

Accelerated Finance & Accounting Transformation

Global Process Model[®]

F&A Transformation – in half the time



Introduction

What the finance operation of the future looks like is probably the subject of general agreement amongst CFOs; a world-class Finance & Accounting (F&A) operation is efficient, value adding and effective. What is perhaps more difficult to envisage though, is the change journey required to deliver this vision of F&A operations and how best to achieve this in a timeframe that renders the result relevant to today's business needs.

Outsourcing provides a compelling model for the delivery of transformed F&A operations and working in collaboration with an experienced provider, such as Capgemini, provides ready access to many of the resources and tools necessary to reduce the inherent risk of change and complete the transformational journey.

However, conventional outsourcing models can often take too long to yield the desired results. The lifting and shifting of current ways of working followed by a period of improvement is effective but unnecessarily drawn out. As such, the results are often overtaken by other business requirements before they have even been completely realized.

What if there was another way, a way to accelerate F&A transformation, to achieve all of the cost and optimization benefits and achieve world class?

What if a methodology existed whereby these goals could be achieved in less than half the time, with seamless transfer of processes and with world-class F&A as the end result?



Welcome to the Global Process Model®

The Global Process Model® (GPM) is Capgemini’s innovative new approach to transforming F&A processes. Simply put, it is a “Target Delivery Model” made up of best practices and backed by a comprehensive database of defined world-class processes, controls, and measures representing global and industry best practice.

As the world’s leading provider of F&A BPO services, Capgemini benefits from an intimate knowledge of what comprises world-class outcomes and what it takes to achieve

these. By reference to current client best practices, Capgemini-wide experience, external benchmark data and market research, Capgemini has created a model to demonstrate what world class looks like in terms of process excellence and governance, measurements, and controls. Importantly, its focus is not limited exclusively to just what is delivered from a BPO perspective, but also considers what is retained by the client and what can be provided by a third party. The result is a unique “Target Delivery Model” for world-class best practice in global F&A BPO.

Global Process Model®



While the Global Process Model® approach has been designed to be implemented as standard across all clients, with variations generally only permitted based on regional regulatory requirements, this does not imply that Capgemini considers each client to be the same – “one size does not fit all”. This understanding that each enterprise is different and has its own specific drivers and requirements means that every client benefits from its own unique Client GPM.

What is new about this approach?

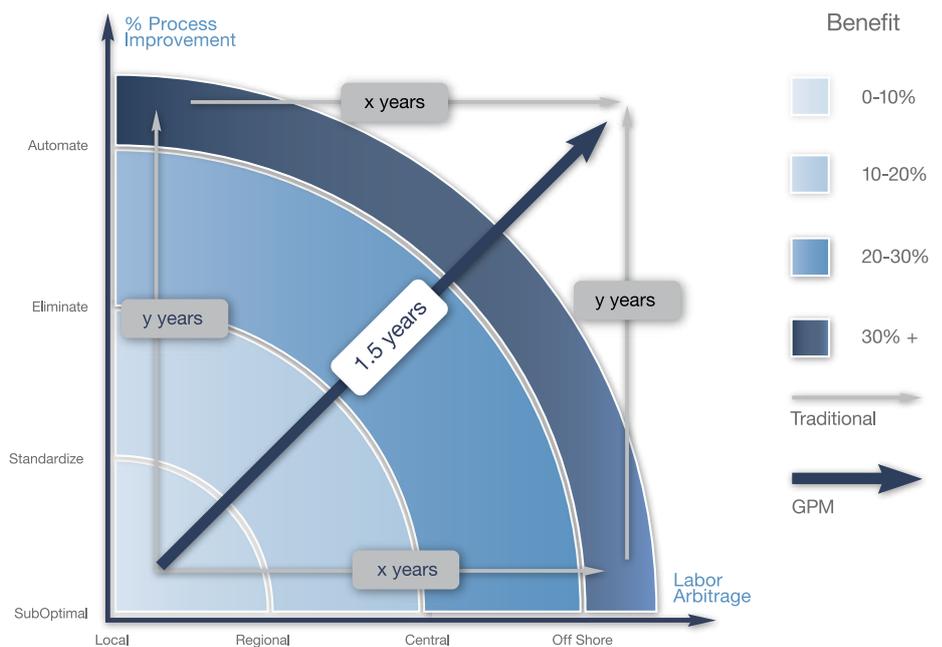
Capgemini’s approach is capable of delivering complete finance transformation in half the time normally required by traditional approaches. Costly and lengthy consultancy engagements become a thing of the past and a standard ERP platform is rendered unnecessary due to Capgemini having developed the processes to be independent from the technology. This means that it is possible for the GPM to work in harmony with the client environment and any configuration of ERP.

Furthermore, this provides the client with a unique opportunity to

effectively and efficiently change the way people work in the organization on a global basis.

Acutely aware that each client has its own priorities and faces different challenges, the approach is flexible and can adapt to client requirements. For example, where global change is deemed inappropriate or specific problems in a particular region require that it be prioritized over others, a staged approach may be preferable. Whether it be global or staged, regional change, the benefits of the GPM approach can be reaped, albeit within different timeframes.

The Global Process Model® delivers world class faster than traditional methods



How does it work in practice?

The Capgemini Global Process Model® covers all aspects of Source to Pay, Order to Cash, and Record to Report via a six-layer model that encompasses everything from the headline process, down through all the subsets of each process stack, to the desktop procedures associated with the execution of a specific task.

The GPM also contains all of the process documentation, training

modules and documents necessary for alignment with a new client.

