we have transformed as we possibly can.

### What are the main trends in outsourcing in Australia and how do you see the market growing in the rest of 2018?

The market has stabilized a lot and providers have proved their capabilities. As a result, I can see the market of BPO in Australia growing quite substantially within the next year or two.

The main outsourcing trends in the Australian BPO space in 2018 are really around artificial intelligence and the continued expansion of robotics. These are the areas we're starting to explore with Capgemini, and they're also areas I see being quite prominent in the market.

### Finally, what advice would you give to organizations looking to embark on this kind of transformation?

If you are an organization looking to outsource and transform your Finance function, my recommendations are to be committed to your transformation journey, partner with an outsourcing provider able to deliver value beyond your initial scope, and, most importantly, be well-resourced in terms of both your funding and your people.

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**Bernard Carbone**, a chartered Accountant by profession, has held many senior financial roles and is currently Head of Shared Services at Goodman Fielder, Australia and New Zealand's largest food company.

Be committed to your transformation journey, partner with an outsourcing provider able to deliver value beyond your initial scope, and, most importantly, be well-resourced in terms of both your funding and your people.



**Danfoss drives  
accurate financial  
reporting with  
standardized  
accounting  
processes and  
smart automation**



## Customized SAP solutions empower Danfoss to transform its financial processes, streamline operations, and improve financial controls.

### Energy efficiency with innovative engineering

Think of comfortable office spaces and refrigerated aisles in retail stores, and Danfoss is certain to be present. The Denmark-based company provides heating, ventilation, and air conditioning solutions for industrial and commercial purposes. However, it does not stop there. Danfoss also helps to reduce emissions and make cities more energy efficient in the wake of rapid urbanization.

Danfoss employs more than 25,000 people worldwide and handles global functions smoothly. However, the company recognized that improvements to its corporate finance operations would play a key role in taking the next step as an industry leader.

### Feeling the heat

Danfoss understood that its finance and accounting solution needed to address a range of challenges, including a lack of standardized accounting processes during financial consolidation. In addition, Danfoss wanted to improve its ability to report real time financial information throughout the closed period and achieve optimal control and global visibility.

To meet these challenges, Danfoss needed a transformation partner to help standardize its finance operations across all geographies with best-in-class processes. Through a competitive bidding process, Danfoss selected Capgemini due to its familiarity with the company's processes and a willingness to align with Danfoss' vision as part of its collaborative approach.

In 2014, Danfoss and Capgemini partnered to launch the Danfoss Finance Program. The main objective of the project was to standardize processes in accounts payable (AP), accounts receivable (AR) and general

ledger (GL) across all of Danfoss' business units. This also involved updates to travel and expenses in 35 locations. To meet these project goals, Capgemini designed and implemented the Global Process Model© (GPM), which standardized these processes.

Building upon the success of this project, Danfoss again partnered with Capgemini to launch Project One ERP in 2016. With this program, Danfoss wanted to align and standardize different SAP platforms into SAP S/4 HANA. As the partnership moves forward into 2018 and beyond, the standardization of processes and integration of an ERP platform will be implemented in parallel.

### Delivering a smooth flow of financial information

For both of these projects, Danfoss leveraged Capgemini's Automation Drive, a unified approach on automation, and Global Enterprise Model© (GEM), including GPM, to transform its business operations, expedite its financial transformation, and realize cost savings quickly.

Built on a strong, 17-year foundation and the Automation Drive suite, GEM introduced automation and enhanced accuracy to Danfoss' financial processes while also minimizing costs and risks. The Global Danfoss Model (GDM), which was built on GEM, enabled Danfoss to create a global calendar that included all milestones, global tasks, and local tasks, as well as a reporting deadline and hard close process to enforce discipline.

Capgemini and Danfoss partnered with world-class accounting tools such as Runbook Closing Cockpit© and Runbook Balance Sheet Reconciliation© to automate closing and financial reporting processes. These tools enabled Danfoss to capture financial data at every step of its vendor and customer transactions,

resulting in substantially smoother AP and AR functions.

Closing and reconciliation of the balance sheet is now an easier process for Danfoss' accountants. This translates into a seamless record-to-report (R2R) function that delivers timely financial reporting due to the implementation of these tools. This also resulted in a reduction of the closing period from seven to five working days and minimization of the need for manual error correction.

An important component of the solution's overall success was the implementation of appropriate automation and robotics for a variety of processes. This includes the verification process, foreign exchange rate updates, and intercompany reconciliations, all of which resulted in reduced manual interventions and error rates.

### The benefits delivered

With the driving force of GDM behind its financial transformation, Danfoss achieved significant improvements to its financial reporting, including:

- Best-in-class vendor payments
- Improved customer collections
- Improved accuracy in all accounting processes
- 56 standardized R2R processes
- Alignment of processes and tasks to Capgemini's offshore and nearshore delivery centers based on location strategy
- Creation of an intercompany hub, leading to faster closing of all transaction types globally and a reduction in closing period from seven to five working days.

# Transforming the Capgemini Group's Finance function



Capgemini deploys robotic automation to deliver enhanced business outcomes and benefits across Group Finance.

## The case for robotics

As an organization that is constantly looking for opportunities to improve its processes, Capgemini understands the speed at which robotic automation can transform a business. However, it also understands that a lack of proper preparation before introducing robotics can lead to a start-and-stop implementation.

With this in mind, the Capgemini Group identified an opportunity to automate the invoicing process of its Finance function in order to handle increased demand without compromising its stringent requirements for accuracy. As such, robotic process automation (RPA) offered an ideal solution.

## The challenge of enhancing operational efficiency

Capgemini's Business Services Finance & Accounting (CBS FA) is a shared services team that provides a range of administrative services to the Group's Finance function, including the processing of over 8,500 invoices manually every month. Invoice processing is a critical step for the realization of revenue and acts as upstream input for Capgemini's entire order-to-cash (O2C) cycle, which is managed end-to-end by CBS FA's dedicated team of project accountants via the Oracle R12 Project Accounting platform.

The team was facing a range of operational challenges, including dealing with multiple processes and formats, ensuring the absolute accuracy of invoice data for a large volume of requests, comprehensive management of exceptions and fallouts within short timelines, and coordination of the entire process cycle with multiple stakeholders.

In order to continue delivering seamless billing and revenue flow to the Group's projects, the CBS FA team needed to increase efficiency through analyzing

existing processes and eliminating non-value added process steps. This maximized client revenue and provided best-in-class utilization of the Group's existing technology platform, application hub tools, and robotic methodology.

In addition, Capgemini's Group Finance had extremely high expectations of its internal CBS FA team, including:

- An increase in measureable productivity benefits
- Enhanced maturity and competitiveness, with the expectation of realizing €1.3 million in savings
- Reduced manual interventions in the process, while maintaining overall accuracy of the output
- Significant increase in "transaction per FTE" with 100% compliance on quality.

All of this supported the goals of non-intrusive automation, seamless service delivery with the capacity for expansion, and the absorption of increased volume within the CBS FA team's existing bandwidth.

## Capgemini's ESOAR methodology provides the foundation for RPA

As a first step, CBS FA consulted project accountants directly involved in the invoicing process on the opportunities of RPA. This provided valuable information about how the team viewed RPA adoption as a means to move to higher-value functions. It also gave a detailed view of the challenges the project would need to address from an employee's perspective while further outlining the project requirements and objectives.

Based on this information, the CBS FA team developed and implemented the unique ESOAR (Eliminate, Standardize, Optimize, Automate and Robotize) methodology to holistically assess the needs of the



*By leveraging Capgemini's proven ESOAR methodology, we streamlined and standardized our invoicing process, which generated immediate cost savings and helped us accelerate the move to shared services for more value-added business benefits. Our RPA-enhanced service capabilities manage the existing volume of transactions, while offering the potential for further expansion."*

**Luc Bourguignon**  
Vice President  
Head of Finance Tools and Processes,  
Capgemini

Capgemini Group's clients, agents, and managers at various steps of the invoice process in detail. This included eliminating multiple input formats from requestors, reducing manual handoffs, standardizing input and output requirements, optimizing the usage of the Oracle R12 for printing invoices and implementing robotics to automate repetitive tasks.

CBS FA deployed UiPath's industry-standard RPA product, part of Automation Drive, Capgemini's unified approach on automation, which applies virtual robots to emulate and automate the manual activities involved in invoice creation, such as mouse cursor movements, keystrokes, and copy and pasting, and performing simple calculations and text string manipulations. This provided a real-time operating and decision-making environment, with robots constantly reporting their progress to a central server and an intuitive flowchart-style graphical interface enabling the team to design and implement the business processes as workflows. A robust control mechanism was also introduced to increase the accuracy of invoices and enhance client experience and satisfaction.

## Results count—increased process efficiency and competitiveness

CBS FA implemented proper controls throughout the project, leading to a smooth and successful rollout of its RPA solution for the Capgemini Group. In addition, the ESOAR methodology provided value addition and productivity gains for Group Finance by enabling the CBS FA team to approach the project with a strong plan that ensured smooth delivery.

The solution assisted in reducing the turnaround time for invoice generation and improved invoice accuracy. There was significant reduction in queries in the downstream process, which led to better cash collection and enabled a reduction of days sales outstanding (DSO) for the Capgemini Group.

ESOAR is Capgemini's unique methodology of continuously improving the efficiency and effectiveness of operations. This is done through a combination of process, technology and user experience.

**Eliminate**—multiple input formats to reduce error and rejections

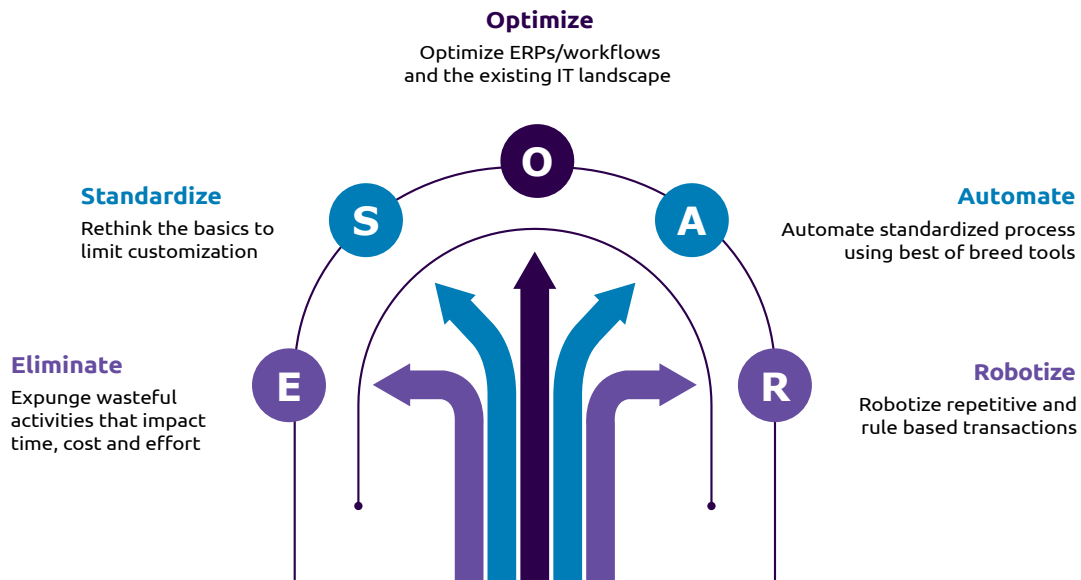
**Standardize**—the input and output requirements for maximum synergy

**Optimize**—the usage of existing ERP and platforms

**Automate**—standardized processes using best-of-breed tools and identify further opportunities for automation

**Robotize**—repetitive, rule-based, transactional processes through leveraging RPA

## ESOAR methodology



Implementation of CBS FA's RPA solution and ESOAR methodology led to a range of tangible benefits including:

**Increased cost reduction**—over €1.5 million saved for the Capgemini Group against a target of €1.3 million

- **Enhanced accuracy**—91% improvement in accuracy, with a reduced error rate from 45 to 4 errors on a baseline of 8,500 invoice creation requests
- **Reduced cycle time**—75% reduction of invoice processing from 20 to 4 minutes per request
- **Enhanced productivity**—reducing the overall cost of finance for the Capgemini Group by 88 resources
- **Reduced cost of service**—20 FTEs redeployed to higher analytical work such as reconciliations and cost accruals
- **Increased standardization**—standardization of inputs resulted in fewer queries, exceptions, reworks, and manual handoffs.

Successfully implementing robotics within its own Finance operations is an example of Capgemini's ability to transform complex manual processes and apply best-in-class automation solutions. This project demonstrates Capgemini's position as the trusted partner of choice for organizations wanting to transform their Finance function through implementing customized robotics solutions.

The project also won the "Gold" category of the prestigious D.L. Shah Quality Award, recognizing CBS FA's efforts in automating the invoicing processes for improved efficiency and service delivery.

## The Collaborative Approach

The Collaborative Business Experience™ is central to Capgemini's philosophy and is a pillar of our service delivery:

- **Enhanced efficiency**—collaboration between the onshore team, requestors and the processing team minimized deviations, and reduced to and fro queries, with operators redeployed on audit and exception handling rather than transactional activities
- **Improved employee experience**—through redeploying 20 FTEs to other value-adding tasks across CBS FA's business. The overall 88 FTE reduction was compensated by further headcount addition from onshore roles, thereby further reducing the cost of finance
- **Continuous improvement**—CBS FA's people continue to generate new ideas on how repetitive, manual tasks can be automated or solved through robotics. This is recognized across the Capgemini Group as a powerful example of data, technology and talent coming together to create value.

This project demonstrates Capgemini's position as the trusted partner of choice for organizations wanting to transform their Finance function through implementing customized robotics solutions.

“

*Capgemini's unique methodology and technology platform has demonstrated high transformational capabilities driving process efficiency and competitiveness, and delivering quality through innovation and operational excellence.”*

**C. K. Biswas**

CEO

Quality Council of India



# Technology Talk







# CFOs are getting excited!

**Carole Murphy**

*Head of Business Transformation Services,  
Capgemini's Business Services*

## Digital transformation of the finance function can improve transactional performance and deliver insights that create and sustain value across the entire enterprise.

