



*A business-focused architecture that has evolved over 25 years to become the driving force for efficiency, risk, cost reduction, and strategic goal attainment in the digital age.*

# Digital Global Enterprise Model (D-GEM)

## Achieving operational efficiency in the digital age

There is a step change – a revolution, some would say – in the way technology can be deployed to drive efficiency, improve quality, and increase business value. At the same time, organizations are now enjoying significantly better access to information, both internally and externally.

However, business processes, staff skills, and competencies have lagged as operational staff become more important in the digital transformation journey. As a result, many organizations find themselves less well equipped to deal with the digital age.

These changes have impacted all sizes of companies, but perhaps none more so than large global enterprises. This shift in people and technology is enabling large

corporations to reap the benefits of working across time zones with a support model that combines the best of labor arbitrage with automation.

However, to optimize this combination, organizations must realign the various components of their target operating model architecture, including the optimum grade mix, a refocused competency model, and dynamic processes better aligned to the automation opportunities available.

This should be coupled with improved analytics, monitoring, and reporting to provide an uncluttered view of their operations, enabling them to make critical decisions based on realistic models and avoid expensive mistakes that arise through inaccurate data and poor analytics.



Finance Powered by Intelligent Automation



*D-GEM defines an operating model for the digital age, and brings together decades of operational expertise, deep intelligent automation knowledge, and our experience across many clients and sectors. In short, D-GEM is your step-by-step guide to delivering the future.”*

**Carole Murphy,**

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

## Enabling the global, digital company

For many years, Capgemini's renowned Global Enterprise Model© (GEM) architecture has driven operational level gains that include achieving efficient and standardized processes across geographies and business units, ensuring the right teams and technologies are available to support these processes and their interactions with each other.

In the context of the digital age, we have re-architected GEM to put automation first, with an updated and innovative framework reflecting the evolution in business process transformation that reaches beyond labor arbitrage, scaling, sizing, offshoring, cost cutting, and economies of scale, to take full advantage of the rise of automation and analytics.

This is now reflected in our Digital Global Enterprise Model (D-GEM).

In short, D-GEM enables our clients to be competitive in a rapidly changing, digital business context, building on the acclaimed success of GEM to deliver business value through:

- Up to 40–60% productivity gains upfront, depending on speed of adoption.
- Paperless core business processes that connect silos and enable the processing of multiple inputs at reduced cost.
- Straight-through processing and touchless business administration with continuous access to reliable data and information.
- Alignment of business processes for better outcomes and improved visibility of corporate performance.
- Automated libraries to easily gather, store, and use knowledge to determine what happened last time and what the best next actions are.

## Three strategies that unlock value across your business

Supporting technology-rich operations powered by intelligent automation, D-GEM accurately assesses the impact of automation on processes and presents a menu of the skills and capabilities needed to support ongoing digital operating models.

Capgemini's unique approach to unlocking value across our client's business operations leverages three combined strategies:

- **Reimagining the future with the “Five Senses of Intelligent Automation,”** an “automation first” approach to understand how technology can help us see your business differently.
- **Re-engineering your processes using our ESOAR methodology** to assess and address the gap between intelligent automation and your current situation, driving best practice and business value.
- **Leveraging our digital operating model to think beyond technology** to review and validate the impact of technology on your organization, people and their capabilities.

## A proven architecture for driving digital business transformation

D-GEM is a platform-based architecture for business transformation and benchmarking that guides the right digital operating model for your organization. It provides a complete overview of your processes with control points, accelerating the transition to transformed, future-proof processes.

D-GEM is built on best-in-class processes, and bundles 25 years of business transformation experience, intellectual property, and technology development into a comprehensive architecture for rapidly transforming business operations while minimizing cost and risk.