Supporting the process documentation, the Global Process Model® contains a complete controls. Based on Capgemini’s experience of delivering service to global clients, this control environment will support even the most demanding control requirements, including Sarbanes-Oxley.

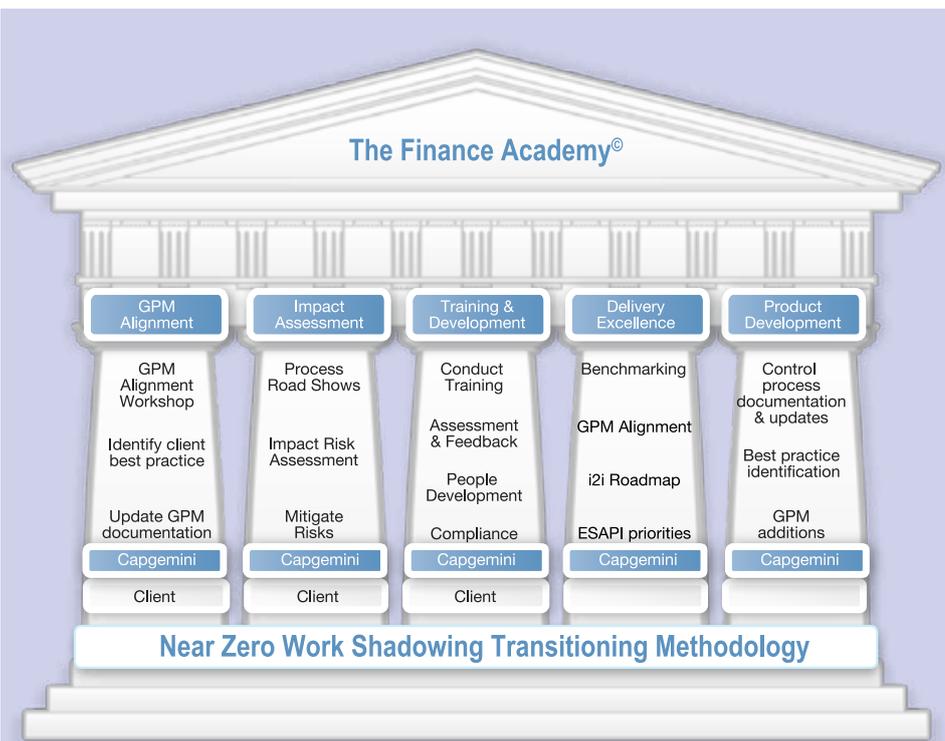
3-Dimensional World-Class F&A Performance Measurement

The success of a transformation has traditionally been measured from a two-dimensional perspective; that is efficiency and effectiveness. Capgemini appreciates the importance of these dimensions, but believes that a third dimension, that of value, is necessary in order to effectively achieve world-class F&A. This 3D approach requires that the enterprise be viewed in its entirety and that F&A be aligned with corporate objectives. Only through a complete view of end-to-end processes, such as that which is inherent to Capgemini’s GPM, can this alignment be realized.

Innovative Transition Methodology

Capgemini BPO has, in parallel with the development of the GPM, developed an innovative transition approach to effectively deliver the implementation of GPM and complete the change management journey to make it stick.

Capgemini believes that its Finance Academy®, which has been designed specifically to speed up the transition process and mitigate risks associated with transition, is the most effective method of ensuring a smooth, rapid transformation to world-class finance processing standards.



The Finance Academy® Transition method adopts a near-zero Work Shadow methodology that considerably changes the risk profile of the transition. This approach reduces risk in the knowledge-capture phase, reduces risk associated with client staff attrition during the handover process, and creates a more efficient training and ramp-up process when recruiting and building the new remote delivery team. From both a financial and time perspective, adopting the GPM and Finance

Academy® approach represents a significantly more efficient deployment of resources. The client benefits from world-class transformed processes and not simply processes that have been “lifted and shifted” without change.

Should a client opt not to follow the Finance Academy® path, Capgemini has a number of alternative tried-and-tested transition methodologies.

Transactional Pricing

The Global Process Model[®] also creates the potential for transactional pricing from day one, thanks to the presence of all of the elements required to make this a reality.

These include:

- Standardized processes according to the best-in-class model
- Harmonized scope according to the optimal GPM scope level
- Flexibility for non-compliant processing
- Ability to benchmark assured through consistently applied measures.

NB: this service will always be client specific and not a commodity e.g. there will be language and location impacts.

Conclusion – Accelerated F&A Transformation

Capgemini's innovations in the development of the Global Process Model[®] and the fast-track, low-risk transition methodology that is inherent to the Finance Academy[®] will halve the timescale of a conventional transformation program. Built on our Rightshore[®], high-quality delivery model, transformation is achieved at reduced cost without quality or productivity being compromised.

The Capgemini GPM provides:

- Access to world-class best practice
- A methodology for F&A process transformation
- Achievement of global standardization
- Shorter transition lead times
- Reduced transition risk
- Enhanced control
- Speed to value
- *and the potential for transaction pricing.*

What's more, as the pool of GPM-transformed organizations grows, a community of world-class F&A organizations is created, thus expanding the opportunities for continuous improvement and innovation.

Simply put, the Capgemini GPM approach enables world-class, transformed F&A to be achieved in a much shorter timeframe and with significantly reduced risk at a comparable or lower cost than traditional models.





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 location, working as one team to create and deliver the optimum solution for clients.

Present in more than 30 countries, Capgemini reported 2008 global revenues of EUR 8.7 billion and employs over 92,000 people worldwide.

More information is available at www.capgemini.com

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