Think of CFOs, and who do you picture? Typically, you might see them as prudent people. Measured. Cautious. Rather skeptical. They're not the category of board members you might traditionally regard as the first adopters of technology.

But times have changed, and it's time to look again. Recent developments in the automation of processes are firing people's imaginations—and who's taking the lead? CFOs and other senior finance executives, that's who.

It's not that they've lost a sense of proportion. On the contrary: they seem to be taking a balanced view of the technology, which they're assessing against their own corporate practices and culture—and they can see real possibilities. No wonder they're excited.

### How do I know?

How can I be certain? Not just because of my day job, but because here at Capgemini, we recently commissioned [a study of 500 senior finance executives](#) in Europe and North America. It was conducted for us by Longitude, a Financial Times company. The report found that robotic process automation (RPA) in finance is well under way, and that as part of this, some organizations are also exploring artificial intelligence (AI) and machine learning.

They're looking at procurement, client billing, order management, reporting, and more—all activities in which systems are in place—and they're exploring digital transformation, and the extent to which it might usefully be applied.

### Why are CFOs excited?

Why are finance leaders so keen on digital transformation? At the most basic level, they see it can improve transactional performance. For example, a better accounts receivable function is a desirable end in itself, because it's efficient, and because it consolidates relationships with suppliers.

At the next level, they see it can transform the entire finance function, streamlining its operations, improving its cost-effectiveness, and generating attractive returns within the next three years.

And at the third and final level, digitally transforming finance can generate benefits beyond its own remit: it can mean finance delivers insights that create and sustain value across the entire enterprise. It can play a major part in putting their customers at the heart of what they do—as these figures from responses to our report demonstrate:

- 60% expect that in three years' time, automation will be helping them to improve their customers' experience.
- 55% say it will be helping to unlock new insights that drive value for the business.

Our study also identified an elite group that is leading the way in enterprise automation and AI. We termed them "Masters," and found that:

- 58% of Masters believe benefits will be delivered within three years.
- 65% of them are leading the way for automation in their organization, delivering benefits and enhancing the role of finance as a trendsetter.

These are fascinating and fast-moving times, and it's not just CFOs who are getting excited. Here at Capgemini, we are too!

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**Carole Murphy** leads Capgemini's Business Transformation Services, 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.

Why are finance leaders so keen on digital transformation? At the most basic level, they see it can improve transactional performance.

# Reimagining finance for the digital age

How the application of intelligent automation is transforming the finance function.

What is the state of automation in the finance function? Is the finance professional stepping up to provide insights that deliver business value? And is the function itself ready to take on a more central role in their organization's overall digital transformation?

We surveyed 500 senior finance executives in Europe and North America, across five industry sectors. Key findings include:

- Automation of the finance function is advancing.
- An elite group of automation "Masters" is leading the way.

- Bottom-line benefits are the priority today, but anticipated gains—if realized—could be transformative.
- A joined-up approach to automation is more likely to be effective.
- For the most advanced, legacy technologies are the main impediment.
- Finance's digital role is enhanced in the most advanced organizations

## The unequivocal need for automation

### Out of finance executives we surveyed



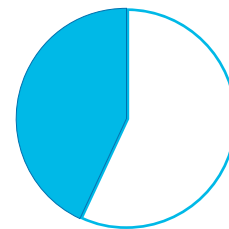
50%

of digital talent say training programs are not helpful or they are not given time to attend.



7 in 10

Expect these processes to be fully automated in 3 years

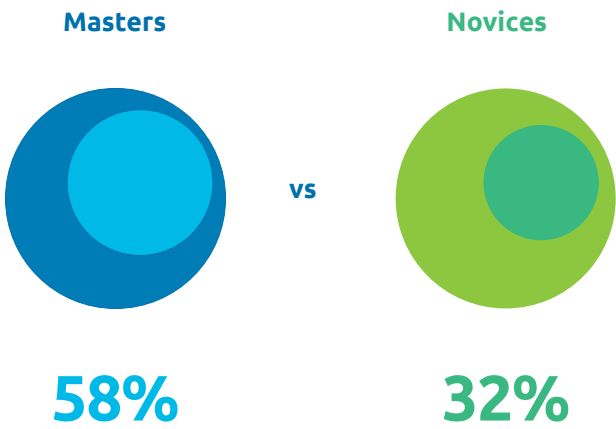


43%

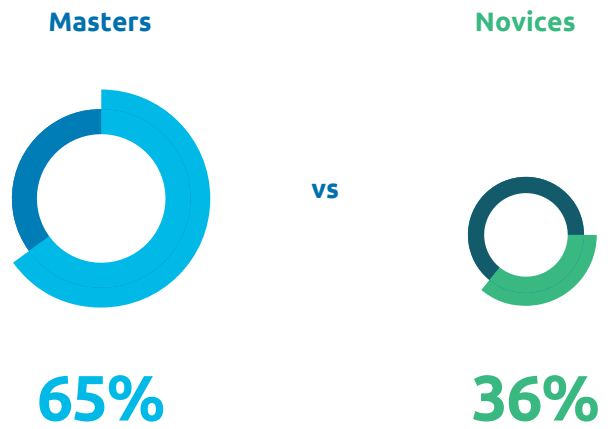
Expect automation to transfer the finance function into a strategic business partner

**“Masters” vs. “Novices”—which organizations are best in class?**

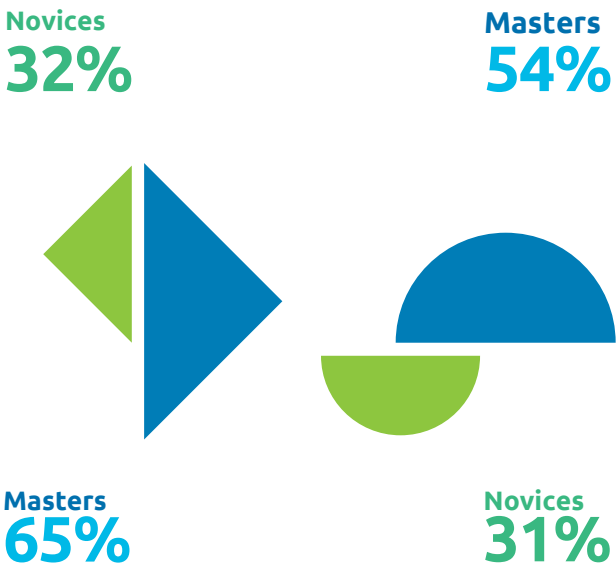
**Out of finance executives we surveyed**



Expect automation to generate benefits within 3 years



Consider automation to be a strategic priority for Finance



Agree that Finance is ahead of other business functions in implementing automation

Agree that Finance needs to play a leading role in driving automation

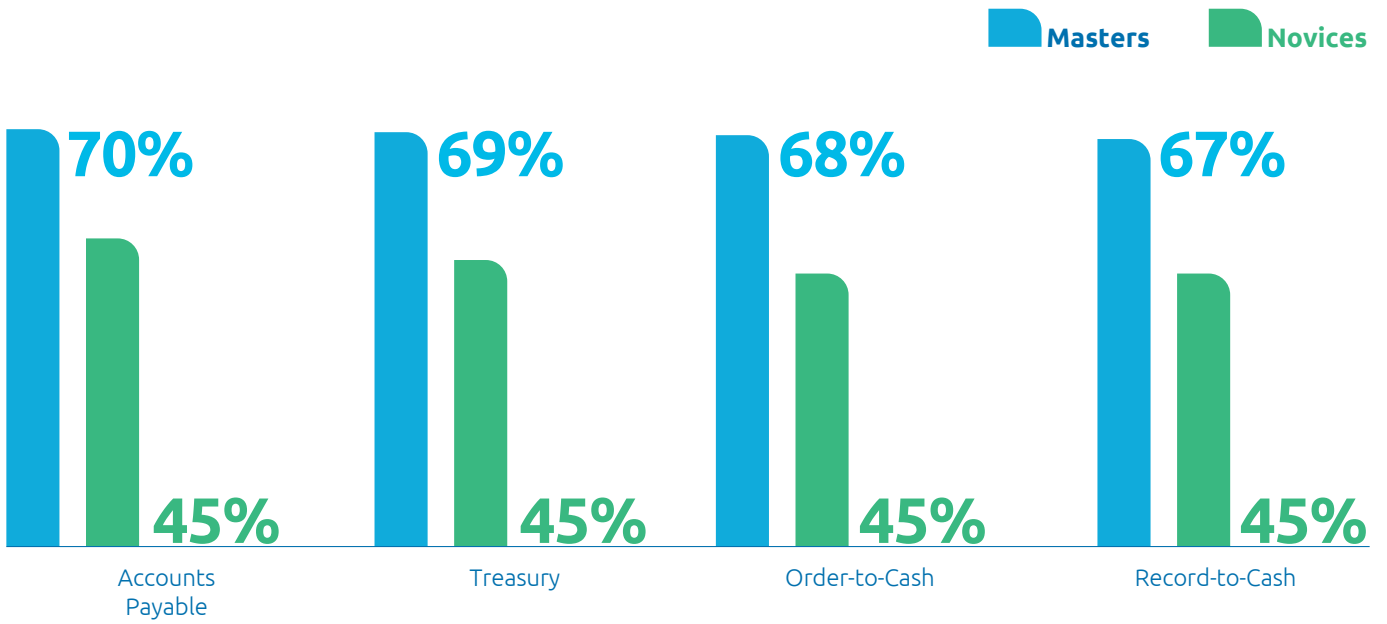


Have an agreed strategy for automation

Consider automation to be a strategic priority for Finance

## What is being automated?

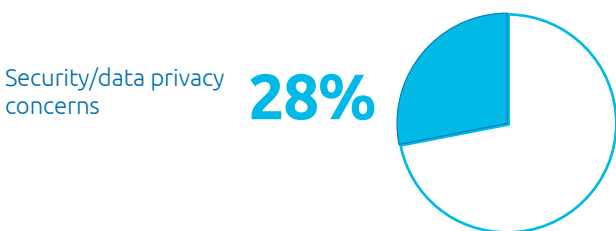
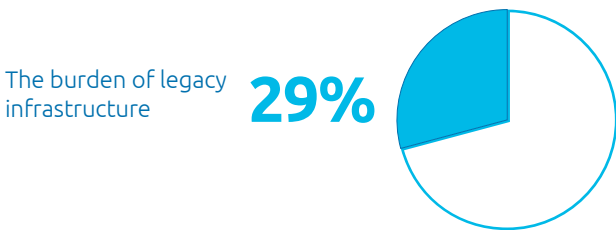
### Finance processes that we have fully or nearly fully automated by finance executives we surveyed



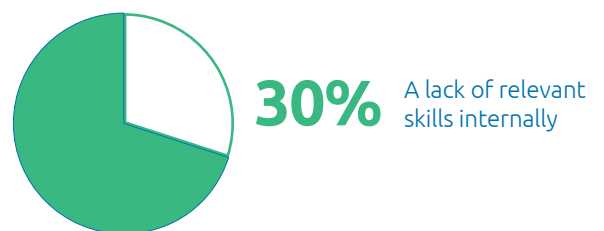
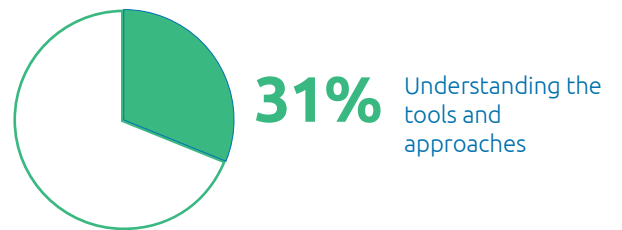
## Meeting challenges, reducing risks

### The primary challenges of adopting automation technologies for finance executives we surveyed

#### Masters



#### Novices



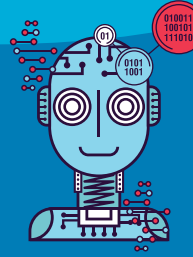
## An eye on the bigger prize

Capgemini's "Reimagining finance for the digital age" study finds that Masters are building a foundation for automation one step at a time, rather than in a "big bang."

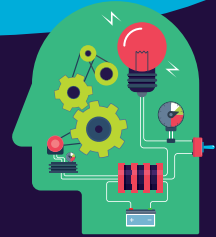
They fully expect automation to help them improve their customer experience and unlock new insights for the benefit of the business within a short period of

time. Their experience offers a number of lessons for organizations starting out on their own finance automation journey:

**Generate knowledge from the data**



**Think automation first**



**Standardize to the hilt**



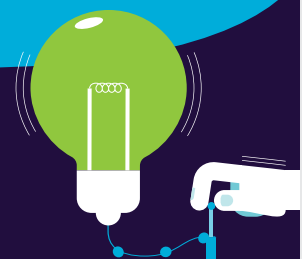
**Automate at your own pace, but not in isolation**



**Communicate and educate**



**Be iterative, but think big**







# Robotic automation—a bunch of benefits

**Marty Borcharding**

*Engagement Executive, Capgemini's Business Services*

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**Marty Borcharding** is a professional accountant with over 30 years of operations experience. He helps organizations in the Media and Entertainment sector transform their F&A business through leveraging Capgemini's Global Enterprise Model<sup>®</sup> (GEM), our offerings and services.

# Robotic automation can create value for everyone, but it's at its best when it's part of a bigger story of intelligent automation transformation.

Here in California we love our wine and grow a lot of grapes. Now, let's suppose for a moment you and I are in the wine business, and we've heard about a fabulous new grape varietal. It gives a high yield, it's robust, the sugar content is perfect and test crops indicate it has all the makings of a great vintage.

Do we go straight out, buy this new varietal and plant as much as we can? It's a winner, right? So why wait? What's stopping us?

No. Of course we don't. Producing a fine wine requires a lot more planning and work than just planting grapes. We need to analyze soil samples to make sure they're suitable. We should see if the irrigation and the run-off are going to work for this new varietal. We must satisfy ourselves that there aren't any crop pests in the neighborhood that need addressing. We also need to assess whether our harvesting, fermentation and storage is optimal, and we need to consider sales, distribution and marketing.

