

Trouve

Our Solution to Combat Tax & welfare Evasion and Fraud in a Digital Era

People matter, results count.



Digital Revolution





The Digital revolution



Digital is transforming the way in which we interact with each other. It has profound implications for how we do business and the way that Governments and citizens interact.

Capgemini Consulting and the Massachusetts Institute of Technology carried out a 3-year research program into the impact of digital. This explored how a group of 400 organizations worldwide (both public and private) viewed digital; what they were investing in; and how they were driving these changes forward to deliver a step change in business outcomes.

Our research identified distinct differences in the way that these organizations have approached digital – the leaders (the “digerati”) make strategic decisions about where to excel digitally and combine digital capabilities to exploit synergies. They are also rigorous in how they drive digital into their day-to-day operations – they define a strong vision; they focus on key digital initiatives that drive value; they innovate by combining different disciplines such as brand management, digital marketing and IT; and they put in place effective governance mechanisms to drive rapid progress across complex organizations. Those “digerati” who were quoted significantly outperformed their peers in terms of revenue growth (+9%), profitability (+26%) and market valuation (+12%), across all sectors.

Digital has the potential to help Governments transform public services to achieve step change improvements in policy outcomes, customer service and productivity improvement.



Combating Evasion & Fraud





How is digital changing the way tax & welfare agencies combat evasion, fraud & error



What does this insight tell us about tax and welfare agencies? The digital tax or welfare agency will be simpler and more convenient for the customer. It will be designed around life event needs, drawing together customer information into a single account and making use of pre-populated data. It will enable people to interact any time, any place, from any digital device. Phone and face-to-face contact will be focused on the vulnerable or the very largest taxpayers.

The digital agency will leverage new data sources and analytical techniques both to provide more personalized service and to nudge people to be more compliant in real time. By demonstrating the ability to match for example tax, welfare benefit and private sector data on fraud, the digital tax or welfare agency will better deter non-compliance and reduce late or non-payment of debt.

It will also be more productive. New ways of presenting and drilling down management information in real time will be complemented by new digitized processes re-designed for a world where paper no longer exists. And new business models will be in use, such as “as a service” risking or debt collection. We will see routine processing being automated or designed out altogether. Staff will focus primarily on activities demanding judgment and experience, such as policy, business analytics and rules, and compliance and debt interventions.

These are all positive changes, but digitization also comes with a word of caution. While digital offers many benefits, the move to online delivery opens up tax and welfare agencies to the risk of criminal attack from anywhere in the world – particularly around ID theft and fraudulent repayment claims. See Capgemini Consulting’s report *“Digital – a boon or a bane to the taxman”*, October 2013.



Future Compliance Model





Achieving a step change in compliance

There is no doubt that addressing tax evasion and welfare fraud & error is an increasing priority in both the developed and developing world. Depending on their specific issues and current maturity, tax and welfare agencies are focusing on six priority areas to deliver a step change in the ability to detect and combat non-compliance:

- *Developing the capability to educate and encourage people to comply voluntarily* – maximizing the use of digital communication channels, methods and campaigns to drive up voluntary compliance via targeted and tailored service, eliminating the need for compliance activity;
- *Moving compliance upstream to detect and address tax evasion, welfare fraud & error at the point of interaction with the customer* – using deterministic and predictive models to suspend processing of suspect applications or to trigger additional compliance checks and ultimately being able to re-profile a customer and prompt them to reconsider their actions in real time, whilst they are interacting with the agency;
- *Securing online digital channels from criminal attack such as ID theft and fraudulent repayment claims* – using transaction monitoring and the application of identity assurance within the transaction;
- *Implementing the next generation of post-event compliance* – incorporating more extensive data sources, matching and mining and more sophisticated analytical capabilities to be able to manage risk by customer (across multiple taxes and benefits); generate a risk alert and to then to prioritize and refer the electronic case file to the best available team;
- *Applying predictive analytics to rapidly secure payment of debt* – by determining the next best action for a particular customer based on an assessment of their ability and willingness to pay and analysis of the most effective intervention for a particular segment;
- *Detecting internal fraud and collusion* – applying the analytics toolset on internal operations to identify anomalies in behaviors that might indicate individual fraud or collusion with external fraudsters that requires further investigation.

To successfully deliver a step change in compliance outcomes, tax and welfare agencies will need to invest in all six priorities as they move delivery online. This will require the design and roll out of a range of new capabilities.





Required Capabilities





Key capabilities required to deliver a step change in compliance outcomes

Each tax and welfare agency is at a different starting point.