# D-GEM comprises seven levers:

*D-GEM is the only platform-based architecture designed to deliver the future. D-GEM provides business transformation and benchmarking that guides the right digital operating model for your organization.*



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

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



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

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



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

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



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

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



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

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



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

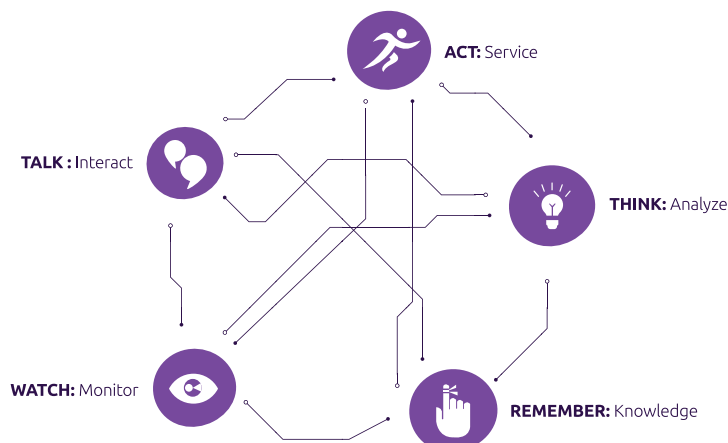
- Does my pricing strategy/cost allocation approach drive the right behavior? How does automation change pricing? How do I use pricing to increase adoption? How much do I share with my customers?



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

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

## FIVE SENSES OF INTELLIGENT AUTOMATION



## About the “Five Senses of Intelligent Automation”

To further aid you in conceptualizing just how rapidly and extensively you can transform your business through intelligent automation, Capgemini crafted our unique “Five Senses of Intelligent Automation”<sup>1</sup> framework, which forms the core of our Automation Drive Suite. We define the five senses as Act, Think, Remember, Watch and Talk/Listen.

## About ESOAR

Crucially, we recognize that not all business processes are ripe for automation. A bad or ineffective process that is automated only ends up being a more rapidly executed bad or ineffective process. We can help you 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<sup>2</sup> (Eliminate, Standardize, Optimize, Automate, Robotize) methodology, a powerful means to ensure that processes and people are mature enough to be effectively automated.

## A digital operating model tailored to your needs

D-GEM is unique. It presents the broadest and deepest view of the operating model to enable technology-rich operations and processes all powered by intelligent automation. Comprising more than 1,600 process maps, D-GEM provides a complete overview of your processes with control points, accelerating the transition to transformed, future-proof processes.

Through our renowned ESOAR methodology, we measure the impact automation has on your people, location, pricing, and governance, and share recommendations.

## 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 over 200,000 team members in more than 40 countries. The Group reported 2018 global revenues of EUR 13.2 billion.

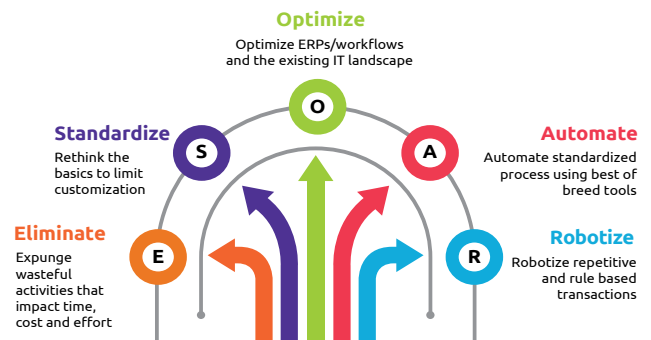
Visit us at

[www.capgemini.com](http://www.capgemini.com)

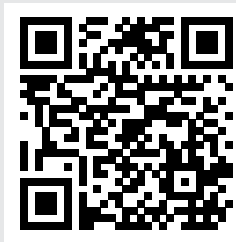
## People matter, results count.

The information contained in this document is proprietary.  
©2019 Capgemini. All rights reserved.


## ESOAR methodology





## Connect with us:



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

 @CapgeminiBusSvc

 [www.linkedin.com/company/bpo-thought-process](http://www.linkedin.com/company/bpo-thought-process)

 [businessservices.global@capgemini.com](mailto:businessservices.global@capgemini.com)

<sup>1</sup> To find out more about Capgemini's Automation Drive and the Five Senses of Intelligent Automation, visit [www.capgemini.com/service/automation-drive/](http://www.capgemini.com/service/automation-drive/)

<sup>2</sup> To find out more about Capgemini's ESOAR methodology, visit [www.capgemini.com/FPIA](http://www.capgemini.com/FPIA)