Making such a fundamental business change requires us to do our homework and consider the entire end-to-end process of growing and harvesting new grapes, through to selling the wine we produce.

## Part of a wider process

Robotic automation is a bit like deciding to produce a new wine using a brand new and better varietal of grape. However, in the midst of all the technological excitement surrounding robotic process automation (RPA) and artificial intelligence (AI), it's easy to forget the same rules apply.

Just because robotic automation can deliver significant benefits to an organization (and it can!), it doesn't mean you should rush headlong into implementing it. The less effort you've put in up-front to checking and optimizing

current processes, the more likely it is your foray into automation will be at best, piecemeal, and at worst, costly, ineffective, and possibly even counter-productive.

In short, robotic automation isn't just a technological proposition. It should be seen as part of comprehensive intelligent automation transformation program. It ought to be the last step in a chain of processes that includes analyzing current operations, eliminating non-value steps, standardizing processes and then optimizing them. Only then does it make sense to apply robotic automation.

Failure to do this often results in businesses automating inefficient processes that amplify their negative results, resulting in disappointment with the robotic automation. The good news is that a broader transformation approach doesn't add a lot of time, and with the right approach to intelligent automation you can (to continue the analogy) greatly increase the quantity and quality of the "wine" you produce.

## New boardroom partnerships

In terms of the strategic management of the business, there's something implicit in all this, which is really quite interesting.

In my experience, intelligent automation, RPA and the like are often seen in binary terms. The buck stops either with the business unit and its decision-makers, or with the IT function.

In fact, neither of these approaches delivers the best answer. Just as a great vintage needs more than a fabulous grape varietal, so RPA needs more than either great technology or great strategic direction. It needs both. Business should be the driver, but IT can make the technology work in a specific environment.

Business makes the decision and IT makes it happen.

Joint business and IT involvement is vital. Together, they know what intelligent automation can achieve, and they can see what the enterprise needs to do to prepare for its implementation and take full advantage of it.

## Coming to our senses

It's not only your finance and accounting (F&A) function that stands to benefit from these developments. Sales and marketing, HR, production, and IT operations will all see positive outcomes if the groundwork for intelligent automation has been done. The quality of work improves, efficiency increases and your user experience also improves—not just for the enterprise, but for your customers and other stakeholders alike.

At Capgemini, we've characterized the business roles that intelligent automation can play as a combination of senses, similar to the five human senses. The "[Five Senses of Intelligent Automation](#)" work together to create automation solutions that deliver a responsive, relevant, and intuitive user experience. These attributes are a fusion of smart processes and intelligent automation, and they each have a corresponding human sense: Watch, Listen/Talk, Act, Think, Remember.

We also recognize that not all business processes are ripe for automation, and help our clients identify the processes that, if automated, will be just as ineffective and may even compound an existing problem. To address this eventuality, we have developed our ESOAR (Eliminate, Standardize, Optimize, Automate, Robotize) methodology—a powerful means to ensure that only those processes that can be effectively automated are automated.



# Opportunities and challenges of intelligent automation for the finance community

## Executive summary

This paper summarizes discussions from roundtable client events hosted by Capgemini in London and New York on the transformative effect intelligent automation could have on the finance functions of our clients' businesses.

It showcases our clients' views about where technologies such as robotic process automation (RPA) and artificial intelligence (AI) might be deployed to best effect in the finance function of their businesses—charting the progress they have already made, the benefits they are accruing, and the barriers to adoption they must now overcome.

The paper also provides our vision of how intelligent automation transformation has evolved, and how it will continue to evolve to exploit the benefits and overcome the challenges highlighted by our clients.

Naturally, finance practitioners are at different stages of implementing intelligent automation—some have made significant progress, while others are still evaluating their options or assessing the business case for change. While many practitioners are excited about the range and reach of potential benefits on offer, they are also conscious of the barriers they will need to overcome in order to secure these advantages.

## Key opportunities of intelligent automation

For some, the biggest benefit of intelligent automation lies in the potential for finance to offer greater value to the rest of the business, particularly over the medium to longer term. They are focused on the continuing drive to provide their internal business partnerships with tools that deliver real-time insight into current performance and granular analysis of future value opportunities. As one UK practitioner summed it up: "We're really talking about a cultural shift here—we've got to take this opportunity to show how we can add value."

In other cases, our clients are building the initial case for transformation through an analysis of the efficiency savings that intelligent automation may drive. "Ultimately, at the moment at least, this is all about driving complexity out of the transaction in order to reduce cost," stated one US-based client. This doesn't necessarily mean eliminating posts within finance, but automation does offer the potential to accelerate manual processes and to strip out exceptions and errors, freeing up resources for deployment elsewhere.

Another of our US clients puts it this way: "There is so much process in finance that still needs to be fixed, and intelligent automation can do that for us." The potential here is to deploy tools that integrate the systems and workflows required to capture and process data from across our clients' businesses in the most meaningful and rapid ways possible—and then to generate actionable insight that can be pushed back out to their partners across the enterprise.

For many businesses, the need to improve the customer experience lies at the heart of the imperative for finance transformation. While the concept of business partnership is engrained in many finance departments, building structures that enable finance professionals to offer outward-looking support and insight has not proved straightforward. "We've worked hard to standardize process but we're still not there," says one UK finance practitioner. "We know we still have issues with the customer experience and these tools could help with that."

Many businesses are now thinking in visionary terms. Finance transformation represents an opportunity to reimagine the work of finance—rather than simply perform the same tasks more quickly—and to address long-standing problems. "We also see this as an opportunity to think about the nature of our processes," says a UK client. "Otherwise, you're just putting a sticking plaster on top of something that doesn't work well. There's a danger there of industrializing bad process."



*Finance is the guardian of corporate knowledge—we make sure the right people have the right information to make the best decisions.*

**Carole Murphy**  
Head of Business Transformation Services, Capgemini's Business Services



*We're really talking about a cultural shift here—we've got to take this opportunity to show how we can add value.*

**UK-based client**



*There is so much process in finance that still needs to be fixed, and intelligent automation can do that for us.*

**UK-based client**

In part, this will be a cultural shift, but by moving the focus of finance professionals away from manual processing and towards value-added reporting and analysis, intelligent automation can help to change mindsets. “We are beginning to change behaviors here that have built up over many years—it’s a fundamentally new way of working,” says one US practitioner that has already begun to deploy automation technologies.

Moreover, a key benefit of intelligent automation tools for many in finance is the opportunity to embrace transformation in a more iterative fashion. While replacing large legacy technology solutions wholesale requires substantial investment that can only be justified periodically, the cost of individual automation tools is much lower. This, in turn, enables finance to continually experiment with new solutions, optimizing the mix of tools over time according to results. “We’re considering limiting our investments in our ERP so that it becomes a basic database,” says one UK client of this approach. “If we can get integration right, we’ll do everything else outside of ERP, switching in tools in and out at will.”

## Challenges of implementing automation

For some organizations, the first challenge is simply knowing where to begin. “The theory is good, but every company is burdened by its own people, processes

and systems, and it’s hard to push through this legacy,” said one US client.

Certainly, there will be organizational issues to overcome—for example, are the business’s procurement processes fit for purpose in the context of regular small-scale investments rather than large but occasional capital spending projects? Finance will also need to think about how much support it needs from IT as it moves towards intelligent automation and who should control the adoption of new technologies. One UK client asked: “How do we work with IT to introduce these tools? Our experience is that IT can be conservative; for example, they worry about maintenance.”

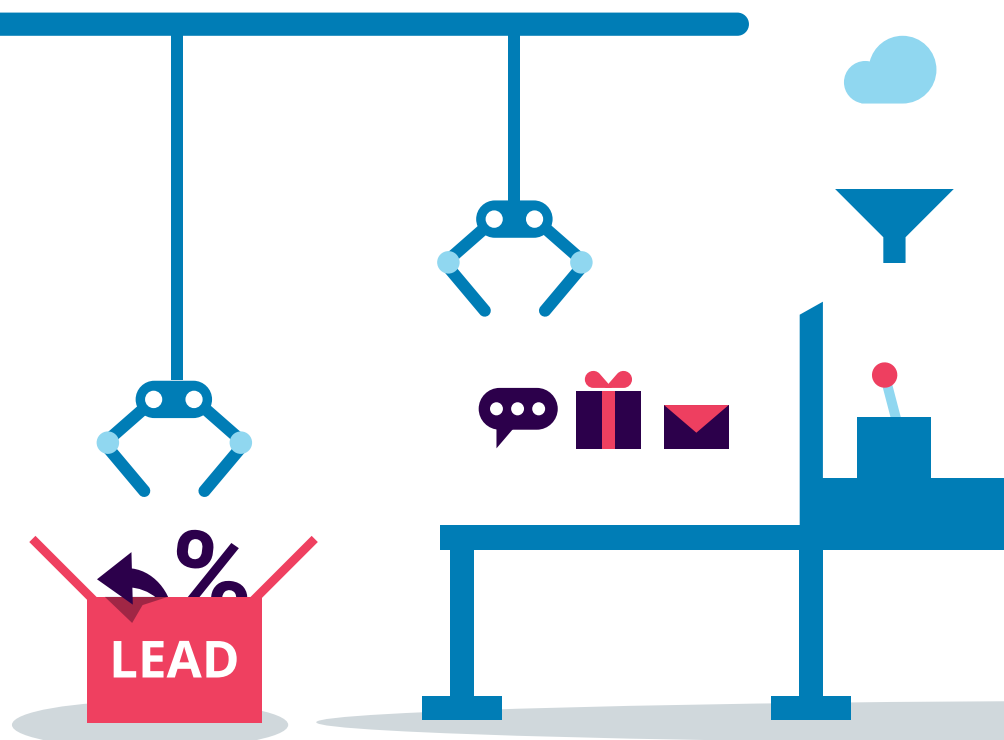
Addressing these governance questions will be important, but finance will also need to be prepared to experiment—to spend some time understanding where intelligent automation tools are most easily integrated into their organizations in order to begin building the wider business case. Quick wins will provide the base for an incremental change process. It may simply be a question of identifying an existing problem that the organization already acknowledges and looking at how intelligent automation might deliver improvements.

Some finance professionals worry about becoming guinea pigs for the rest of the business, given the potential for automation in so many enterprise applications. For example, one UK



*The theory is good, but every company is burdened by its own people, processes and systems, and it’s hard to push through this legacy.*

**US-based client**



practitioner said: “We struggle with the idea of being a test pilot for automation for the rest of the organization; is that what we want?” It’s a reasonable concern, but this wave of transformation offers finance an opportunity to take a central role. By contrast, finance has often been treated as a back-end function in previous transformation exercises, unable to take a leading role in shaping the change process.

As implementation progresses, the challenges may become more pressing. “How do we get up the maturity chain, incorporating more robots in our workforce and managing our cyber security exposure?” asked one US client. While a finance practitioner in the UK flagged up the need to improve data quality in order to make good use of emerging technologies: “While people talk about the opportunities of RPA, they don’t tend to mention the need for standard datasets across business units.”

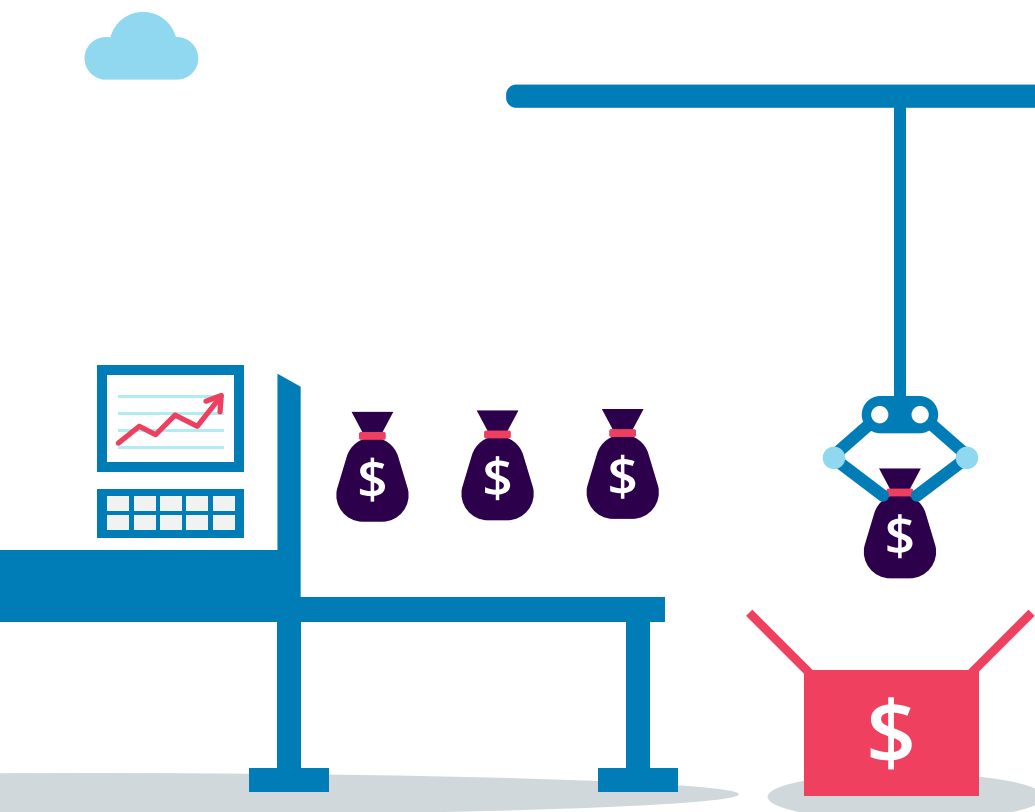
These questions will have to be addressed—what start out as proofs of concept or individual deployments will need to be developed into scalable solutions. Equally, the imperative for the enterprise to build better datasets comprising structured and unstructured information will be even greater as finance adopts new tools, strong though it already is.

More broadly, the value of freeing up resources by applying robotics tools to manual processes will not be realized unless finance is able to use those resources effectively. “Our accountants right now don’t have the skills to control the process,” stated one US client. “We’ve got to move them to exception-based work rather than repetitive work.” It’s an important point: if intelligent automation changes the nature of finance work, finance workers will need to be equipped with the necessary skills to adapt accordingly.