Most mature tax administrations have some post-event compliance risking and intervention capability in place, although there are major opportunities to extend data sources and to apply more sophisticated analytical capabilities. Few have applied risking (as opposed to simple eligibility checks) as a core part of their upstream processing, such as at the point of application for a welfare benefit, or at the point of tax registration or filing. Instead, risking within tax and welfare today relies principally on a set of risk rules that trigger alerts and a request for more information and manual checks, whilst the repayment is put on hold.

In other developed countries, severe challenges around sovereign debt and systemic non-compliance must be addressed with significantly improved tax administration processes and re-platformed core systems.

Within the rapidly emerging economies, the task is to set up entirely new operations and systems, including compliance and debt management functions, to fund new public services. This offers these countries the opportunity to “leapfrog” their peers.

The “game changers” needed to transform the post-event compliance model and start to embed compliance activities in the core processing value chain include:

- Data provisioning – the ability to obtain, integrate, cleanse and match data from internal, other government, and third party sources in order to build a citizen centric view;
- Analytic capability applying a range of techniques including risk rules, anomaly detection and entity link analysis to understand the characteristics of a new type of fraud; how to spot the fraud; and to develop and refine deterministic and predictive risk factors/models that can be automated, incorporating feedback from the outcome of each intervention;





- Bulk risking capability to automatically identify high risk cases and generate alerts by joining large volumes of disparate data together to identify patterns and anomalies;
- Green channeling low risk cases (which are easier to identify) in order to focus risking and intervention resource on the small group of non-compliant customers;
- A decisioning service to triage and route the risk alert into an instruction to the operational tax or welfare processing systems to put a payment or repayment on hold or stop it; requesting additional information from the customer; or putting in place more stringent terms such as withholding the first VAT repayment until three months of payments have been made;
- Case prioritization, referral and workforce optimization using business rules to triage the risk alert to the team with the appropriate skills & experience and capacity to work the case;
- Case management to progress the case using workflow and capture the outcomes, to inform compliance strategy, risk factors/models and operational best practice;
- Visualization tools that dramatically improve the productivity of investigating a compliance risk by presenting the information in a way that allows an investigator to explore the information in an interactive way;
- Short interval measurement and reporting to drive continuous improvement.

Moving delivery online requires the capability to validate identity online (rather than today's prevalent letter or face-to-face model) and to be able to protect against large scale identity theft or fraudulent claims or reclaims.

In due course tax and welfare agencies will be able to nudge customers to be more compliant during an interaction. Or they might immediately escalate a case for additional compliance intervention. This requires the ability to re-profile their customers in near real time, matching and analyzing internal organization, other government and third party data within seconds. It will also require the ability to change the process path and divert a case from the "compliant processing" part of the organization into the "criminal investigation" part of the organization and act within minutes.





Our Solution: Trouve





How Capgemini can help you combat tax non-compliance and welfare fraud & error



Capgemini has extensive experience in helping tax and welfare agencies to combat tax evasion and welfare fraud & error.

