

INNOVATION

Driving a seamless customer experience

DIGITAL CUSTOMER OPERATIONS – IMPLEMENTING A CONNECTED CUSTOMER EXPERIENCE

Robert Brillhart, Digital Contact Center Head, Capgemini's Business Services

FINANCE IN THE FRICTIONLESS ENTERPRISE

Lee Beardmore, Chief Innovation Officer, Capgemini's Business Services

HOW NET ZERO BECAME OUR NEW NORMAL – OUR PROGRESS TOWARDS AMBITIOUS SUSTAINABILITY TARGETS

Dr. James Robey, Global Head of Sustainability, Capgemini



ANJALI PENDLEBURY-GREEN
Global Head of Capgemini's
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Practice

The world over, the global pandemic has been a source of massive and unprecedented upheaval. More than that, the disruption caused to our daily lives has created unique opportunities, and has highlighted the incredible ability for humans to adapt and evolve.

The greatest lesson the pandemic has taught us is the true value of meaningful and personalized connections – even when enabled solely through digital. When the streets fell silent and we were confined behind walls, our digital devices became the primary enabler of human connection. Young and old learnt to deliver the expanse of our emotions, experiences, sadness, and exhilaration through a single pane of glass – something that has remained with us.

The pandemic brought in the new age of “always on.” Being continuously connected is the new reality of our lives. Work-life balance has been replaced by work-life integration. We have become familiar with our colleagues’ pets and families. This “always on” is our new customer expectation paradigm. Our customers now expect to connect meaningfully, interact with our shopfront, and transact at the time, place, and channel of their choosing.

The age of data also gained more depth and velocity as the shopfront and interactions moved online. Customer insights are now the fuel of the marketeers. Data also helps us to be intentional and purposeful in matching technology with the needs of our customers.

Capgemini’s Digital Customer Operations suite of offers takes its inspiration from the lessons of the pandemic. Capgemini’s vision of customer operations combines a human-digital hybrid that enables the “always on” lifestyle and embodies the spirit of the digital-native customer. Keeping the customer first, we have crafted three offers that integrate humans and machines to deliver end-to-end services covering Digital Customer Interactions, Connected Marketing Operations, and Digital Sales Operations. With these, we cover the customer lifecycle of attraction, delight, and retention.

With this in mind, our autumn 2021 edition of ***Innovation Nation*** focuses on how at Capgemini we enable more meaningful and frictionless relationships between our clients, their front-line staff and their customers. The articles and interviews you’re about to read not only celebrate the importance of building meaningful connections with people around us, but how Capgemini is enabling that journey in a better, more personalized way.

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DIGITAL CUSTOMER OPERATIONS



DIGITAL CUSTOMER OPERATIONS

IMPLEMENTING A FRICTIONLESS CUSTOMER EXPERIENCE



ROB BRILLHART
Digital Contact Center Head,
Capgemini's Business Services

Anjali Pendlebury-Green talks to Robert Brillhart about how Capgemini's Digital Customer Operations portfolio integrates humans and machines to drive a more meaningful, productive, and frictionless digital customer experience.



ANJALI PENDLEBURY-GREEN
Digital Customer Operations
Practice Lead, Capgemini's Business
Services

Anjali Pendlebury-Green: Welcome Robbie. First of all, as a returner to Capgemini, what was it about the opportunity to initiate the North America Customer Operations practice that excited you?

Robert Brillhart: Thanks for having me, Anjali. I initially left Capgemini to drive the area of the contact center environment encompassing remote agents. I grew those operations to about 8,000 work-at-home agents and then sold that over to another

company. I continued to work with Capgemini during this time, forging a close relationship with the company.

What was really exciting about coming back to Capgemini was being given the opportunity to grow our Digital Customer Operations (DCO) offer beyond a commodity-type business and drive true transformation across the customer lifecycle; so, putting the customer first, driving innovation with technology and intelligent automation, and expanding the portfolio from just

customer interactions into sales and content marketing operations.

How do Capgemini's DCO solutions help organizations drive an enhanced, frictionless customer experience?

Customers are at the heart of business operations and any kind of technology implemented is there to drive a frictionless customer experience across an organization. While much has changed since the start of the global pandemic, and remote ways of working have shifted things considerably, the future of digital customer operations is looking very bright.