Ultimately, the most pressing question of all will be whether finance is generating tangible returns on investment in these new tools. “The challenge for you guys is to show us how this will impact on the bottom line,” said one of our US clients. This will require finance to develop robust performance indicators and measurement tools that identify key outputs on an ongoing basis—both in terms of cost savings generated by the move to automation, but also focused on value creation.

“*If we want to be true business partners, we need to be able to explain what’s going on in the business much more quickly.*”

**Lee Beardmore**  
Chief Technology  
Officer, Capgemini’s  
Business Services



## Drivers of change

The challenges and opportunities picked out by our clients underline the broader imperative for intelligent automation: these tools represent a means to move finance from its historical role as an auditor of information in the business to a position where it ensures the business has the right information with which to make decisions.

In the past, the debate about automation in the workplace—both in finance and beyond—has often been couched in negativity, focusing on the threat robots pose to employment, for example, or the elimination of human intervention. However, the opportunity that intelligent automation tools represent does not lie in stripping ever-more people (and therefore cost) out of the business. For finance, these tools offer a means to step up to the challenge it is being set by its peers across the enterprise to:

- **Deliver bottom-line effectiveness**—cost is a narrow prism through which to consider the bottom-line. While automation can deliver savings, the bigger picture is about value: outward-looking cost-effectiveness and competitiveness.
- **Drive top-line value**—intelligent automation gives finance access to ever-richer pools of data and frees up resources previously deployed in repetitive processing to report on and analyzes that data. In this way, finance can meet its responsibility to monitor performance across the business and identify how to drive improvement.
- **Enhance and accelerate decision-making across the business**—armed with enhanced business intelligence and visualization tools that automate reporting and analytics, finance is better placed than ever to ensure every other function can innovate and accelerate growth.

Moreover, intelligent automation offers a route to new ways of working that is iterative rather than “big bang”. Unlike previous waves of transformation, it does not require finance to make large-scale investments in IT or to replace legacy technology with more modern systems. Instead, businesses will move forward with a series of small projects and experiments, stitching together best-of-breed tools and technologies to offer constantly evolving services and processes that deliver ever more.

## Transformation in practice

Our vision of intelligent automation is built on three pillars or principles:

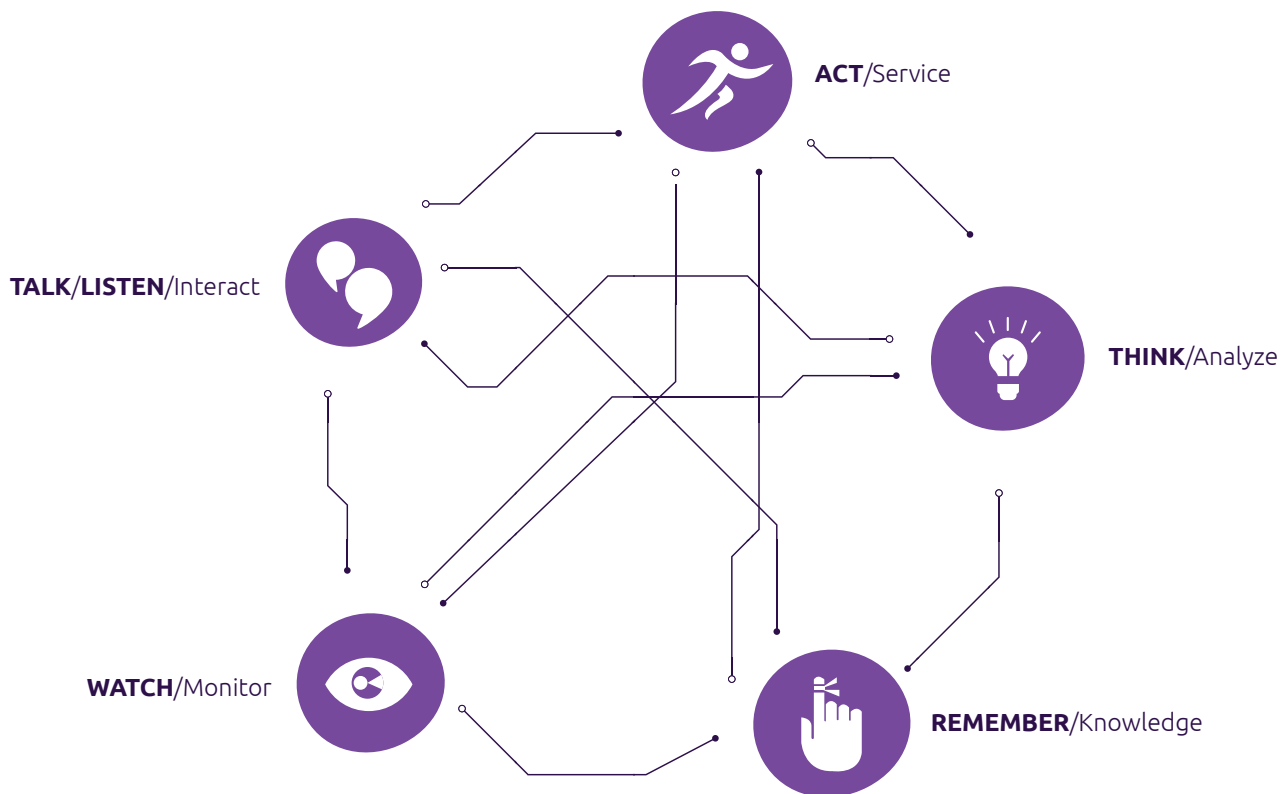
- **Automation first**—the need to move people away from work processes that can be automated into areas where they can add greater value.
- **Technology arbitrage**—the idea that no single tool or provider will offer everything that finance needs. Rather, the imperative is to create an architecture in which the best tool for each process or task can be plugged in and connected to other tools also being employed.
- **Knowledge centric**—the need to build a corporate knowledge center that grows over time as staff from finance and beyond add their expertise and search for new answers.



*We are beginning to change behaviors here that have built up over many years—it's a fundamentally new way of working.*

**US-based client**

## The “Five Senses of Intelligent Automation”



But what does such a framework look like in practice? What specific tools can finance apply to begin to reap the benefits of intelligent automation? Capgemini’s [“Five Senses of Intelligent Automation”](#) approach to intelligent automation imagines a wide range of applications employed by finance to meet the need to:

- **WATCH/Monitor**—conduct continuous monitoring of business performance through real-time financial reporting and exception flagging. Example technologies include a broad range of configurable KPI dashboards.
- **TALK/LISTEN/Interact**—communicate with the business, receiving and processing diverse forms of structured and unstructured data, and responding intelligently. Example technologies include chatbots and voicebots.
- **ACT/Service**—automate processes and complete tasks with no or limited human intervention. Example technologies include RPA tools that can process orders and invoices, with AI that is extending the reach and scope of such tools.

- **THINK/Analyze**—detect patterns and recognize trends in order to determine or recommend appropriate actions. Example technologies include dashboards that offer insights of value across the business.
- **REMEMBER/Knowledge**—build a user-driven bank of knowledge appropriate for the needs of the business. Example technologies include AI tools that can identify fraud.

It’s important to recognize that no organization will acquire and implement all these intelligent automation capabilities in one stroke. Rather the challenge is to build and connect tools over time, swapping in new solutions as superior applications become available.

Building an automation-led transformation program is not just about process and technology. Capgemini also reviews the impact changing technologies can have on your grade mix and capabilities, which drives change and supports your business in the future. Knowledge can be hardcoded into your processes using automation that enables your finance teams to augment their abilities, as we shift from record to report, analyze, and action.

“*Nothing we show you today could not be deployed in your business tomorrow; the technology is proven and these tools work*”

**Christopher Stancombe**  
Head of Industrialization and Automation, Capgemini



## In conclusion

Intelligent automation:

- Offers a more comprehensive and real-time view of business performance, to the benefit of both finance and every other part of the organization.
- Brings new and more immediate levels of measurability to finance, enabling it to secure or drive both bottom-line and top-line benefits.
- Supports compliance with automated processing and reporting.
- Enables finance to focus on delivering a better customer experience for both internal and external audiences.

Moreover, the iterative and granular nature of implementing intelligent automation tools means a modest upfront investment can deliver significant return, which can fund further transformation.

The transformative benefits of intelligent automation can be achieved to their fullest extent when technology and tools are matched by deep understanding and experience not only of their implementation, but of the processes to which they apply inside global operations. When this happens the finance function will be recognized as the nerve center of the enterprise, enabling the entire organization to reimagine its own future.

The transformative benefits of intelligent automation can be achieved to their fullest extent when technology and tools are matched by deep understanding and experience not only of their implementation, but of the processes to which they apply inside global operations.



*We know we still have issues with the customer experience and these tools could help with that.*





**US-based client**

# Reimagine your F&A

## through leveraging Intelligent Automation

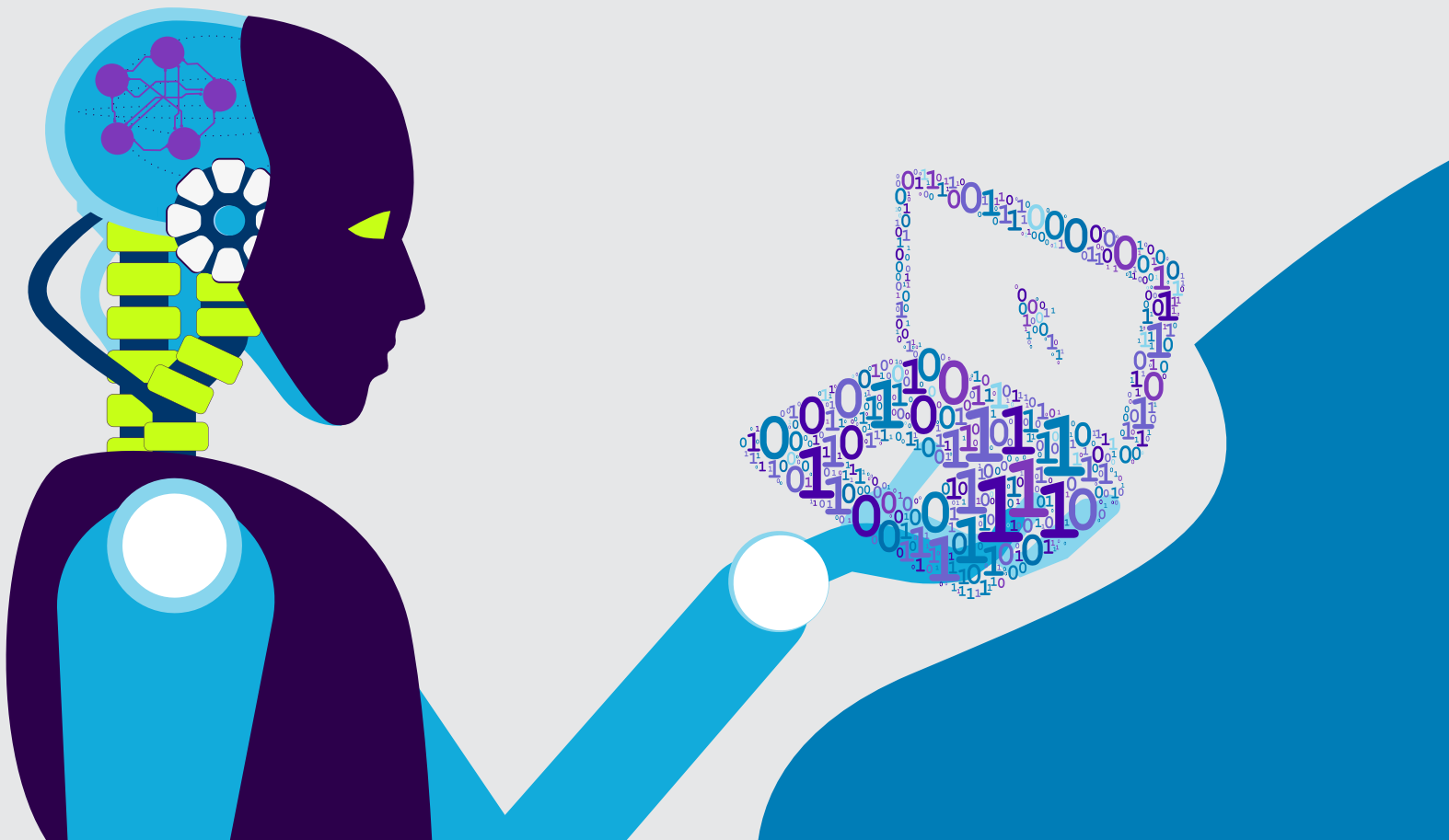
There has never been a more exciting time to be a finance professional. “Data is the new oil,” and accounting professionals are at the forefront of capturing and managing this valuable resource. Automation technology is enabling us to fundamentally re-think how we deliver service and value. Capgemini’s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





# Just what the doctor ordered— artificial intelligence and medical diagnosis compared

**Andrew Anderson**

*CEO, Celaton*



## A parallel between the way you would diagnose and cure a medical ailment and the complexities of automation and AI.

Since announcing our global partnership with Celaton over two years ago, our relationship has grown from strength to strength, and we are continuing to successfully apply inSTREAM™ to automation and transform business processes for our clients.

When I talk to organizations about artificial intelligence (AI), they often assume it can solve all of their problems—a bit like going to the doctor when you’re sick and asking for medicine to make you better. But with so much “noise” being generated about AI it’s understandable that organizations have such misconceptions and are unclear about what problems can be solved and with which solutions.

So to take our doctor analogy further, we could draw a parallel between the way you would go about diagnosing and curing a medical ailment and the different forms and complexities of automation and AI.

When you’re starting to look for AI solutions for your business, it is first important to identify the business problem or pain-point you would like to solve. You may also wish to ask yourself:

- How are you going to use the AI solution to improve your processes, innovate and grow?
- How will you integrate the solution with your workforce, processes and IT architecture?
- What data sets will you use for a proof of concept or machine learning?
- What staff training can you initiate to enhance and adapt skill sets?
- What are the risks to your business and customers?