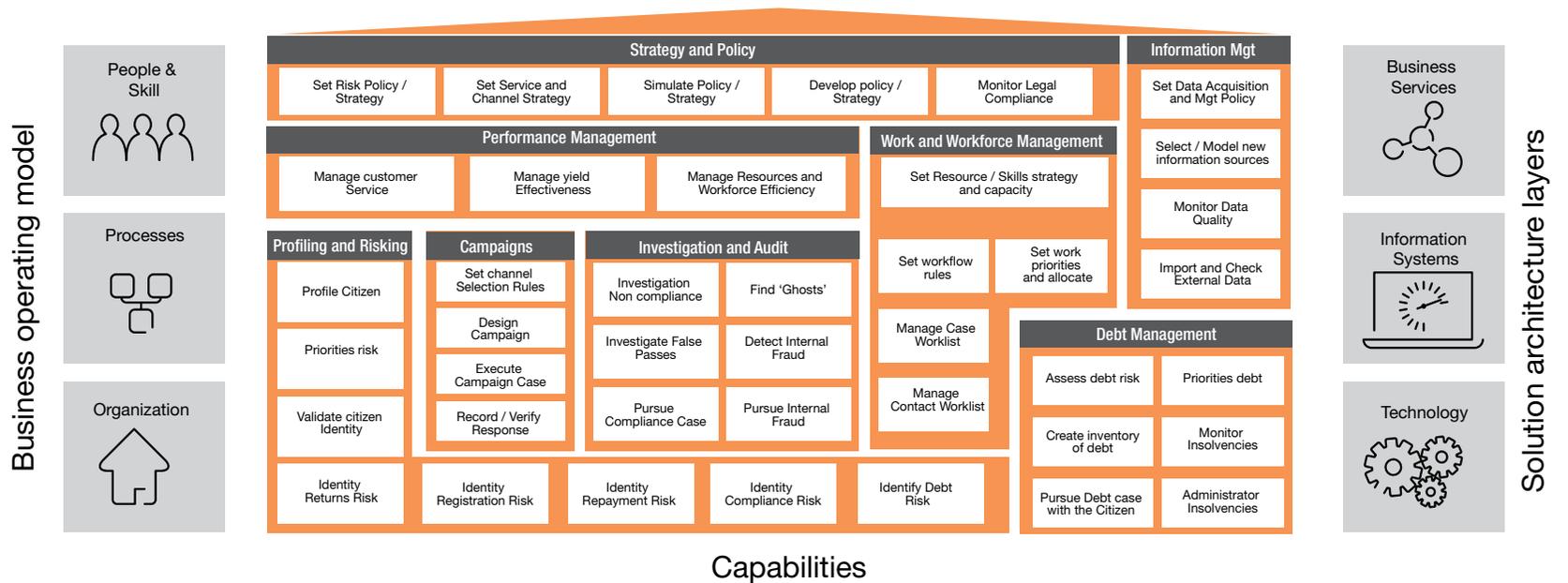
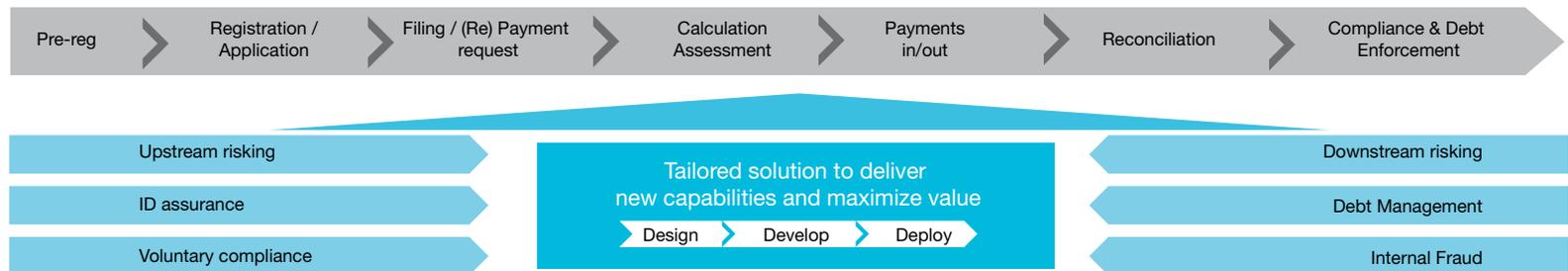
Our tax evasion and welfare fraud & error solution Trouve is powered by SAS's industry leading fraud framework and customer intelligence software. Trouve provides all of the capabilities required to combat tax non-compliance and welfare fraud & error. These are set out in Figure 1.

Behind these capabilities we have defined the people, process and organization changes required, as well as the business services, information services, technical architecture and components needed, to deliver the following six priority areas of focus identified by tax and welfare agencies:

1. Mass market campaigns and personalized interventions to encourage more compliant behavior
2. Moving compliance risking and interventions "upstream" to the point of interaction with the customer – aligned with overnight batch processing and in real time
3. Securing online channels
4. Transforming post-event compliance risking and interventions
5. Reducing the debt book
6. Detecting internal fraud and collusion.



Figure 1





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Mass market campaigns and personalized interventions to encourage more compliant behavior



FEATURES:

- One to many campaign management
- Analytics to select the best personalized intervention based on past behavior, channel preference etc
- Real time “in memory” re-profiling and provision of digital personalized service offers to maximize voluntary compliance and minimize the cost of collection and disbursement.

A key part of achieving high levels of voluntary compliance is about making it simple and clear for the customer and providing relevant timely information when it is required.

Tax and welfare agencies can apply both “one to many” campaigns and individual tailored approaches – offline and in real time – to prompt customers to do the right thing and to provide targeted and tailored service. The Trouve solution supports all three approaches.