Our DCO portfolio focuses on integrating humans and machines to deliver nuanced services and platforms:

- Customer Interaction Operations – provides customer experience excellence through implementing a digital contact center that delivers frictionless customer interactions
- Connected Marketing Operations – delivers frictionless, digitally-augmented, data-driven marketing operations that drive more agile connections and a seamless experience with our clients' customers
- Digital Sales Operations – drives improved sales and rapid growth through designing and implementing

a touchless, data-driven sales journey tailored to our clients' market segments.

In turn, this enables our clients to drive a more meaningful, productive, and frictionless relationship between their customers and employees.

How do these three offers support Capgemini's customer-first ambition?

Our DCO portfolio of offers enables us to complete the full customer value cycle. In marketing operations, we attract the customer. While we've already achieved some amazing things in this space, bringing these solutions and services out to the market is long overdue and that's just the beginning of that lifecycle.

The interaction operations space, modeled on the old digital contact center – a blend of front, middle, and back office – is where we delight and retain the customer after successfully attracting them, helping to drive our clients' revenue and growth.

Finally, with sales operations we're looking to expand our clients' customer base and grow revenue. This stage then loops back to the beginning of the same customer value lifecycle.

What part does intelligent automation play in creating a frictionless customer experience?

The front-office area is primed for automation transformation. A customer experience agent's job can be made easier by creating shorter interaction times to get to the heart of what's needed and removing repetitive tasks. This establishes a foundation for frictionless interactions with the end customer.

Our clients come to us for help, looking beyond IT to solve their problems. They are searching for true transformation driven by an IT partner that operates – and this is exactly what DCO provides..

We've built a contact center modernization offering as a subcomponent to our interaction operations that drives the transformation platform for our clients. This comes in three main components. Firstly, a cloud-based and agile omnichannel interactive platform such as Amazon Connect with the ability to interlock with client systems and other systems we bring in the tool set.

Secondly, consolidating the client's chosen case management tool, which might be a SAP or Oracle solution. The third component is our cloud-based as-a-service transformation platform – such as Amazon Connect and Zendesk – where we not only take care of the system's integration, design, deployment, and transformation, but also support that model continuously.

Of course, we're continuously looking for future opportunities in the environment of contact center modernization to bring additional value to our clients.

How are the outcomes businesses are expecting from customer operations changing?

We don't usually start with a full outcome-based model – that takes a very mature client. If they are not at the far end of that maturity curve, they need to start in one of the typical environments such as fixed fee. Here, we guarantee outcomes around quality, cost-to-serve, and customer satisfaction via a net promoter score or a customer satisfaction survey.



We have clients that are moving towards a subscription-based support model, and this is the model we would like to prioritize in our business endeavors. In essence, if we receive a component of that subscription as our revenue, we're directly tied to their growth. This creates a symbiotic relationship whereby growth in our client's topline as well expansion of their customer base, benefits both them and Capgemini.

We also have a number of clients where we do major transformation projects, committing to the outcomes on customer satisfaction, total cost-to-serve, and going further and creating transformation and innovation offices.

What are some of the challenges and changes we're witnessing in this new remote era of work life?

When we look at some of the major disrupting factors, we would be remiss if we didn't bring up the global pandemic that changed the way businesses operated overnight. At Capgemini we organized 250,000 people to work remotely in just a few days – and we never defaulted on our service delivery commitments for our clients.

One of Capgemini's differentiating factors is that we are humans in a technical loop, in which the technical component of driving interactions with customers and employees is fundamental to positive business outcomes. Moving to a virtual environment caused frenzy in companies trying to catch up, changing how they interact with their customers.

The digital shift was so sudden that it tested their infrastructure and ability to be agile and the companies that flourished the most were the ones that were already on the digital path. E-commerce components increased, walk-ins decreased across the board, and all their talent inside customer engagements shifted.

Capgemini has been a remote workforce in the past and we were able to leverage that, as well as our industry knowledge and expertise to bolster the shift. We've been driving the progression of technology with two personas in mind – the end customer

and the employee. The employee must be engaged with technology in a way that embraces the ongoing changes and be an integral part of the solution.