The reality is that AI is not a single all-purpose capability, but a collection of specialist AIs, each designed to carry out an individual task really well. At Celaton, we refer to them as “skills,” and they’re designed to deal with specific tasks such as enquiries, claims, invoices and complaints. There are a dozen different AIs involved in each of these tasks alone.

Below is a guide to some of the most common AI “skills” and their application:

- **Machine learning**—most AIs encompass machine learning to some degree, whether it is a taught data set model or a self-learning model. Machine learning makes technology truly artificially intelligent.
- **Natural language processing (NLP)**—Natural Language is particularly relevant to technologies that need to process and make sense of incoming human generated language, such as social media, emails and live chat.
- **Cognitive analytics**—AI is applied to extract meaning and insights from data, present it to the user and make future predictions based on trends.
- **Image recognition**—largely used by machine-based visual tasks through creating meta-tags and recognizing images. This is a mixture of offline and live data.

Celaton’s inSTREAM™ platform utilizes all of the above skills to process the plethora of content and information that flows into organizations every day from customers, suppliers, and employees, across channels including email, social media, fax, post paper, and other electronic data streams. inSTREAM™ learns from historical data that organizations have already processed (often called training data), but has the unique ability to continuously learn through the natural consequence of processing and monitoring the actions and decisions of people who are involved in the process.

**Andrew Anderson** is Chief Executive Officer of Celaton and considered a pioneer in the commercial application of intelligent automation, artificial intelligence, and machine learning. An international speaker, he has over 25 years experience building software companies and is recognized as one of a few of the worlds automation CEOs shaping the future of operations.

In medicine	In technology
If you have a headache, sore throat or if you cut your finger, you can self-administer a tablet or sticking plaster from your first aid kit.	If you want to automate some of the tasks on your computer, you can create macros, templates and rules using the tools available on your computer.
If you’re suffering from an ailment or sickness you can’t self-administer medicine for, you can go to your family doctor or physician, who should be able to prescribe specific medicine providing your ailment is not too serious.	If you want to automate simple processes such as manipulating applications or handling structured data, the tools on your computer won’t be up to the job and you’ll need a robotic process automation (RPA) solution from an outsourcing provider.
If your ailment is beyond the capability of your family doctor or physician, he or she will refer you to a consultant doctor that specializes in your particular complaint.	If your challenge is more complex or unstructured, then you’ll need AI and machine learning specifically designed to solve the particular problems within your organization.

# Centers of Excellence





# “Centers of Excellence”

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



## Guatemala City

Guatemala is continuing to grow with the opening of a second site at Arkadia Shopping Mall—6 km away from Guatemala International Airport. This new site has a 500-seat capability, and is designed with a modern and fresh layout and superior work environment to continue delivering best-in-class services. Please see our main feature on Capgemini Guatemala in the pages that follow.

## Sarasota

Our Sarasota delivery center continues to expand, and we are on track to close 2018 with 150% growth over 2017. This is being driven by internal mobility and growth opportunities promoted across our team. In addition, our Sarasota center hosted Capgemini’s “Automation Week”—an event that promotes Capgemini’s global automation practices. The event resulted in more than 150 ideas, which are now being implemented across many of our outsourcing client solutions.

## Mississauga

Our Mississauga delivery center transformed and digitalized its incoming physical mail process, resulting in a more efficient process, reduced manual handling and hand-offs, and reduced risk of loss of information. The improvement to this process will lead to a 40% reduction in annual running costs.

## Pensacola and Horsham

Pensacola and Horsham CHCS delivery centers cater to Capgemini’s TPA business. Both centers implemented the IMS standard and were certified at the end of 2017. Due to federal regulations, our CHCS centers in Pensacola, Horsham, and Noida successfully underwent an external HIPAA risk assessment, representing a first for any Capgemini delivery center.

## Brazil

Capgemini Brazil won a global contest initiated by UiPath to develop a solution that integrates the workflows from external providers and UiPath platforms. Our solution was downloaded over 1,000 times in just eight days. The main benefit of the solution is to empower managers to build and execute any type of workflow, tested on “Fale com RH 2.0”—Capgemini Brazil’s automated HR platform.

## India

Capgemini India received the Golden Peacock Award for Business Excellence recognition for business excellence for BSV + Automation Drive resulting in efficiency savings of ~1000 HC (planned for 2018)

## Noida

Our Noida delivery center will deliver a full spectrum of F&A services to CBRE, the world’s largest commercial real estate services and investment firm. This represents a new logo for both Capgemini and Noida, and establishes new playing fields for F&A within commercial real estate markets.

## Kolkata

Our Kolkata center expanded its high-end F&A scope for Office Depot and Staples, two large CPRD major accounts. It also started delivering diversified F&A services for a new logo, Diversey—a global services company.



**Brazil**

**Omsk**

**Bangalore** **Noida** **Kolkata** **Trichy** **Chennai** **Nanhai**

## Bangalore

Our Bangalore delivery center will drive the digital transformation of Molex's F&A processes by setting up record-to-report (R2R) operations at Molex's captive centers and partnering with the company to provide outsourcing services for their global procure-to-pay (P2P) operations. This also represents a new logo for Business Services.

## Chennai

Our Chennai delivery center is set to transform Klöckner's finance processes across accounts payable, accounts receivable, and general ledger by providing a new finance digital operation model that is far superior and more innovative than the traditional "lift & shift" model. The Chennai center also played a crucial role in clinching this deal by positioning us extremely well during the client visit phase.

## Trichy

Our Change Healthcare business has made a very successful transition and expansion at our Trichy delivery center, laying a strong foundation for the business and enhancing our competitiveness in the process. Since this expansion, over 30% of our India healthcare team has been based out of Trichy, with the potential to scale up to 50% this year.

## Nanhai

Our Nanhai delivery center delivered a standalone RPA project to one of our CPRD clients with a range of tangible benefits, including anticipated cost savings. This contract leveraged Capgemini Nanhai's existing FAO relationship with the client to become the center's first RPA contract.

## Omsk

Our Omsk delivery center has achieved ISO certification (9001, 27001, 22301), contributing significantly to the renewal of all three certificates for Business Services as a whole. We have also implemented a range of automation in the FAO and HRO space to enhance the efficiency of our clients' business processes, minimize human intervention, and improve the accuracy and speed of operations.





# Capgemini Guatemala— celebrating 10 years of delivery excellence

**Gustavo Tasner**

*Head of Americas Delivery Network,  
Capgemini's Business Services*

## On Capgemini Guatemala's 10th anniversary, Gustavo Tasner, Head of Americas Delivery Network, recounts the journey to becoming a state-of-the-art delivery center, and shares his vision for the exciting road ahead.

Hello Gustavo. Could you start by giving us a brief history of Capgemini Guatemala and your role in it?

**Gustavo Tasner** | Our presence in Guatemala goes back to before we signed our first formal contract with Coca-Cola in 2008. Prior to this, we supported a number of US-based clients leveraging a local third-party partner, which gave us the opportunity to learn about the quality and potential of our delivery capability in Guatemala, and the benefits in terms of availability of talent, cost, and infrastructure.

As a first step, we developed our core competency around order-to-cash (O2C) and collections for the North American (NA) market, which really marked the start of the center. From there, we quickly evolved and expanded our services to additional geographies, clients, and industries, widening our scope of work year on year. This was made possible by being involved with Capgemini's Global Delivery Network, leveraging experiences and best practices from the other centers, while also developing local talent.

By 2014, we had become a significant center in terms of size and complexity, but needed to take it to the next level. I was tasked with this responsibility and focused on four key areas: ensuring our solutions were not just cost effective but sustainable from a service quality perspective, expansion to complex activities around automation and digital transformation, talent retention and recruitment strategy, and building our internal clients' confidence in our ability to deliver best-in-class services.

I'm happy to say that our center today is viewed as state-of-the-art within the Global Delivery Network. We have a very strong talent pool and very happy clients, both external and internal, who recognize the quality of service and value we bring to the table. In terms of competitiveness, automation, and transformation, we have shown that we're truly exceptional!

Could you share a few examples of innovation or outcomes delivered from the Guatemala delivery center?

We've seen a number of global initiatives, which were initially created at the Guatemala center, rolled out to other Capgemini delivery centers. We're also at the forefront of people initiatives through our cutting-edge internal mobility program, which has played an instrumental role in shaping our Global Resource Supply Chain initiatives.

Our innovative use of Capgemini's Global Process Model® (GPM) and emerging technologies has transformed our O2C process to deliver excellent results in collections. The work we have done for Office Depot and Staples are fantastic cases of success in this area.

Another key differentiator is the use of advanced robotics and automation at the Guatemala center, which has transformed the way we approach transitions: from a "transformation first" to an "automation first" approach, which has already delivered substantial outcomes for our clients. We've recently leveraged this approach to deliver a global success story for a major US-based health care player, and we're looking to replicate this with some of our other clients.

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

This is an important question. We begin by aligning our local management team around what we want to do and achieve. This is one of our keys to success. We create a yearly plan, assess all of our global initiatives and strategies, and evaluate what Guatemala can do to push the boundaries of our delivery capabilities forward. This alignment is very important as it helps everyone understand what our focus is, making it easier to identify how we want our people to develop.

We also have a schedule of training, especially those focused on senior management and the strategic development of skills. Our fantastic people development program ensures that our key talent always stays with us, including key positions, which means that our center has very low attrition. We believe in continuous improvement and put a lot of emphasis and effort in that direction – this includes our commitment to expand our delivery excellence footprint in the center. We're very proud of the fact that Guatemala currently has the highest percentage of Six Sigma green belt and black belt resources across Capgemini's delivery centers.

## 2018 marks the 10th anniversary of Capgemini Guatemala. Are you doing anything to celebrate?

Of course! We're organizing a special event that will include workshops around the launch of our digital GEM framework, followed by a big party at the center!

This event will be an opportunity to celebrate with and thank our clients and employees, and will also see executives from across Capgemini's Business Services and members of Capgemini's Business Service's Executive Committee in attendance.

## Finally, what does the future hold for Capgemini Guatemala?

Our future is to continue supporting the growth we foresee in the North American market. We need to become more aggressive in terms of how we price our services and put more skin in the game, to drive an impact on cash flow. The introduction of the digital Global Enterprise Model© (GEM) framework will empower us to accelerate the adoption of digital and automation initiatives.

Another key priority for us is to ensure our various services along the finance and accounting (F&A) value chain become more efficient and appealing from a cost perspective. We're also setting up a new facility to accommodate 500 new positions (with the potential to grow more), as we continue to witness significant growth.

Last year, we grew by an impressive 40%, and we hope to repeat this performance this year. We have an exciting journey ahead and everyone at the center is up for the challenge! With the present business environment and our continuously evolving capabilities, the future looks extremely bright for us. Yes, we have a long way to go to become stronger and more relevant, but this is a great start!

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**Gustavo Tasner** enables BPO solutions and business transformation to our clients in the Americas by developing and leveraging our LATAM capabilities and expertise. Gustavo joined Capgemini 13 years ago and has held different roles across Consulting, HR, and Engagement Management. In 2014, Gustavo was appointed head of Americas Delivery Network.

Last year, we grew by an impressive 40%, and we hope to repeat this performance this year. We have an exciting journey ahead and everyone at the center is up for the challenge!



# Center Spotlight— Guatemala

## Capgemini

Get to know us

### Services

Capgemini Guatemala's portfolio of services include:



Full F&A— credit-to-cash (C2C), record-to-analyze (R2A), procure-to-pay (P2P)



Supply Chain

HRO



Personal Assistant-as-a-Service



Master Data Management

Executive Support



Service Desk

~19 clients served

### Languages



**1,300+** professionals



**809+** C2C professionals, including **530** collectors

**190+** P2P professionals



**145+** R2A professionals

**38** procurement professionals

**19** HRO professionals



The Guatemala delivery center focuses on transformation, continuous improvement, and specialized reporting through the Command Center. It is also licensed to provide collection services in the US, which is critical for increasing the scope of our NA accounts and for successful management.

## Key facts

Long-term collaboration agreements  
with main universities

Center of Excellence (CoE) for  
BPO in US and LATAM

An ISO certified and  
award-winning delivery

Compliance with US collections requirements,  
holding collection agency licenses in Arkansas,  
Chicago, Maine, Minnesota, Nebraska, North  
Carolina, Washington and West Virginia plus  
permit to collect in the other 17 states that  
require collections licenses.

Robust security infrastructure and  
business continuity plan

Strong Corporate  
Responsibility and  
Sustainability (CR&S)  
program



# Why Guatemala ?



## Strategic central location

- Strategic hub in Central America with modern infrastructures.
- Time zone alignment with the US, Central and Latin America.
- Excellent communication channels—easily accessible from any city in the world.

## Investor-friendly, supportive government

- Preferential tax treatment for foreign investors
- Seven free trade agreements with local and overseas markets
- Customer-service oriented culture with professional communication skills
- Advantageous labor costs

## Stable growth

- Stable economic and political environment for over 20 years
- Steady GDP growth—average of 3.2% in recent years
- S&P Currency Rating: BB-

## Sectors



# People

## Population

**75%** of population under 40  
Workforce of 6.7 million people

**15** universities



## Young, educated workforce



**312,700** students

**170,000** graduates (50% of whom have an economics-related qualification)

## Language skills

- Fully bilingual American English-Spanish with neutral accent in both languages
- Children start learning English as early as five, and require proficiency in language for successful graduation at a degree level.
- French and Portuguese speakers are also widely available

Guatemala's central location, stable economic growth, investor friendly government, modern infrastructure and skilled human capital make it the perfect choice for a delivery center.





# Looking to the future of Capgemini Guatemala

**Gustavo Tasner**

*Head of Americas Delivery Network,  
Capgemini's Business Services*

## No one moves forward without scoping the way ahead, and that's exactly what we're doing.

In Ancient Rome, the god Janus was depicted with two faces, back-to-back. His head was carved into door lintels, gazing both in and out. He represented not just entrances and exits, but the passage of time. Some say January, the turning point of a new year, is named after him.