Some tax and welfare agencies take a campaign-based approach as part of their compliance strategy. This targets a group of individuals within a particular segment to inform them of their obligations and to prompt them to complete them correctly and on time. A campaign might include media, public relations, standard outbound letters or emails. The Trouve solution enables

A leading bank in Asia is using analytics to inform targeted marketing offers around customer acquisition, retention and cross-selling of services. The bank is now able to carry out hundreds of highly targeted small campaigns instead of huge scatter-marketing campaigns. This means that customers are not deluged with irrelevant offers and the bank achieves a higher return on its marketing investment.





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Consumer goods companies and retailers can now target customers within a one mile radius of a retail store. They can run analytics on frequent buyers to generate an individually personalized offer. When the customer walks into the store tailored messaging and offers are triggered on their smartphone and these can be redeemed at the point of sale

the design of a campaign, simulation of the impact, execution, constant monitoring and adjustment to ensure the outcomes of the campaign are delivered.

In addition, some tax and welfare agencies are carrying out more personalized interventions connected to a transaction, such as filing a tax return or updating change of circumstance for a welfare benefit. These interventions include reminders, proactive service bundling and content tailoring – all depending on customer need. Analytics enables the selection of the best interventions, utilizing behavioral models, as well as selection of the best channel to maximize compliance.

In the future, tax and welfare agencies will be able to monitor a customer’s behavior, re-run the customer’s profile in real time and, based on predictive analytics and known information, contact them with a personalized solution to their particular need – for instance if a business is taking on its first employee. This echoes what leading online retailers and banks already do today.

Benefits delivered by the Trouve solution include:

- *Improved simplicity and relevance of outbound communication*
- *Improved customer service and levels of voluntary compliance*
- *Reduced need for downstream compliance activity to address error or opportunistic evasion.*

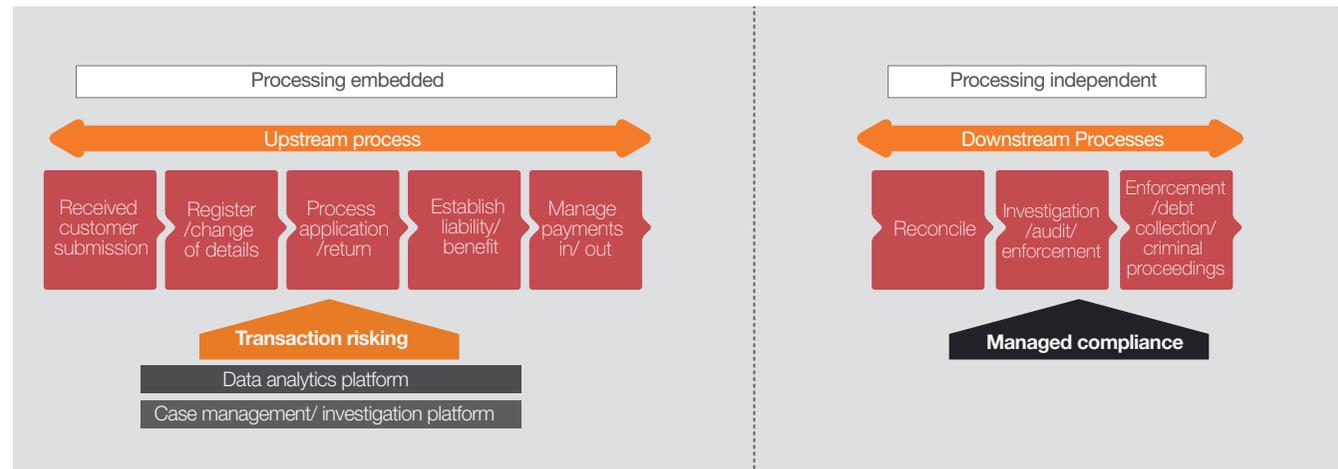




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2 Moving compliance risking and interventions “upstream” to the point of interaction with the customer – aligned with overnight batch processing and in real time

Figure 2 - Value Chain: Upstream vs downstream (simplified)



FEATURES:

- Risk scoring embedded within front line operations
- Automated decision service to refer the case to the right intervention
- Real time “in memory” re-profiling and personalized interventions

Upstream risking includes the risking activities that typically take place at the point of registration for a tax, filing a tax return, or applying for a benefit payment or a tax repayment. It aims to stop evasion or fraud before it gets into the system.