Despite the global pandemic, and the challenges in the earlier way of working, the economy is booming across the board – but it's booming in a different way. It's changing the way that customers are interacting with companies and changing the way companies are working with their employees in a remote environment. It's exactly this – the new normal and our clients' needs that are driving our ambition to deliver contact center modernization and transformation.

What does the future look like for Capgemini's Digital Customer Operations?

2022 will be the year that will solidify the customer lifecycle. What I look to accomplish with our great DCO team is to elevate the conversation about how the lifecycle can be managed with our clients, so that we can begin discussing the values that can be created by connecting those lifecycle elements.

By the end of 2022, we will be engaged in several conversations where we can bring this best-in-class model to several clients and really showcase it in the marketplace. This will set us up for even more growth in 2023.

Robert Brillhart is an experienced executive skilled in operations management, transformation, customer relationship management, transformation, IT strategy, workforce management, intelligent automation and contact centers.

Anjali Pendlebury-Green is an expert in the field of CX transformation. She specializes in delivering CX solutions that leverage global outsourcing platforms and digital technologies to drive seamless and meaningful human connections across the customer operations ecosystem.



Capgemini's Business Services Digital Customer Operations team

A PERSPECTIVE ON DRIVING SEAMLESS CUSTOMER OPERATIONS

Customer experience and acquisition are among organizations' top three priorities

1

Operational efficiency



2

Customer experience



3

Driving customer acquisition



4

Implementing technology



5

Launching new products and services

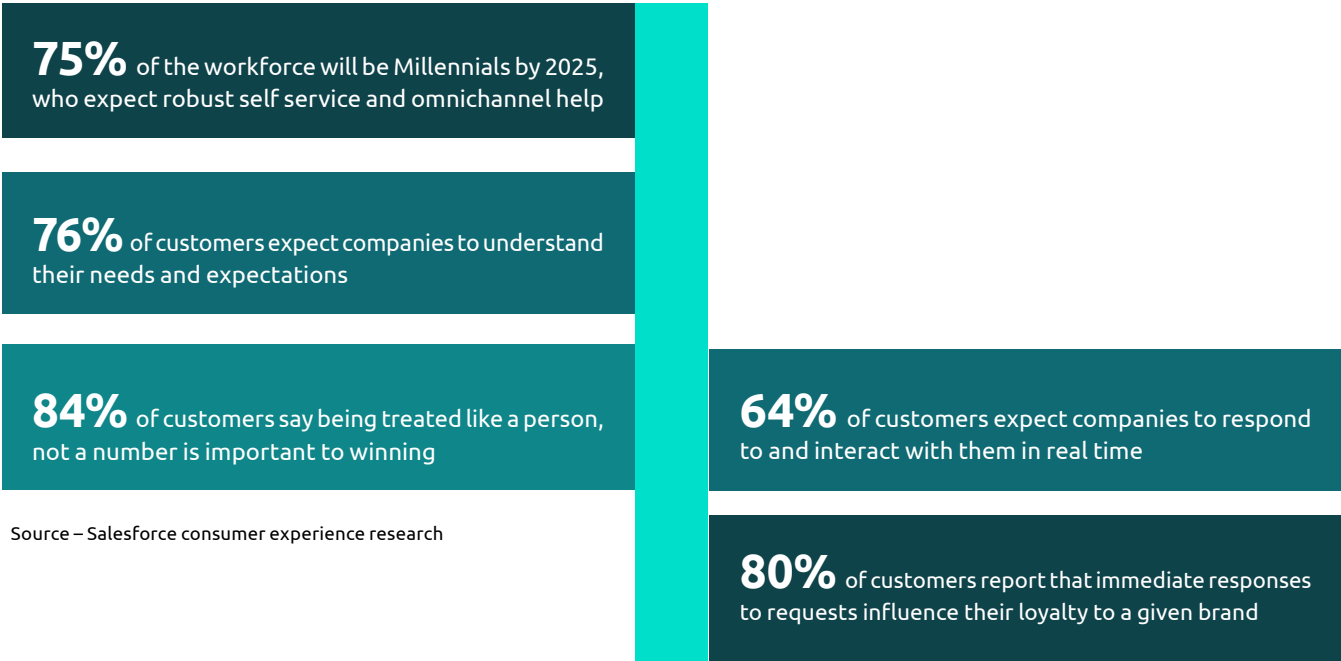


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Revenue/pricing of existing products and services



Trends in consumer experience are driving unified customer operations



Capgemini's Digital Customer Operations drives a more meaningful, productive, and frictionless relationship between your customers and employees across sectors



Digital Customer Interactions

Drive customer experience excellence through implementing a digital contact center platform that delivers frictionless omnichannel customer interactions.