I mention this because here at Capgemini's delivery center in Guatemala, we've reached a Janus moment, in the form of our tenth anniversary. We can look back on growth and achievements of which we're very proud—from our beginnings with the signing of our first formal contract in 2008, through the expansion of our services to additional geographies, clients and industries, to a point where we now have over 1,300 full-time employees speaking Spanish, English, French, and Portuguese, and serving 19 international clients.

But I think I'd rather use the opportunity to take stock, and to look forward to our future. In particular, I think three things are worthy of focus.

### The future and the region

I expect the support we give to the North American market will continue to grow. Our early experience in order-to-cash (O2C) and collections has strengthened, and has been joined by other areas of competence including full finance and accounting (F&A) service and support—credit-to-cash (C2C), record-to-analyze (R2A) and procure-to-pay (P2P).

Other disciplines in which we expect increasingly to serve our region include supply chain management, human resources, Master Data Management, service desks, and newer functions such as Personal-Assistant-as-a-Service.

### The future and digital

We're already helping our clients with digital transformation, but in general, it's true to say many organizations are still in early stages of development, and the signs

are that over the next few years the pace of change will accelerate.

Some businesses look to make the transition at a functional level—in F&A, for instance—while others commit themselves to enterprise-wide implementations. Either way, we've found everyone benefits by adopting a holistic viewpoint. Introducing robotic process automation (RPA) in something as specific as, say, accounts payable, may streamline individual processes, but if it's seen in its wider context, other and greater benefits can accrue. In this case of accounts payable, for instance: if I automate invoice creation, what might the implications be for the rest of the billing process? If I look wider still, beyond F&A, how could invoicing and RPA be part of improving our overall customer service?

These are the kinds of considerations we're bringing to bear on behalf of our clients, and we're developing them in the context of structures such as the Global Enterprise Model© (GEM) for which we're known and respected. You can expect to see further and major developments from us in this area later this year.

### The future and Capgemini

It's not just our enterprise customers for whom context is a factor. It's important for us at Capgemini, too. Our success in Guatemala has implications not just for the organizations we serve, but also for the Capgemini Group.

What do I mean by this? Well, the good work we've done for our clients has led to several welcome recommendations in recent years. But of course, that doesn't mean we should simply wait for business to come to us. Our success to date has been expressed rather quietly, so it's time we started articulating more frequently the impact we make for our clients, and that we can also make for organizations served by the rest of our Group.

The impact we make is due almost entirely to the quality and character of the people

we employ. I've mentioned the breadth of languages we can use to engage with our international customers, but the other skills they bring to bear, and the enthusiasm they have, are simply outstanding. Our people are our most valuable resource, and we constantly invest in training, developing, and engaging them so they can reach the potential from which they, we, and our clients can all benefit.

Together as a team, we're here to meet the needs of large and complex clients. We're here to provide state-of-the-art services. And we're here to offer our expertise in the North American market.

### Looking ahead

Don't get me wrong: it's not all about the future. Here at Capgemini in Guatemala, like Janus, we fully intend to look back too, and celebrate our ten years of success and growth. We're organizing a special event to mark the occasion, as well as an after-party.

But no one moves forward without scoping the way ahead, and that's exactly what we intend to do. For us at Capgemini, and for us in this particular part of the world, we shall continue to invest in our people, and we're hiring more—many more.

The future for us all isn't just an opportunity—it's exciting!

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**Gustavo Tasner** enables BPO solutions and business transformation to our clients in the Americas by developing and leveraging our LATAM capabilities and expertise. Gustavo joined Capgemini 13 years ago and has held different roles across Consulting, HR, and Engagement Management. In 2014, Gustavo was appointed head of Americas Delivery Network.



# Shaping the past, building the future

**Alejandra Salazar**

*Head of HR, Capgemini Guatemala*

At Capgemini Guatemala, our people are our strongest asset, and they have been shaping who we are and what we do since the Guatemala delivery center started in 2008. For this article, we asked members of our team that have been with us since the very beginning to write about what being part of Capgemini Guatemala means to them.

### **Meredith Archila, Team Manager, Staples**

I started at Capgemini in September 2008, as part of the Coca-Cola account team that first received training in Guatemala. On January 1, 2009, I was promoted to supervisor and participated in Coca-Cola's second transition phase, travelling to Tampa, Florida, for three months to manage a team that handled their medium-sized accounts. Later, I was transferred to the area of small accounts where I led a range of different teams.

Coca Cola was a great teacher and I learned as much from my leaders as I did from my colleagues. But it was my teams that really shaped me to be the leader I am today, and I still run into people in the corridors that have been with me from the beginning, and today I call my friends. In 2017 I was promoted to team manager for the Staples account, which has been a really enriching experience and taught me something new every day.

I feel privileged to be able to say that this year is my tenth work anniversary at Capgemini Guatemala. I've accumulated so many anecdotes over the last 10 years that I couldn't mention them all in this article. But what I can say is that I am extremely grateful to Capgemini for helping me to forge a career.

Like all relationships, I've had highs and lows, but I've learned so much from them all. Working at Capgemini Guatemala is so much more than just a job—it's a complete culture, and one that I help to create and am very proud of.

### **Percy Perez, Team Lead, Warner Bros.**

I started at Capgemini in 2009 as an analyst for collections in one of the center's very first projects, before moving onto the Coca-Cola engagement. In 2011, I became part of the Office Depot transition, in the area of quality control for collections, which is where my experience and knowledge were really put to the test for the first time. In 2013, I was given a new challenge to leave my comfort zone and become team leader for the Warner Bros. engagement, in the area of deductions and disputes.

It's difficult to express something so important and special in a few words, but working at Capgemini has been a fundamental pillar in my professional training. It has allowed me to work on some important projects, and given me the freedom and confidence to express, develop, and implement my ideas.

Capgemini has enabled me to grow my career through different roles, processes, and projects, and helped me become an ambassador for the Group through reinforcing our excellent relationships with our clients.

But what I value the most on my Capgemini journey is my personal growth. I'd like to thank all the people over the years who have supported me, motivated me, and challenged me to seek a better version of myself, fostering an environment of cooperation, learning, and healthy competition.



*Working at Capgemini Guatemala is so much more than just a job—it's a complete culture, and one that I help to create and very proud of."*

**Meredith Archila**  
Team Manager, Staples



*Working at Capgemini has allowed me to work on some important projects, and given me the freedom and confidence to express, develop, and implement my ideas."*

**Percy Perez**  
Team Lead,  
Warner Bros

## Dora Cordova, Team Lead, Unilever

My Capgemini journey started in September 2009, as team lead responsible for accounts receivable (AR) at the Unilever engagement. In 2014, I moved record-to-report (R2R) for a year and am currently team lead of Unilever's Sarbanes-Oxley Act (SOX) function, auditing internal controls for 22 countries.

In my time at Capgemini Guatemala, I've received training at Capgemini Chile to understand the operations there, I've participated in a client workshop in Brazil to change the SAP version, and I've traveled to Argentina to implement the Unilever Process Model (UPM)—an adapted version of Capgemini Global Process Model© (GPM).

Despite being a relatively small account, I've always tried to develop the people in my team. When I led AR, I helped at least 10 people manage promotion to other accounts. I've left my comfort zone on many occasions, which has helped me grow both personally and professionally.

Capgemini really cares about my professional development, providing different means to teach and train me, through onsite or online courses. In addition, the leaders I've worked under during this time have supported me and are testament to the fact that Capgemini's motto really holds true ... people matters!

## Alejandro Obregon, Service DM 2, Staples

I don't think that after 10 years I'd be able to look back and see everything I've learned with such clarity. Although the opportunities for development and learning are enormous, most of all it's the quality of the people I've worked with—and even developed strong bonds of friendship with—that makes me appreciate my job at Capgemini everyday.

Over the years, I've been given the opportunity to develop myself through having to manage and resolve complex processes, demanding clients, and difficult situations. And I've done this through not only relying on Capgemini's processes and tools, but also on Capgemini's people, who have supported and motivated me

to move forward and succeed. Even during the thick of operational challenges there are moments of laughter. And it's been the realization and mutual understanding of going through difficult times together that have helped me to appreciate everything we do as a team.

I value working at Capgemini, and it has become one of the most important parts of my life. This is the reason I continue to give it my best, and when I talk about my job with my friends and family, I do it with a great amount of love.

Capgemini opened its doors to me 10 years ago, and since then it has been one of the happiest periods of my life.

## Carolina Flores, Team Manager, Syngenta

My career and relationship with Capgemini began in October 2008 as a portfolio analyst for the Coca-Cola account. I'll admit that I started with a certain amount of skepticism, and wanted to "check out" what the organization was—something that happens in most companies and relationships. But I quickly noticed that, despite being a new company in Guatemala, its global trajectory provided the necessary structure to be stable, it cared about its employees, and offered a range of opportunities for development.

I quickly became team lead at Coca-Cola, and worked with three different teams and some excellent mentors to develop my leadership skills. I'm really proud to have helped several of my team members, who have now become process leads, team leads, and even managers in other accounts. In August 2015 I was given the opportunity to lead the Syngenta engagement, moving from credit-to-cash (C2C) to procure-to-pay (P2P), with people, processes, and clients that were completely new to me.

Over the years at Capgemini, I've been awarded my Master's degree with ESI, certified as green belt, and obtained GEM certifications in C2C and P2P. I've also played in several soccer tournaments and joined the Capgemini Runners, a group of employees that train twice a week and take part in various races and runs.

I'm also really proud to be a Capgemini Ambassador, helping children at the Casa Hogar Miguel Magone orphanage, building schools for disadvantaged young people in Ciudad Quetzal (see interview with Alejandra Salazar and Claudia Lopez on page 79), reforestation, and participating in courses that have helped me grow and develop professionally, and build some wonderful friendships.

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**Alejandra Salazar** is HR professional with over 15 years of experience. Alejandra joined Capgemini Guatemala in 2009 as an HR manager responsible for delivering HR solutions. In 2013, CR&S was taken under the HR umbrella and Alejandra was tasked with creating and leading a CR&S program that leveraged the commitment and dedication of the Capgemini Guatemala team, while having an impact on the wider community in Guatemala.



*Capgemini really cares about my professional development, providing different means to teach and train me, through onsite or online courses.*

**Dora Cordova**  
Team Lead, Unilever



*I value working at Capgemini, and it has become one of the most important parts of my life.*

**Alejandro Obregon**  
Service DM 2, Staples





# Not just classrooms— Capgemini Guatemala builds lives!

**Alejandra Salazar**

*Head of HR, Capgemini Guatemala*

**Claudia Lopez**

*Internal Communications, CR&S Guatemala*

Capgemini Guatemala is working towards uplifting the disadvantaged communities in the small town of Ciudad Quetzal. *Innovation Nation* caught up with Alejandra Salazar, Head of HR Capgemini Guatemala, and Claudia Lopez, Internal Communications, CR&S Guatemala, to trace the evolution of Guatemala's CR&S journey and learn more about their "Building a Better Future for Children" project.

Alejandra, Claudia, welcome. Could you start by talking us through Guatemala's CR&S journey in the past decade?

**Alejandra Salazar** | Yes, of course. Guatemala's CR&S program has— together with our delivery center—grown over the past 10 years. In 2008, when we first began operations in Guatemala, our CR&S program was dedicated towards supporting a single community project.

By 2010, we were involved with 13 different social projects, supported by our various engagements. While there was a lot of fantastic work undertaken by our teams that started to gain the interest and commitment of our people, it soon became clear that our CR&S initiatives were fragmented.

**Claudia Lopez** | The main challenge was to bridge the silos and focus on one common project. Our past experience also helped us understand that it was important for us to support projects within Guatemala City, as it makes it much more accessible for our people to volunteer, and they can witness the immediate impact of their efforts within the community they live and work in.

In 2015, we started listening closely to what our employees had to say, and the sentiment around the center was that our people wanted to stay more involved within the community. And that's how the idea of our Goodwill Ambassadors volunteering program came into being.

Can you tell us about Capgemini Guatemala's "Building a Better Future for Children" project?

**Alejandra** | In the spirit of the "Power of One," we decided to do something big, and we wanted it to be a proposal that came from our people. With several social problems plaguing communities in Guatemala City, we partnered with United Way Guatemala—a "not-for-profit" organization that aims to improve the quality of life of the most vulnerable people in Guatemala—to identify the areas where the need was most accurately felt.

We also conducted an employee survey to help us identify the social cause that our people were most interested in getting involved with. The "Building a Better Future for Children" project, which aims at improving infrastructure facilities of schools for disadvantaged children within the Ciudad Quetzal area, emerged as the clear winner gaining more than 70% votes.

**Claudia** | The project involves not only monetary contribution, but also physical work undertaken by our employees to construct schools that provide children in the Ciudad Quetzal area with access to good educational facilities. Since 2016, our Goodwill Ambassadors have constructed three schools in the area—Bosques del Quetzal in 2016, Monte Carmelo II in 2017, and Villa Verde in 2018—with United Way providing logistical support and experts to oversee the construction.



*In the spirit of the "Power of One," we decided to do something big, and we wanted it to be a proposal that came from our people.*

**Alejandra Salazar**  
Head of HR  
Capgemini Guatemala



The “Building a Better Future for Children” initiative has gained a lot of support and participation from our people. For the past two years, over 55% of our employees have contributed 1% of their salary every month towards this cause. On top of this, Capgemini Guatemala donates one dollar to the project for every dollar donated by our employees. It’s our way of telling our employees they are not alone—we’re doing this with you!

### What has the impact has building schools been on the local community?

**Alejandra** | The impact has been terrific! By focusing our efforts on improving the quality of elementary education and infrastructure facilities in the three schools so far, we’ve been able to create an impact that far exceeds, and is not limited to, motivating these children.

Makeshift classrooms with tin roof-tops have been replaced with brick and stone, the children now have desks to use, and rats don’t run around the classroom anymore! We’ve been able to provide these children with a safe and healthy environment, empowering them to build their careers and chase their dreams.

**Claudia** | But it doesn’t stop there! This project has had far reaching consequences on the entire Ciudad Quetzal community. We’re building more capacity in the schools and have witnessed a steady increase in enrollments, with parents now encouraging their children to attend school. This has positively impacted the community through a decrease in the rate of juvenile delinquency and incidents of child substance abuse.