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Leading insurers are applying risk scoring at the point of policy underwriting to identify the risk of mis-representation or non-disclosure. They monitor how a potential customer completes the online application form and communicate this back to the web browser – for instance do they hover over certain questions or change the answer multiple times to see the impact on the quote price. This information is used to determine whether to move to fulfillment, ask additional questions, or price out the business as too high risk. They are also building much closer links and sharing data between the underwriting and claims functions to align their anti-fraud strategies.

Risking is applied at points where the agency needs to make an informed decision about the flow of the transaction. Our Trouve solution applies risk orientated processing to help streamline the flow of compliant transactions (the green channel), in order to be able to focus more investigative attention on higher risk transactions (amber and red channels).

Tax and welfare administrations can carry out risking at the point of interaction with the customer either in line with service levels (e.g. 10 working days) or in time to intercept the business process, whether it is the next batch cycle (e.g. 24 hours), or in near real time where there is potential to challenge a customer to nudge them to comply.

Trouve utilizes multiple techniques such as traditional risk rules, anomaly detection, predictive models and entity network analysis to risk assess customer transactions. Having scored the transaction and generated a risk alert, the decision engine refers the case to the appropriate intervention – which could be to request additional information, to trigger an investigation, or to deny the service. Outcomes of each intervention are captured and fed back into the design of the risk models, as the behaviors of fraudsters continue to evolve.

In the future, as their compliance capability and models become more effective through iterative improvement, tax and welfare agencies will be able to better monitor the behavior of the customer online, recalculate the customer's risk profile and target them with a personalized compliance message in real time – for instance challenging an individual about whether he should be declaring rental income on his second property.

Benefits delivered by Trouve include:

- *Faster response times for the majority of customers*
- *The ability to detect evasion or fraud at the point of interaction with the customer – preventing money being paid out or enabling compliance interventions to begin within days rather than months or years, increasing the likelihood that revenue can be recovered*
- *An increase in the perception of being caught, reducing the likelihood or opportunist evaders or fraudsters from failing to comply.*





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Securing online channels



'Advancing Australia as a digital economy: update to the National Digital Economy Strategy 13 June 2013 "By December 2017 Australians will be able to complete the vast majority of their business with Government online"

UWV Jaarverslag 2012 (annual report). The goal for 2013 is that at least 90% of all unemployment benefit (WW) claimants will use the digital channel for benefit applications or changes of circumstance. 70% of employer contact with UWV will be in a digital way by 2015.

UK Government Digital Strategy November 2012 sets out how Government will move delivery of 650 transactional services from offline to digital channels saving £1.7bn+ per year by default (today there is only a handful of services where a significant majority of people who could use the online channel actually do).

FEATURES:

- Real time transaction monitoring
- Validation techniques, including shared secrets or biometric voice validation to assure identity
- Automated decision service

Tax and welfare administration is increasingly digital. 80% of transactions are forecast to be carried out online through a variety of devices in Australia and the Netherlands by 2017-2018. The UK Government has committed to moving 650 transactional services from offline to digital channels saving £1.7billion+ per year.¹





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Moving delivery online requires the capability to validate identity online (rather than the prevalent letter or face-to-face model today) and to be able to protect against large scale identity theft or fraudulent claims or reclaims.

The Trouve solution enables real-time transaction monitoring and risking based on behaviors. It allows agencies to assure the identity of an individual accessing online services directly within the transaction, using 'shared secrets' and biometrics. An automated decision service informs the flow of the transaction based on the result of identity validation.

Benefits delivered by our solution include:

- *A reduction in the amount of tax revenue loss or fraudulent welfare payments due to criminal attack*
- *Increased confidence around the security of online channels amongst compliant customers (which is essential to continue to transfer customer contact online)*
- *Avoidance of reputational damage.*

Identity fraud is a major issue in the United States, affecting the Internal Revenue Service (IRS) at a federal level and tax revenue and unemployment insurance administration at state level. At the federal level, IRS is taking a number of steps to tackle ID theft. It has implemented dozens of identity filters; tripled the number of ID theft investigations; trained 35,000 employees who work with taxpayers to recognize identity theft indicators and help people victimized by identity theft; and expanded a pilot program nationwide that allows local law enforcement agencies to obtain tax return data that helps investigate and pursue identity thieves. The IRS is working with more than 130 financial institutions to identify ID theft fraud schemes and block refunds. This has protected hundreds of millions of dollars so far.

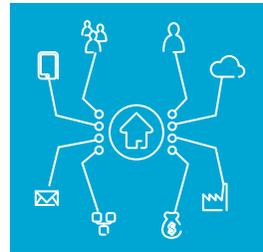




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Transforming post-event compliance risking and interventions

**FEATURES:**

- Ability to source, match and mine new data sources, including external and unstructured data sources
- Advanced analytical tools and techniques, such as entity network analysis
- Campaign management
- Case referral, workflow and workforce optimization.