- 40% reduction in overall costs
- 15–20% increase customer satisfaction
- 80% reduction in total transaction time
- 15% increase in Net Promoter Score



Customer delight



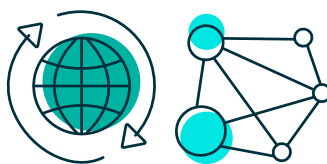
Connected Marketing Operations

Deliver digitally-augmented, data-driven marketing operations that drive more agile connections and a seamless, omnichannel experience with your customers.

- 50% reduction in cost of operations
- 35% increase in lead conversion rate
- 50% increase in customer reach
- 30% increase in speed to market



Customer retention and expansion



Digital Sales Operations

Enable improved sales and rapid growth through designing and implementing a touchless, data-driven, omnichannel sales journey tailored to your market segments.

- Upto 80% sales lead conversions
- 10% reduction in staffing reduction
- 80% faster leads processing
- 15% increase in Net Promoter Score



Customer acquisition



Capgemini focus sectors



Life Sciences



CPRD – Healthcare



Sogeti



High Tech



CPRD – non health



TMT / Media

Reshape your customer journeys by leveraging a range of differentiators

Customer journey orchestrator

Persona-led contact design

Data & Insight led

Automation-first

Omnichannel

Data & Insight led





DIGITAL CUSTOMER OPERATIONS

DIGITAL CX – DELIGHT THE CUSTOMER FIRST



DARSHAN SHANKAVARAM
EVP, Global DCX Leader,
Capgemini

Capgemini is helping our clients achieve and sustain a more meaningful, productive relationship with their customers, delivering enhanced customer engagement and enjoyable, personalized, frictionless experiences.

I think we can all agree that getting customer experience (CX) right is key to a company's success and growth. It can change the perceptions, emotions, and reactions that a customer has about a brand's environment, products, or employees.

In recent years, customer experience has moved deeper into the enterprise ethos, as organizations seek to make more of an impact on the "new normal" behavior of their customers. A far-reaching transformation cycle has begun, keeping the customer at the center.

What started as a transformation process to accommodate mobile access and improve user interfaces has now evolved, to a point where organizations are rethinking the entire customer lifecycle journey.

Improving operations

While many organizations have focused on strategy, design, and technology implementations, it seems that a significant part of CX delivery has not yet been fully addressed. I'm referring here to the service and business operations part of things.

Service operations must mirror the CX vision of the organization to ensure that they can deliver the intended experience at scale – simply, conveniently, fast, and in a visually attractive way.

These are now easy to achieve, and are usually expected, if not actually demanded, by customers. CX and its service operations must be in sync for this to happen successfully.

It's important that brands have solutions in place that put their customers first in their business operations, so they can deliver a frictionless, digitally augmented, human-centric people experience across their organizations.

Let's take an example of this from the life sciences sector, for a pharma retailer. This business has just implemented a strategic CX transformation program to ensure it listens to its patients and delivers the best experience for them.

As we know, drug compliance is a major issue for pharmacies, and it's a major source of worry when patients don't remember to repeat their monthly prescriptions.

This is where service operations comes in. By engaging continuously with the patient and providing constant and timely feedback, we would be addressing the experience delivery across the entire lifecycle journey of the patient, and not just during each short-term transaction.