### How does being a volunteer benefit the Guatemala team and the organization as a whole?

**Claudia** | Being a part of the Guatemala CR&S program is a very rewarding and lasting experience for our people. It provides an avenue and platform to those who want to give back to society and make a difference, but may not always have the right opportunity or guidance.

**Alejandra** | The volunteering experience also helps build team spirit and unites our employees like nothing else. When we’re out constructing a school, there’s no room for differences or hierarchy—everyone just works together! It’s a very leveling and grounding experience.

**Claudia** | Volunteering also helps develop our employees’ leadership skills, and it’s great to see how our people take the lead and motivate others to complete the set goal. As a result, our employees feel proud to be associated with an employer that gives back to the community. This has helped strengthen the commitment of our people towards us, and has also had a positive impact on our retention.

### Finally, what’s next for CR&S in Guatemala?

**Alejandra** | Although we understand that we still have a very long way to go in improving the primary amenities, infrastructure facilities, and elementary requirements, we’d like to channel the Capgemini Group’s CR&S ambition around empowering children with “digital” skillsets to our communities. “Digital” will provide the children of Ciudad Quetzal with a level playing field within current market trends.

**Claudia** | As a first step towards digitalization, we’ve already built a computer lab in one of our schools. However, this is just the beginning, and we will continue to introduce technology to schools and build digital capabilities, so that our children can stay future-ready and prepare themselves to face the demands of the global market.

**Alejandra** | We continue to keep our people up-to-date on what’s in store for CR&S in Guatemala, and like always, we continue to rely on them to voice their views and count on their support. Watch this space!

**Alejandra Salazar** is HR professional with over 15 years of experience. Alejandra joined Capgemini Guatemala in 2009 as an HR manager responsible for delivering HR solutions. In 2013, CR&S was taken under the HR umbrella and Alejandra was tasked with creating and leading a CR&S program that leveraged the commitment and dedication of the Capgemini Guatemala team, while having an impact on the wider community in Guatemala.

**Claudia Lopez** is a graphic designer with over 10 years of experience in corporate communication. Claudia joined Capgemini Guatemala in 2014 as an internal communications specialist. In 2015, Claudia became part of Capgemini Guatemala’s CR&S team, helping to develop and deploy a new phase for Guatemala’s CR&S program.



*Being a part of the Guatemala CR&S program is a very rewarding and lasting experience for our people. It provides an avenue and platform to those who want to give back to society and make a difference, but may not always have the right opportunity or guidance.*

**Claudia Lopez**  
Internal Communications,  
CR&S Guatemala

# “Building a Better Future for Children” —key facts

## 1,983

children benefited from the construction of three schools

Phase 1 (2016)

**Bosques del Quetzal School**

- **\$64,749**—construction cost
- **334** volunteers
- **\$10,574**—computer lab cost
- **12** volunteers
- **203** children benefited

Phase 2 (2017)

**Monte Carmelo II School**

- **\$68,129**—construction cost
- **189** volunteers
- **325** children benefited

Phase 3 (2018)

**Villa Verde School**

- **\$92,438**—construction cost
- **316** volunteers
- **1,455** children benefited





*"I can't find a better word to describe this activity than "rewarding." It was a joy to watch people from different engagements working side by side, moved by the gratefulness from the entire community impacted by our enthusiasm and effort."*

**Alejandra Flores**

Senior Account Specialist, Veritiv



United Way  
United Way of the Americas

United Way  
United Way of the Americas

ALTHEA

Capgemini

Capgemini

Capgemini





*"In life, the greatest gift you can give is your time and energy. Having the opportunity to give back to my community with the support and willingness of the company is priceless."*

**Daniella Feterman Arroyo**

Learn to Perform Delivery Specialist  
SPA/HRO

*"It was a great experience to be part of such a positive change in our community, and to see the smiles of children that know they will have a better place to learn, play, and grow. I firmly believe that through this type of activity we increase our ability to love and become less selfish."*

**Jeimy Pinituj**

Regional Lead, Procurement Support  
LATAM Region Syngenta



# Expert Insights







# The point about silver bullets—RPA and change management

**Adam Bujak**

*Head of Technology Transformation,  
Capgemini's Business Services*

## The benefits of robotic process automation don't just happen. What's needed is the right kind of plan.

Senior executives like what they hear about robotic process automation (RPA). The results are impressive, the margins attractive, the savings significant. It's a silver bullet.

So they're very keen to see it implemented in their own enterprises, rapidly and at scale. They push for it to be executed in the area of operations most likely to generate a return. Do they involve IT in the implementation? Not necessarily. They're keen to progress, and they tend to think the IT team will be too slow, too fragmented, or tech-oriented, not sufficiently business-driven.

Their middle managers are less keen. They're the ones who will have to make RPA happen. They foresee implementation problems; they think board-level expectations are unrealistic; and they are concerned about resistance from their employees, for whom RPA may seem a threat.

On the face of it, this seems to be a classic case of theory versus practice, of foolhardy optimism versus wise caution. I'd say, though, that there's merit in both viewpoints. Robotic process automation really can deliver significant business benefits—but only if the change it brings about is anticipated and managed.

### Planning is everything

What's needed is a plan. It may take a little while, but the days spent surveying the territory and charting a course through it will save a great deal of time and money later on.

This plan needs to be comprehensive, with a target operating model as its starting point. It needs to be developed and taken forward by a team that brings together different skills, perhaps from both inside and outside the organization: for instance, some may have detailed knowledge of current processes, while others can offer previous experience of RPA implementation and managing a virtual workforce.

A team like this will be able to identify and accommodate the complexity the change program is likely to encounter. For example, an alteration to working practice that previously would have been unremarkable might now debilitate an important bot. And here's another: the lapse by oversight of a software license that might once have caused only a local problem might now disrupt the whole virtual workforce. Identifying all such factors up front will obviate these issues. It's better than finding out the hard way.

### Strategic, tactical, and human

The plan also needs to address three key areas—the strategic, tactical, and human outcomes the enterprise would like to achieve. These areas respectively meet the needs of the senior executives, middle managers and frontline staff involved:

- **Strategic**—what is the digital strategy? What is the broader intelligent automation agenda focusing on process execution, interaction, monitoring, knowledge management, and analysis? What are the business benefits we would most like to achieve? What will its effects be on the organization as a whole? What levels of cost efficiency and productivity improvements should be our target? And how should the introduction of RPA as part of the intelligent automation drive help us shape our overall business model to make us more competitive and more agile in facing future challenges?
- **Tactical**—shall we automate in stages, task by task, or do it all in one go, across the entire department or function? At what pace should it happen? (Fast execution tends to increase resistance.) How might it affect third parties, and how should we accommodate their needs? How will we measure success? And how might we be able to adjust our implementation once the program has begun, in order to fine-tune our processes?

- **Human**—how can we create a positive climate for the introduction of RPA? For example, how might RPA reduce dull, repetitive workloads and replace them with more fulfilling tasks of greater value? How might it lessen the need for overtime and hence improve work-life balance? And how can we best articulate these messages in an internal comms strategy to support our plan?

### Let your aim be true

Everything needs a context, and RPA is no exception. If it is to be implemented successfully, it needs to be part of a broader change management process, built around a plan developed by a team with insight and experience.

It's perhaps odd, then, that the "silver bullet" term is often used with no context at all. It's used instead simply as a way of describing a magical instant fix. But extend the analogy, and let's see its real point.

A bullet, silver or otherwise, needs to be fired. Which means the weapon that delivers it needs to be in full working order, and of the right caliber.

That bullet also needs to be aimed. Again, silver or otherwise, if it misses its target, it will achieve nothing.

Let your plan be your weapon. Let your aim be true, and your sharpshooters be smart and experienced. And then, perhaps, RPA really will be a silver bullet—not just for senior executives, but for middle managers and employees too.

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**Dr. Adam Bujak** is an expert in strategic management, business process automation and finance transformation. He heads Capgemini's Business Services' Technology Transformation team, helping multinational clients to optimize operational costs by deploying innovative technologies such as robotic process automation (RPA)



# Virtual delivery centers, intelligent automation and ... kindergartens

**Tim Ulrich**

*Director, Technology Transformation—AI & RPA,  
Capgemini's Business Services*

# Having a robotic workforce at your command is all well and good, but how do you get it to perform the way you want it to?

I was recently explaining to my mother the job I do everyday at Capgemini and the impact of the automation revolution. After 20 years of repeating “I do something with computers,” I felt I should be slightly more explicit – especially as my mother has always harbored a secret desire for me to follow in her footsteps and become a kindergarten teacher.

## Do you want to rule “Robontinent”?

I started by explaining that business leaders have always dreamt of increasing profit margins by getting work done cheaper, quicker, and at better quality. This dream was behind the Industrial Revolution that took place over 200 years ago, but has also been the trigger for the more recent outsourcing and offshoring waves we have seen in the last 25 years.

I went on to ask her what she would do if she became the ruler of a new continent of “robotic workers” willing to work long hours of repetitive work for a really low salary that suddenly appeared in the

middle of the ocean—for argument’s sake, let’s call it “Robontinent.” While declaring that she was no dictator, she did agree that it would be logical to move the monotonous and repetitive work from the existing human workforce to our new robotic colleagues.

I then pointed out the similarities and differences between employees vs. robots in carrying out certain business tasks, including getting work done according to requirements, ensuring transparency, and having strategies for hard-to predict events such as changing work loads due to fluctuating demand/market share. While technically different to address for each scenario, these tasks were quite similar in structure and importance for the company.

## Mothers know best

As we discussed in more detail how to instruct a robot to do certain activities, and what the boundaries are (exceptions, unclear/non-existing rules, etc.), my mother appeared to understand the situation quite quickly and said: “So this is like explaining to a four-year old child what to do and then watching closely as the child does it, except the robot really listens to you, doesn’t get creative in performing the task, and doesn’t walk away after a few seconds when something more interesting becomes available!”

Mothers always know best, and this explanation is often closer to the corporate reality than any of us should probably admit!

But now that I had her full attention, I couldn’t resist pointing out a few more complex and challenging business tasks that need to be managed, which I hoped would differentiate my “really important business job” from all the other important jobs in the world – kindergarten teachers, for example:

Business task	Managing a human workforce	Managing a robotic workforce
Manage fluctuating or patterned work demand	Keep staff available for “worst case” high-demand scenarios (expensive) or use external contractors for peaks (possibly inducing additional risks).	Dynamically assign robotic artifacts (workflows) to available robots (which need to be made available on demand, but can be used for other use off peaks).
Allow for work 24/7 across time zones around the globe	Have central workforce work in shifts or use different teams per geography (work needs to be managed and synchronized).	Have existing robotic artifacts run 24/7 without any further impact due to central management and monitoring.
Get new work types completed at short notice	Find, onboard, and train new employees to carry out the new work (might be challenging to achieve this quickly and at scale).	Clearly document requirements and develop and test robotic artifacts on new work types, then move rapidly to production.
Leverage workforce across different clients to make best use of resources	Difficult in usual business model, partially possible in outsourcing model.	Using a secure, multi-tenant environment on multiple layers, some key components can be shared (dependent on client approval).

Although the advantages of a robotic workforce in carrying out these tasks are clearly higher than a human workforce doing it—especially if the use cases/business areas in focus qualify for robotics—in reality, these two delivery options aren't mutually exclusive. A mixed human and robotic workforce is likely to be around for a number of years, although it's not clear how quickly the artificial intelligence (AI) aspect of automation will prove or disprove this prediction.

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**Tim Ulrich** *manages intelligent automation and robotic process automation (RPA) solutions across Europe, helping clients to increase process quality and efficiency, and reduce cost by deploying leading automation technologies.*

## Living the industrialization dream

I then asked my mother to imagine that she didn't need to acquire, train, manage, organize, and support her "Robontinent" workforce herself, but that someone else (a service provider) with the experience and ability could do this for her based on jointly agreed success criteria. Wouldn't it be a relief to enjoy all the benefits without the having to deal with the nightmare of micro-managing this "robot army"?

And this is exactly what differentiates Capgemini's Virtual Delivery Center approach from organizations' own internal automation projects. In the "Managing a robotic workforce" column of the table are some of the main areas where leveraging a Virtual Delivery Center approach can make a huge difference in contrast to managing robotics in scale internally.

My mother nodded in wise apprehension and beamed at me: "I always thought you didn't want to work in a kindergarten, but this is exactly the service you offer to your clients!"

I hadn't really looked at it like this before, and I wasn't going to try to correct her new vision of my job ... at least, not in the next 20 years!

Although the advantages of a robotic workforce in carrying out these tasks are clearly higher than a human workforce doing it, in reality, these two delivery options aren't mutually exclusive.



# Do'ers vs advisors— the battle between the big 4 and BPO

**Koushik Chatterjee**

*Business Development Director,  
Capgemini's Business Services*

## BPO providers with front-office consulting skills are challenging the Big 4 advisors.

### A little less conversation ...

Our PowerPoint presentation was greeted with an awkward silence. The clock ticked ... seconds seemed like hours ... with each tick became seemingly louder. My presentation partner and I glanced nervously at each other. Who would be first to speak?

The icebreaker came from someone who had been quiet throughout our presentation—a specific question about retrospective POs that suddenly brought the audience to life. It was then that it struck me. The client had been subjected to enough advice—what they wanted were tried and tested ideas that could be actioned immediately.

Several large consulting firms had come in and presented some outstanding analysis of their current problems. But despite the big bucks spent on the presentation, the outputs didn't translate to actionable ideas on the ground. But here we were, a group of down-to-earth, operational people who knew exactly how shared services improvements could be implemented, and many of our transformation ideas could be immediately initiated by their IT teams without waiting for additional investment.

When I joined the BPO industry just over 10 years ago, the situation described above would have been inconceivable. Providers were typically engaged by advisors at the point where the opportunity is scoped out, the buying organization mapped, and the journey to the future state outlined—even if at a high level. BPO providers were then expected to carry out the more prosaic tasks of turning the scope into value through a well-defined process. A process that is increasingly becoming more open and collaborative.