Traditionally most tax and welfare agencies have primarily carried out post-event compliance activity – independent of the set up and payment of a new welfare claim or of when a taxpayer has filed a return. Often they have carried out risk assessment by tax type / welfare benefit, using simple risk rules. Or they have delegated selection to local office case officers, using their instinct. Although all of these techniques have some merit, they do not allow tax or welfare agencies to join up the compliance view across taxes / benefits or to identify co-ordinated frauds involving multiple cases.

The downstream compliance component of Trouve puts in place a range of new capabilities to enable automated evidence based risking at scale. Trouve provides the ability to source, match and mine new data sources, including external and unstructured data sources, to build a comprehensive picture of the individual or organization across multiple taxes / benefits. It utilizes multiple analytics techniques such as risk rules for known non-compliance, anomaly detection for unknown patterns, predictive models for complex patterns supported by entity network analysis and visualization.





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Once identified, high risk cases are grouped together by type, such as undeclared inheritance tax or rental income. They are then processed as part of a campaign using a combination of outbound communication and face-to-face investigation. Cases are automatically prioritized and referred to the most appropriate investigation team, based on relevant experience and availability. Each case is progressed and outcomes captured and fed back into the continuous improvement process.

Benefits delivered by the Trouve solution include:

- *Increased additional tax revenue and reduced burden on compliant customers, by focusing case investigators on the highest risk cases*
- *Improved case investigator productivity driven by the ability to drive workflow and to better analyze outcomes*
- *The ability to further drive up hit rate over time as outcomes are incorporated into compliance strategy, better risk models and intervention design.*

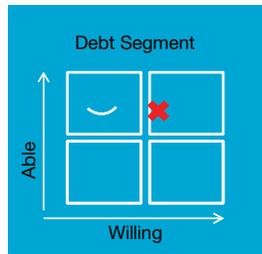
The UK's HM Revenue & Customs transformed its approach to post event compliance with the introduction of the Connect strategic risking solution. Connect takes information from 26 different data sources and cross-matches one billion internal and third party data items to uncover hidden relationships across organizations, customers and their associated data links (bank interest, lifestyle indicators and stated tax liability). HMRC analysts produce target profiles and models to risk assess transactions and generate campaigns and cases for investigation. These are automatically fed into HMRC's case management system. HMRC has so far recovered £2bn additional tax as a result of Connect.





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5 Reducing the debt book



FEATURES:

- Ability to source, match and mine new data sources
- Customer segmentation and decision service based on ability / willingness to pay
- Campaign management
- Case referral to the appropriate treatment intervention; workflow and workforce optimization



Leading tax and welfare agencies are transforming their approach to debt management. They are achieving this by segmenting their debts based on factors such as age, risk of non-payment and responsiveness to different channels and interventions and applying a campaign-based approach.

At the heart of the Trouve solution, sophisticated analytics enable tax and welfare agencies to segment each debtor based on their willingness and ability to pay and their responsiveness to different channels and interventions. This helps to determine the most effective treatment strategy and next best action for a particular case.





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Trouve refers the case to the most appropriate work queue and tracks progress through to resolution of the debt. It will also determine which debts to pass to a Debt Collection Agency – and which DCA is best suited to collect a particular type of debt. The outcome of each case is captured to determine the effectiveness of different campaigns and to inform the further refinement of the predictive analytics and business rules that drive decision making. Management reporting tracks a range of KPIs, including size of debt, age, roll rate, write offs and cost to recover.

Benefits delivered by the Trouve solution include:

- *Reductions in the age of debt, increasing the likelihood of payment and improving cash flow*
- *Fewer debt write offs*
- *Increased voluntary compliance, due to the deterrent effect of tighter debt management of small penalties and interest.*



HM Revenue & Customs has recently implemented a new campaign-based approach to debt management. New debtors are profiled and segmented. Decision rules identify the best treatment strategy for the case. Outcomes are tracked at each stage of the intervention. The department is well on its way to delivering targeted benefits of over £3bn additional debt collected by March 2015.





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Detecting internal fraud and collusion



FEATURES:

- Prevention measures
- Passive and active monitoring
- Analytics
- Case referral and management
- Physical surveillance

Fraud and criminality comes in a number of guises. That's why all large organizations must be alert to the risk of internal fraud and collusion with external fraudsters and criminals. Addressing employee fraud is a business issue requiring an integrated response. This should comprise changes to policy, processes and procedures; governance and reporting; and roles and responsibilities.