Areas of focus

Needless to say, this extension of CX into business operations is catching up across sectors. We see three domains where it can make a significant impact:

- **Augmented service** – using artificial intelligence to create, deploy, and manage high-quality customer touchpoints, improving customer satisfaction, and expanding relationships – all while improving the operational efficiency of contact center operations, and improving customer service
- **Connected marketing** – achieving a better understanding of, and closer engagement with, current customers; finding and attracting new customers; the strategic development of complex marketing campaigns; the streamlining of campaign launches; and personalizing experiences across channels
- **Empowered sales** – increasing customer engagement and the range of channels being used, so as to increase online sales to consumers, to employees, or to other businesses



One size doesn't fit all

This outline may seem to suggest a one-size-fits all approach is possible. That's not the case. While it's true that organizations need to engage their customers continuously across the lifecycle, it is imperative that the approach is tailored to the sector and to industry-specific nuances, to the issues typical of that market, and to possible solutions.

Similarly, with greater access than ever to huge volumes of data, and with constantly emerging new technologies and channels, there are many opportunities to engage with customers, and to reimagine their journeys.

Customer or business operations are no longer simply cost centers that are necessary to meet the service needs of customers. As CX implementations expand into multiple domains, from

brand and product awareness, through connected marketing, to augmented service, operational business areas need to increase their efforts to delight their customers.

Joining the dots

What brands need is a partner who can join all the dots. At Capgemini, for example, it's our aim to help clients achieve better business outcomes, such as enhanced customer engagement, an improved Net Promoter Score, personalized, real-time, frictionless experiences, and omnichannel customer journeys.

The aim, in short, is to help businesses achieve and sustain a more meaningful, productive, and frictionless relationship with their customers.

Darshan Shankavaram is responsible for overseeing, building, and delivering Capgemini's Digital Customer Experience portfolio globally, in the areas of marketing, sales, service, commerce, and immersive experiences.



“It's our aim to help clients achieve better business outcomes, such as enhanced customer engagement, an improved Net Promoter Score, personalized, real-time, frictionless experiences, and omnichannel customer journeys.”

DARSHAN SHANKAVARM

EVP, Global DCX Leader



DIGITAL CUSTOMER OPERATIONS

MODERNIZING THE CONTACT CENTER – TRANSFORMING CUSTOMER INTERACTIONS



PHILIP BUSH

Amazon Connect SME & GTM Lead,
North America,
Capgemini's Business Services

Contact center operations need to be scalable and productive, driving personalized digital customer interactions that deliver enhanced customer service and experience.

Imagine you're sitting outside a café somewhere, and you overhear what's clearly a first date at the next table. Let's say it's boy meets girl. He asks her about herself, because he's genuinely interested. He's not pushy about it.

She asks him about himself, and he answers, but he doesn't grandstand, as some men do. Instead, he says enough, and then brings the conversation back to her.

She's clearly smart, and funny, and charming – and so is he. He says something, and they laugh. He says

the strudel here is good, so they order some.

This date is going very well. It's great for you to see people so happy.

Transforming customer interactions and experience

Imagine now you're back in an office environment (at last), and you're watching a great contact center operation in action. It may not seem the same as the café at all – but in many ways, it is.



STEPHEN BARNETT

Business Transformation Manager
for ServiceNow and Zendesk,
Capgemini's Business Services

The business asks customers about themselves, not in a pushy way, but because it's interested. It wants a relationship. It answers questions about itself, and shows what kind of brand it is, but without grandstanding. Customers want something, too – they seek information and talk about themselves. They want it to be easy, and natural, and straightforward.

This is why customer contact centers are evolving into what might be called experience hubs. They help customers, by providing relevant information that's easy for them to find; by letting them serve themselves when they want to, and by helping them out when they don't; by making everything consistent and instinctive; and by being responsive to them as individuals.

For itself, the business builds loyalty, and reduces churn; it improves responsiveness; it increases opportunities to up-sell or cross-sell, either now, or down the line; and most importantly of all, it has the satisfaction of establishing relationships its

customers will value, and to which they will return.

Frictionless and intelligent

To achieve these mutual benefits, contact centers need to be modernized. It means integrating their operations from end to end, so that everything works in a frictionless way. It also means introducing new strategies, technologies, data, and analytics, not just to improve front-end customer experience, but to manage back-office operations, and to introduce approaches including intelligent automation, which can help in areas such as self-service.