### ... a little more action

If consulting is about advising clients and shared services/outsourcing is about executing or acting on that advice, then “shared services consulting” neatly straddles two disparate worlds that have traditionally been dominated by the big advisory firms.

Over the years, we've seen outsourcers build solid consulting capabilities and advisory firms develop implementation skills. This has led to the dynamics of “consulting” vs. “doing” shifting, with more demanding buyers seeking details from the outset of the change process.

More confident BPO players with successfully industrialized back-office operations and developing front-office consulting skills are challenging the Big 4 advisors. Customers requiring a pragmatic “sleeves rolled up” experience are looking for answers that advisors aren't always able to provide.

Shared services clients expect clarity and detailed operational knowledge—something they don't always get from advisors. In my view, operators with a layer of consulting skills usually come across as more credible in such situations. And with increasing pressure from the market to reduce cost and deliver transformation in shorter timescales, I believe this trend is only set to increase.

### Satisfy me ...

As our meeting ended we knew we were on to a win. I could sense the collective sense of relief as we walked out ... “finally someone gets it.”

In this instance, our victory over the big management consulting firms came on the back of our proven operational expertise. The client chose us over the “advisors” as they saw value in actionable ideas versus those hovering at 30,000 feet in the air.

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**Koushik Chatterjee** is responsible for developing long-term relationships with key strategic clients. As a passionate advocate for “going digital” and leveraging technology in business services strategies, Koushik has helped multiple clients in their journey to global managed services.

**Our victory over the big management consulting firms came on the back of our proven operational expertise.**



# The three levels of customer service frustration—and how to overcome them

**Magda Matell**

*Senior Director,  
Capgemini's Business Services*



## Customers never evaluate one particular interaction or experience, but look at the process as a whole.

I'd like to start by asking you to think about the following scenario. You've got a problem with your bank account that you need to sort out:

- **Frustration level "moderate"**—you pick up the phone and dial the number to your bank. After keying in numbers from a list of options, you're directed to the relevant queue to deal with your enquiry. Then you sit ... and you wait. But worse than the actual wait, it's the song that plays over and over again, reminding you that you are, in fact ... waiting.
- **Frustration level "severe"**—when you're finally connected with a customer service representative from your bank, you describe your problem in the best way you know how, giving relevant details that you imagine will be recognizable. The person on the end of the phone listens politely, before telling you they don't have the information you need, and ... wait for it ... could you phone back tomorrow?
- **Frustration level "critical"**—the next day you phone your bank again, gritting your teeth through the waiting—and the music—only to speak to a completely different customer service representative who has absolutely no knowledge of your previous phone call. With your head in your hands, you describe the problem all over again ... although not in so much detail this time.

Sounds familiar? You're not alone. We've all been there.

With this experience in mind, here are three ways you can improve your customer experience in the age of digital transformation:

- **Implement innovation**—improvements in customer experience (CX) and satisfaction are directly related to innovation. CX and technology going hand in hand is becoming the norm, and we no longer speak about CX, but about DCX—digital customer experience.

- Technology offers us the tools to help us recognize and address the needs of our clients. We need to think innovatively like start ups and promote solutions based on technologies that will satisfy our customers.
- **Think about your people**—DCX is not just about technology. It's just as much, if not more, about the people who stand behind the entire process and make it happen—people who understand your business operations and are able to adapt quickly to the situation.

Implementing digital solutions that facilitate the performance of tasks by your employees has a knock-on impact on the level of customer satisfaction. For instance, if your bank (in the example above) implemented a system that enabled their individual customer service representatives to access your customer information and history quickly—using a virtual assistant to speed up the whole process—they would be able to solve our bank account problem much faster.

- **Listen to your end customer**—in my experience, service organizations concentrate on the end customer—their customer's customer—all too rarely. However, your end customer's voice is extremely important, as their satisfaction determines the satisfaction of your whole organization.

Your organization needs to have the capability to listen to and look after your end customers, and building a lasting relationship with your business partners often demands a revolutionary approach to existing processes.

There are a number of factors responsible for customer satisfaction. Customers never evaluate one particular interaction or experience, but look at the process as a whole. Likewise, implementing technology alone won't solve all your CX challenges. To look after the needs of your individual customer, you must first think about the people who serve them, and the people they serve.

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**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.

To look after the needs of your individual customer, you must first think about the people who serve them, and the people they serve.



# Digitally transforming the Capgemini Group's travel and expenses function

**Atul Kulshreshtha**

*Head of Business Services India & CBS,  
Capgemini's Business Services*

## Our people can now submit, upload, and even approve documents on their mobile phones, eliminating the need for voluminous paper-based receipts.

As a technology and consulting company, we're always suggesting the latest new tools, technologies, and processes to our clients. But do we use these tools and technologies ourselves? In other words, do we practice what we preach?

It has to be said. Our T&E process was in a bit of a mess. It would take 4–6 weeks to get hold of the paper invoice from the credit card company, after which it would go to an approver for a number of weeks before the credit card company was finally paid.

Our people almost always ended up having to apply for higher cash advances or card spending limits—purely as a precautionary measure against exhausting their spending limits and their cards getting blocked. They would also spend hours tracking invoices and filing claims, often at the cost of more value-added work. It wasn't just inefficient and slow, but it also made the cash cycle longer and tracking expenses tedious. Sounds familiar?

### Implementing a global T&E solution

As part of a company-wide move towards globalization and cost rationalization, Capgemini took the decision to simplify, automate, and standardize T&E across geographies. A central project team was set up to create a target operating model and a global template was created for our "MyExpense" tool. Critical success factors included unique travel policies for several countries, the availability of key people at the required time, and empowering the right decision-makers.

The other major factor was the choice of platform on which Capgemini's T&E tool would be based. We wanted a cost effective global tool from an independent vendor, already in use by a number of large corporations, which would minimize our implementation change management effort.

We finally decided on Concur, which, as well as being a truly global T&E solution, is flexible enough to allow for local nuances. Concur enabled us to implement a global standard T&E policy that resulted in a common process, digital enablement, improved controllership, and enhanced governance. Once the platform was in place, we rolled out our "MyExpense" tool—which was no mean feat for a company that boasts 200,000 employees across 40 countries.

### Reduced cycle time, reduced cost

Implementing this solution has simplified our T&E process, while standardizing and improving the user experience. Our people can now submit, upload, and even approve documents on their mobile phones, eliminating the need for voluminous paper-based receipts. Cycle times have been reduced, as have the associated costs.

The tool has also given us much greater visibility into expenses across the organization and enabled us to put a very robust governance mechanism around the entire process in place. All our implementation milestones were met and the team even won an award from Concur France for our deployment effort.

### The lessons learned

In short, the project has been a great success. So what exactly did we learn from this transformation? Here are my key takeaways from the transformation:

- **Sponsorship**—backing from top leadership is crucial for the success of any technology transformation. Driving change management to mobilize, utilize, and train your human resources needs championing from the top.
- **Right team**—successful Concur implementation requires you to enable

the right people with the authority to make quick decisions. It requires detailed planning to ensure the availability of the required experts from across your organization, including Finance, HR, Taxes, and Communications.

- **Standardized processes and policies**—another key aspect is standardization of travel policies before starting on the technological implementation.

With these things in place, any implementation of Concur will flow smoothly and deliver a range of business outcomes. These include immense convenience to employees through providing a digital solution in their hand, simplified processes, enhanced governance, reduced cycle time, and most importantly, increased savings due to scale efficiencies.

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**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.

Our people can now submit, upload, and even approve documents on their mobile phones, eliminating the need for voluminous paper-based receipts.



# From stereotypes to machine learning— AI in contract management

**Mani Agarwal**

*Director, Capgemini's Business Services*

Time has become the world's most valuable commodity, and a little help from a friendly robot can go a very long way.

Growing up in India, I've witnessed, read and worked on all sorts of different contracts. Still fresh in my mind are the verbal agreements people in my town would make with standard "net 30" payment terms while buying their groceries from the little shops near our house. While practicing law, I would review contracts on paper, often dictating the changes onto my stenographer. Thankfully the world has moved on, and we increasingly use computers to draft contracts, emails, and even negotiations, thereby minimizing dependency on stenographers.

## The rise of metadata

Historically, once a contract is signed after weeks and sometimes months of hard work, it's left unattended for years on end in a musty cupboard, until some poor person has to spend half a day locating and dusting it down for use in a dispute. To counter this and keep track of their contracts, organizations began storing documents electronically using the different tools available to them at the time.

The industry innovated further and developed the technology to extract metadata from the contracts before uploading them onto the repository. Metadata is key for accurate searching, reporting and building a workflow around your contract management process, and can be used to generate reports and analytics. Some examples of metadata in a contract process are the customer name, contract type and the expiration date.

## Machine learning and AI to the rescue!

But what if you need information from the contract that isn't in the metadata? An organization's operational teams—the people that really live by every word of the contract—often ask for more information from the contract and expect it to be available at the click of a

button. For example, during the infamous ransomware attack in 2017, I had to look for patching/anti-virus update obligations in over 500 contracts in two days! If only I'd had the AI enable contract management tools to help, my life would have been made much easier!

While well-trained, conscientious people can still achieve a great deal, time has become the world's most valuable commodity, and a little help from a friendly robot can go a very long way. AI in contract management continues to develop at a mind-boggling pace, and any organization with a voluminous contract portfolio can increase the efficiency of their contract management process through embracing AI-enabled contract management tools. These tools can help organizations to:

- Automatically organize, classify, and extract key information at the click of a button.
- Locate key information from documents through leveraging machine learning.
- Minimize human intervention without compromising on quality.
- Provide a summary of the information that enables informed decision-making to drive enhanced results.

## What are you waiting for?

In 2018, organizations should invest in the technology to modernize their contract management function and get their contracts in order. Putting them on SharePoint isn't enough and contracts can become untraceable and even lost. AI is now the reality in contract management and is working well in this function. We're not that far away from being able to use Siri and Google Talk in contract management!

Ultimately, with advances in technology driving an increased level of customer engagement and satisfaction, there's nothing more embarrassing than having to ask for a copy of the contract from your client!

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**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.

AI is now the reality in contract management and is working well in this function.

# Capgemini Community







# Project Theater— or how we disrupted the Polish arts scene

**Katarzyna Zolna-Boron**

*Marketing Professional,  
Capgemini's Business Services*

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**Kasia Zolna-Boron** works for Capgemini's Business Services Marketing and Communication team and is responsible for marketing campaigns across the function. She is the initiator of Project Theater and has starred in eight out of its nine plays, where she has brought to life various animals including a frog, lion, cow, and more recently a snake. Kasia is still waiting to be cast as a princess.



## Being a socially responsible company means not only caring for the environment, your employees, and their families—but also the society you live, work, and operate in. Welcome to the magical world of Capgemini Poland's Project Theater.

The one thing you don't expect from a business professional is for them to dress up as an animal or as another brightly costumed character, put on their make up, and walk out onto the stage with head held high. But this is exactly what our people at Capgemini Poland do on a regular basis ... and we've been doing it for the last 10 years.

Project Theater is one of Capgemini Poland's flagship Corporate Responsibility and Sustainability (CR&S) programs that helps our people to do something important and meaningful for the local community, while developing their skills and confidence.

### From humble beginnings ...

In 2008, Capgemini Poland's CR&S team sent out a short email to our employees asking whether they would be interested in putting on a theatrical performance to raise money for a local NGO.

The response couldn't have been better—we received loads of enthusiastic replies from people across the organization, many of which came to our first rehearsal. We engaged a professional director and rented a theater. Preparation costs were covered by Capgemini Poland, while our people "donated" their evenings and weekends.

Rehearsals started in September—four hours a week in the evenings by ourselves, and two weekends a month rehearsing with our director. Although some of our actors had been in amateur theater groups, our director was on a mission to make us professionals.

In December 2008, "Corpo-Troupe," as we called ourselves, presented our first ever play entitled Snow White Ltd. Tickets sold

out in less than a week and all the money raised was donated to SIEMACHA, a Polish NGO that supports children and young people from underprivileged families, who we also invited to the performance.

### ... and a whole lot of collaboration ...

The extremely positive feedback we received from both the audience and theater itself helped us shape the way we worked together. We designed a collaboration model where all three partners—the NGO, Capgemini, and the theater—have benefited from the project, including:

The NGO benefits through providing a night of entertainment to their children, money raised from selling tickets, and awareness of their cause and mission.

The theater benefits from promotion among Capgemini Poland employees, their friends, and families, as well as people who follow the project on social media.

And Capgemini benefits through employee development (Project Theater performers have developed new skills such as public speaking, people and time management, and project management), employee retention (Project Theater is one of the reasons our people stay with Capgemini), employer branding (prospective employees often ask about Project Theater during recruitment), local perception (Project Theater gives Capgemini great visibility in the media), and high CR&S ratings.

Over the years, our collaboration model has enabled us to lower production costs, as directors and theaters see the value and importance of working with us;

gain sponsors and media partners, which translates into higher visibility and better promotion; and achieve a wider reach and sell more tickets through collaborating on the advertisement campaign.

In a nutshell, Project Theater has contributed greatly to the way all three partners are seen as responsible citizens that care for the needs of the local community.

### ... come greater things

In the last 10 years, we've built a cast and crew of over 200 volunteers who are involved in Project Theater, put on more and more ambitious productions, including a musical, and for the last three years prepared an audio-description for our performances, so that people with impaired sight can also enjoy them.

We've raised over €33,000 to support a variety of NGOs, and brought smiles to over 10,000 people; we've received a number of awards, including Capgemini's Global Community Engagement People's Choice Award, and have inspired other organizations in Poland to put on their own performances.

Today, 10 years on and just one step away from our 10th performance, we couldn't be prouder of what we've achieved. It's amazing how a simple idea can grow into an important initiative, how its universal goal of gathering people around common values has become fully embedded in the culture of Capgemini Poland and spread across the organization, the city, and the country.

So if you ever find yourself in Krakow in December, check whether there's a play on—and if you fancy getting involved, get in touch!

















*All photos by **Tomasz Ćwikliński**,  
taken at the December 2017 production  
in Małopolski Ogród Sztuki, Kraków*



## 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](http://www.capgemini.com/business-services)

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