The Trouve solution comprises:

- Prevention measures such as endpoint security for computers, managed print service, web and email access control;
- Passive monitoring, including logging system access, database access, data copying, e-mails; hard copy sign out logs; facilities such as door log-ins and use of canteen;





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A leading Government agency identified that an employee was looking up a range of customer-related information. Kohonen analysis identified that this behavior was anomalous compared to other people in the organization carrying out similar roles. Further investigation identified that the customer information was being sold to criminals who were committing external fraud.

- Active monitoring, including suspicious or unauthorized access of databases, data warehouses, file share platforms; voice recording database perpetrator identification; transaction monitoring; cyber monitoring;
- Analytics to detect evidence of suspicious behavior that requires further investigation. This includes the use of decaying scorecards, self-organizing maps or Kohonen networks, anomaly detection to look for likely mappings such as correlating door access or holidays with system log ons, and entity network analysis to link users to cases, taxpayers/claimants, activities and systems;
- Case referral and management, including an effective feedback mechanism so that the solution can keep pace with evolving patterns of fraud;
- Physical surveillance, including the use of cameras, face and speaker identification and voice recognition to gather the necessary evidence to complete the case.

Benefits delivered by our solution include:

- *The ability to better deter internal fraud*
- *Faster identification of suspicious behavior and ability to focus investigative resources on a small number of high risk individuals who may be committing internal fraud*
- *Successful prosecution of fraudsters*





Getting **Started**



- Define the end state target operating model – setting out the component capabilities, business processes, organization design and technology requirements, and the transition states on the journey;
- Design, build and roll out the end state target operating model in a series of transition releases, comprising the policy, process, people and technology changes that will deliver a step change in business results at the end of each release.

Based on our experience of implementing solutions with other clients, building the new digital capabilities to deliver a step change in compliance outcomes is a multi-year journey. Crucially, benefits are delivered during each phase.

More than technology

This is not principally a technology challenge. The real challenges lie in securing the right data and permissions; putting in place the necessary governance and master data management to ensure quality data; and above all understanding and successfully implementing changes to processes, procedures and people's roles.

In particular, implementing an analytically driven approach to risking has major cultural implications. Highly trained compliance investigators will be required to take cases that have been selected by the risking engine rather than using their own judgment and intuition.

Applying these lessons will help the participating agency to ensure that it achieves the optimum implementation of new capabilities and value delivery. For instance, focusing only on implementing new technology without thinking through the implications for changes to business operations is likely to delay the delivery of optimum value. It could see early results tailing off or put the success of the project at risk (represented by the greyed out dotted line showing slower delivery trajectory in figure 3).

The focus of the implementation will depend on factors such as current capability, availability of and ability to use data, the nature of the priority compliance risks and political imperatives. We understand the complexities involved and can help you design a roadmap tailored to your specific requirements, drawing on our practical understanding of what works in each situation.



Capgemini & SAS





Capgemini & SAS: A powerful partnership to reduce tax evasion and welfare fraud & error



Governments are looking to deliver a step change reduction in tax evasion and welfare fraud and error, whilst reducing the burden on honest citizens and improving productivity.

Capgemini is a leading partner to Government. We help tax and welfare agencies deliver and sustain a step change in business results.

- **We can advise you on how best to combat tax evasion or welfare fraud & error – we understand what others are doing in tax and welfare and leading practice across relevant sectors:**
 - Capgemini is the largest global systems integrator in tax and welfare in the world, working with 28 of the leading tax and welfare administrations;
 - We supported the international tax benchmarking study led by HMRC during 2010-11, covering ten countries;
 - Capgemini Consulting is ranked as the number 1 digital consultancy company by Kennedy. We are at the forefront of helping businesses and Government organizations to transform their business outcomes through 'digital' and can bring you knowledge and experience of how digital is transforming other industries.
- **As experts in business transformation we can help you translate your vision and strategy into a robust target business design, program, roadmap and business case that you are confident can be implemented:**
 - Capgemini helped a leading welfare agency to develop its fraud & error target operating model setting out how it intended to deliver its strategy to reduce fraud & error;



- Capgemini was engaged by the French Ministry of Finance (MoF) to plan, manage and implement the renewal of existing legacy tax systems under the Copernic Program over a 10-year period. The program has enabled the MoF to deliver online tax declaration capabilities to 11 million taxpayers, creating a single taxpayer account; and to simplify the tax affairs and interactions of citizens through different channels;
- We supported Toeslagen, which administers tax credits in the Netherlands, in the design and implementation of new processes and IT systems organized around life events. These make it easier for claimants to notify changes of circumstance and claim the right amount;
- We supported a leading tax agency in the development of its digital strategy, setting out the 2020 vision covering customer service, compliance and productivity outcomes; the capabilities required; and the implementation roadmap.

