

Global Enterprise Model (GEM)

An industrialized methodology for engineering and rapidly implementing powerful BPO and Shared Services solutions that drive business transformation



The Global Enterprise Model (GEM) is a business transformation platform that comprises Capgemini's industrialized approach to Business Process Outsourcing and Shared Services. It leverages Capgemini's 17 years of BPO experience and acquired intellectual property, transforming them into best practice.

Enabling the Global Company

Today's global corporations collaborate intercontinentally to gain increased efficiencies by working across time zones and investing in new centers of excellence. This novel way of working has vast potential and requires a sophisticated approach being initiated. Capgemini's Global Enterprise Model (GEM) is a business transformation platform for engineering and delivering best practice business services. GEM builds upon best-in-class processes, bundling 17 years of BPO experience, intellectual property, and technology development into a comprehensive approach for rapidly transforming business operations while minimizing cost and risk.

The Global Enterprise Model (GEM) is comprised of seven levers designed to accelerate transformation across a range of functional areas including Finance & Accounting, Procurement, Supply Chain, Human Resources, and Customer Operations. GEM will enable you to:

- Expedite the design of your target operating model for Finance & Accounting, Procurement, Supply Chain, Customer Operations, and HR processes;
- Avoid costly and lengthy consultancy engagements with a proven transformation methodology that requires only half the time of traditional approaches;

People matter, results count.

When implemented, these levers help to minimize cost and shorten transition time while providing the ideal blend of service

- Realize cost savings and return on investment within the first 12 months;
- Optimize your sourcing strategy with the right technology investments and greater visibility across your operation;
- Minimize risk with a robust benchmarking model to analyze business operations;
- Rely on our proven best practices and best-in-class processes that are based on over 100 BPO and Shared Service implementations;
- Collaborate with experts who are passionate, committed and empowered to identify the right operating model for your business;
- Benefit from measurable and sustainable outcomes that align with your business agenda.

The seven levers of the Global Enterprise Model can be applied collectively or individually. This industrialized approach expedites the process, while allowing enough flexibility to tailor the model to your individual needs.

The Seven Levers of GEM

Lever 1: Grade Mix

Grade Mix defines the most appropriate structure of your Shared Service Center or BPO delivery team for different types of business processes. We'll assess the complexity of the process as well as the skills and competencies required to effectively perform the function.

Lever 2: Location Mix

Location Mix defines the correct locations for servicing various business processes based on specific requirements such as local languages.

Lever 3: Competency Model

The Competency Model defines capabilities and their proficiency levels required to provide best-in-class services for specific business processes.

Lever 4: Global Process Model©

The Global Process Model© (GPM¹) is Capgemini BPO's pioneering approach to running best-in-class processes. GPM is a library of best practices based on two decades of experience delivering world-class processes for more than 100 clients across various industries. It is a key enabler of transformation within the Global Enterprise Model, driving standardization and harmonization of business processes across global operations.

Lever 5: Technology

Capgemini has developed a comprehensive technological blueprint corresponding to key end-to-end back-office processes. Exclusively developed by Capgemini, BPOpen[®] business process management is one of the tools used to support our innovative BPO approach and robust transition methodology, while ensuring consistent service management across delivery centers.



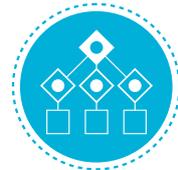
Lever 6: Pricing

Pricing is a critical part of the transformation methodology as it is key to driving the right behavior. Capgemini offers an array of pricing models including fixed; FTE, transaction- and outcome-based pricing; as well as Gain Share solutions, amongst others. These help achieve business outcomes that are aligned with your overall strategy.



Lever 7: Governance

This function ensures that the right governance structure is put in place for every engagement. This enables the right mix of people and interactions model for a Shared Services and BPO delivery model. We recognize that an efficient and well-managed governance structure is fundamental to a mutually beneficial outsourcing and captive shared services model. The Governance lever defines a proven governance framework to ensure the right level of interaction and type of decision-making process are implemented for the different executive, management and operational levels of your business.



Capgemini's innovative Command Center is an important part of the governance process and is key to an effective transition. The Command Center drives transparency of operations and improved control by employing key performance indicators (KPIs), measurements and reports to provide governance while identifying opportunities for continuous improvement.

Case Story

International manufacturing company selects hybrid service delivery model for finance and accounting processes and leveraged Capgemini GEM platform

Background

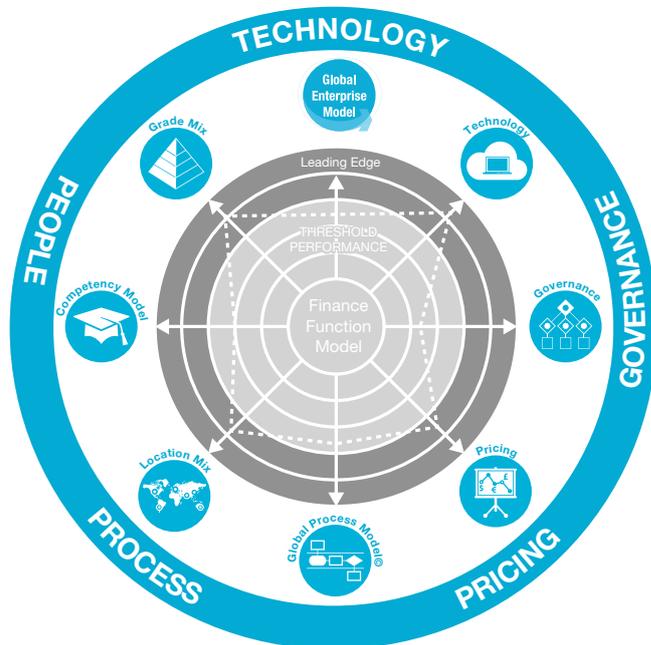
Our client was looking for a transformation platform with proven captive shared service center (SSC) and outsourcing solution design and implementation capabilities. Capgemini was able to meet these criteria by positioning itself as a global transformation partner for hybrid solutions. We did this by leveraging our BPO solution in Asia, in addition to captive SSC strategy in Europe.

Approach

GEM was selected as the methodology for designing the approach. In accordance with this, the Competency Model, Location Mix, KPIs and processes were defined, while the scope for Technology blueprints and Governance was also decided using it. A European captive Record-to-Report SSC and APAC outsourcing model were constructed in accordance with the design.

Outcomes

The results were formidable: the Target Operating Model and harmonized Record-to-Report processes were designed within 3 weeks, and detailed desktop procedures developed within the following 5 weeks. Our proprietary BPOpen® platform was leveraged to automate processes both for the captive SSC in Europe and BPO solution for Asia, while the GEM 'people levers' (Grade Mix and Competency Model) were employed to construct a BPO solution and create a captive SSC team.



Why Capgemini GEM?

Representing a truly unique approach to business transformation, GEM can be used to benchmark existing and potential operations, as well as to implement analysis and insight-based efficiencies and recommendations that reflect the reality of your business. These include:

- Optimal operating models comprising the best locations with necessary employee proficiency and experience levels that match service expectations;
- Best-in-class processes based on best practices;
- Appropriate governance and control structures throughout the service on all levels;
- Technology solutions that offer the best value for money;
- Pricing mechanisms that support attaining business outcomes aligned with overall strategy.



About Capgemini

With more than 125,000 people in 44 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2012 global revenues of EUR 10.3 billion.

Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

Learn more about us at

www.capgemini.com

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