

# Innovation and Speed of One Team Strengthens International Presence for Société Générale

## Next generation global delivery with Capgemini's Rightshore® enables Société Générale to execute a strategic international project in 36 countries around the world

### The Situation

BHFM, the international retail banking division at Société Générale, needed to harmonise its IT systems as each of its 40 subsidiaries abroad had completely different systems in place. As its international expansion is a major growth driver requiring to speed-up the roll-out of the new IT system, Société Générale turned to Capgemini for help.

### The Solution

The first step was to create a dedicated service center and to put together a project team in Hyderabad, India which had a unique set of skills, encompassing banking sector knowledge, software package integration, project management expertise and international rollout experience. Next, the team set about designing all the necessary

processes and procedures, making sure it could replicate these in all BHFM's subsidiaries. Capgemini sends flying squads of global talent around the world to implement the new IT system in each of BHFM's subsidiaries. These are supported by the team in Hyderabad.

A dedicated program co-ordinator located in Paris acts as the interface between the teams on the ground, the service center in India and Société Générale. The whole project is based on Capgemini's global delivery model, Rightshore®—an approach that creates an optimum solution through one team providing the best global talent in the right location at the right time.

“Capgemini's global delivery promotes a complete one team approach, seamlessly integrating the right level of resources with our resources, in the right country, at the right time—an essential element in the continued international growth of Société Générale.”

Yvon Puyou, Head of Core Banking,  
Risk & Finance Global IT Projects  
Société Générale



### The Result

An early success was the launch of the service center in Hyderabad, achieved in 2 months. The first phase of Project SPICE (Société Générale Project Implementation Center of Excellence) has just been completed, with the new IT system successfully introduced on time and within budget into Croatia, Ghana and China. The duration of these rollouts ranged between 12-18 months from concept to reality.

The roll-out to all 40 subsidiaries is on target to be completed over the next three years. Expected benefits are increased net bank income, the sharing of best practices and improvements in products, risks and service quality.

**“To succeed, we needed to find an international partner with proven expertise in managing a major global program such as this”**

### How Société Générale and Capgemini Work Together

Four years ago, Société Générale decided to harmonise BHFMs IT systems and initiated the project with an in-house team, sending specialists from Paris to its overseas subsidiaries. It soon became clear that Société Générale needed external help in rolling out the new system to its 40 subsidiaries.

It was not only speed that was important, as Yvon Puyou, the manager responsible for the deployment of IT systems in all BHFMs subsidiaries, explains: “There was another crucial reason why we looked for a partner to help us. The new IT system needed to run the core banking system for each branch and there is little expertise in this kind of software in France. So, if we were to succeed, we needed to find an international partner with proven expertise in managing a major global program such as this.”



Capgemini was chosen as Société Générale's strategic partner for four important reasons:

- high commitment to support Société Générale
- intimate understanding of the bank's requirements
- proven expertise within the banking sector
- industrialized approach to rolling out the whole program.

Capgemini proposed its global delivery model, Rightshore®. Société Générale recognized it as an ideal solution to create an optimum solution by employing the right talent in the right location at the right time. 22 people work on the project, split between "flying squads" of global talent who are deployed around the world and service center personnel in India for team management and support. The Paris-based co-ordinator enjoys a high level of intimacy with Société Générale, acting as an interface between the service center supporting the flying squads and Société Générale. Getting this balance right between on- and offshore teams is critical to the success of the project.

"Mostly, offshoring is associated with cost savings," said Yvon Puyou. "Although cost was an important issue for us, the reason Capgemini sourced people for us in India is because that's where all the talent is located for this kind of project. We simply don't have this level of expertise in Europe."

Capgemini's approach to knowledge management adds significant value for BHF. By running implementations in several different countries in parallel, each team shares knowledge dynamically and learns from the other. Based in India, the Knowledge Manager works closely with each of the flying squads, capturing knowledge from one location and storing it centrally. Gaps in knowledge at other locations can therefore be effectively plugged.

Capgemini's approach to flying squads that can re-use this knowledge, backed up by the service center in India, is highly innovative and critical for the success of such a global and time-sensitive program. The Service Center Manager in India ensures the effectiveness of this approach by permanently monitoring and tuning the services and the operating procedures with a strong industrial perspective. Not only does this give Société Générale greater value at lower cost; it also enables the bank to speed up time to market and so win market share.

So far, the new banking IT systems have been introduced in Ghana, Croatia and China. Specific requirements in these countries and how they were addressed can be summarised as:

In **Ghana**, a team of two business analysts and a functional manager for Banking IT system migration and card payment extension collaborated with a French software vendor for 16 months.

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For **Croatia**, the team comprised three business analysts for Retail Banking IT system implementation, working together with the software vendor from France over 18 months.

The deployment in **China** was adapted to address specific local goals. There, a team of 12 business experts and change managers worked towards the creation of a new universal bank in 12 months. The team covered functions like retail banking, corporate and investment banking, private banking and consumer finance. The platform used was an Indian software package.

The software platform used is Delta-Bank for small-to-medium sized subsidiaries and Finacle for the larger ones. Following the success of this first phase, Capgemini decided with Société Générale to enrich the range of services of the service center to accelerate roll-out of the rest of the program.

Yvon Puyou concludes: "The biggest issue we had in this program was to have the right level of resource in the right country at the right time. The second issue was speed of deployment. Capgemini has enabled us to successfully overcome both of these."



### About Capgemini and the Collaborative Business Experience

Capgemini, one of the world's foremost providers of consulting, technology and outsourcing services, enables its clients to transform and perform through technologies. Capgemini provides its clients with insights and capabilities that boost their freedom to achieve superior results through a unique way of working, the Collaborative Business Experience.

The Group relies on its global delivery model called Rightshore®, which aims to get the right balance of the best talent from multiple locations, working as one team to create and deliver the optimum solution for clients. Present in 36 countries, Capgemini reported 2007 global revenues of EUR 8.7 billion and employs over 88,000 people worldwide. More information is available at [www.capgemini.com](http://www.capgemini.com)

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Société Générale

Société Générale Groupe is the fourth largest bank in the euro zone, serving 27 million customers in France and around the world. BHF<sup>M</sup> (Banque Hors France Métropolitaine)

is the Group's International retail banking division and is made up of 4,000 branches in Eastern Europe, the Mediterranean Basin, Africa and Asia.

Please visit **BHF<sup>M</sup>** at Société Générale for more information.