• **We can accelerate and de-risk delivery of a sustainable step change in compliance outcomes. Capgemini is a leading business and IT transformation partner with over 25 years' experience of helping Governments to shape, design, deliver and run new capabilities to reduce tax evasion and welfare fraud, with proven results:**

- We bring a proven compliance and debt reference architecture and a set of solutions, leveraging SAS technologies, that allows us to de-risk and accelerate delivery;
- We understand what works. For instance we understand the nature of the information required (even if each country requests and holds data in different ways). We also understand some of the constraints – such as data quality, concerns about privacy, and cultural barriers to change – and how to overcome them;
- We can help you understand how best to reuse your existing capabilities, advise you on how to best integrate new technologies and how best to de-commission legacy systems;
- We can support you throughout your journey, helping you design, trial, build and roll out new capabilities, comprising changes to policy, processes, people and organization, as well as technology, to deliver immediate wins and sustainable year-on-year improvements in results;
- Our proven business consulting and IT systems integration delivery capability and track record in tax evasion and welfare fraud has delivered \$ billion business benefits for our clients with a typical return on investment of 40 x.





- **Our tax and welfare team is one of the most experienced in the world. We bring you the best experts and work with you to co-develop the best solution for your needs:**

 - Capgemini has 4,700 people with experience of tax and welfare projects;
 - We challenge and advise based on our expertise, but we also have a culture of co-developing solutions with our clients and of helping them build their capability throughout the journey;
 - We have 660 people across 19 countries worldwide who are trained in SAS analytics and / or fraud framework;
 - Capgemini received the highest rating “Strong Positive” for Business Intelligence in Gartner’s 2013 report “MarketScope for Business Intelligence and Information Management Services in Western Europe”;
 - Capgemini and SAS have a preferred global strategic partnership in tax evasion and welfare fraud;
 - SAS is rated by Forrester as a leader in enterprise fraud management in its Q1 2013 report ².

- **We can offer you a number of commercial models to meet your requirements and to provide you with the assurance that our interests are aligned with yours – we are used to using a range of contracting models and can find the right one to meet your specific needs:**

 - Some projects such as initial studies or pilots are better suited to fixed price or capped Time & Material contracts;
 - For longer delivery projects, where we can deliver clear outcomes, we are prepared to sign up to risk reward deals, where part of our fees are contingent on successful delivery against agreed milestones. For instance, Capgemini supported the UK Department of Work & Pensions in its roll out of Lean. We contracted on a risk-reward basis where part of our fees was contingent on successful delivery;
 - Capgemini, a quoted company, reported 2012 global revenues of €10.3 billion. Our strong balance sheet and scale mean that we can fund projects in a number of ways to suit our clients’ financial constraints or practices. For example, to reduce upfront capital investment we can accept payment by results or amortize upfront set-up costs as part of a service-based delivery. This flexible approach allowed us to help the UK’s HMRC transform their IT estate without capital investment. We agreed an innovative commercial model to self-fund IT Transformation, making an up-front investment in a team which started decommissioning so that initial cost savings could be reinvested back into the program.

²The Forrester Wave: Enterprise Fraud Management Q1 2013: SAS rated one of two leaders: SAS provides a strong overall offering with the best visual link analytics capabilities. SAS’s solution is a strong offering overall, with extensive feature sets for user management and rules programming, multiple and extensible statistical models, and advanced visual social network analysis with a time slider to allow fraud managers to investigate evolution of fraud rings. The solution offers great case management, extensive reporting, and data analytics based on SAS’s own ecosystem. Because SAS is not a public company, it is free to innovate, which is evidenced in its data analytics and mobile-device-based user interface and dashboard and reporting capabilities. Out of the large fraud management vendors, SAS has the broadest presence in nonfinancial services verticals such as insurance, government, and retail.





Find out more

We will quickly get you started so that you rapidly begin to deliver value to your organization. To learn more about our capabilities in tax and welfare and find out how our Trouve solution can support your transformation journey,

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