What emerges is a unified approach, that accommodates customer engagement across all channels, and that makes information available in the right way and in the right context, whether customers are being helped by team members, or whether they are seeking answers for themselves. A customer experience management (CEM) system draws on a comprehensive knowledge base, and

directs low- and medium-complexity queries to cognitive bots. Highly complex queries are routed to agents. Agents and bots alike are supported in the information and recommendations they make to customers.

In the back office, robotic process automation (RPA) bots handle routine work such as data entry and status updates, logging transactions and feeding customer information back into the unified knowledge base for analysis that may be useful not just in future, but even in the moment.

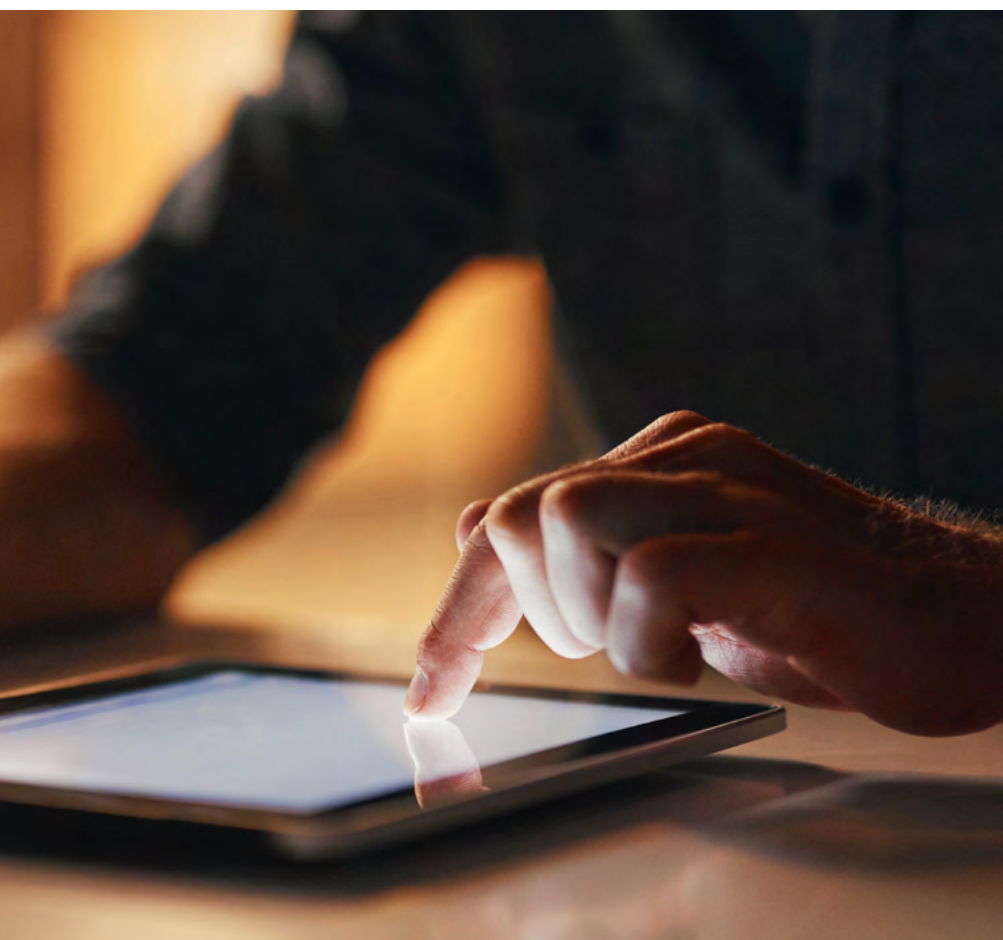
Measurable benefits – and happy people

The result is contact center operations that can be scalable and productive, and that can deliver relevant, personalized customer experiences. At Capgemini, we bring together our consultancy and technology expertise with our operational bandwidth so as to deliver smart, frictionless models such as these. Benefits we've measured include 50% reductions in operating costs, a growth of 10% in digital channel operations – and, importantly, a 30% increase in customer responsiveness, and an overall growth of 15% in customer satisfaction.

It's great to see people so happy. A modernized contact center will be like sitting outside that café, but at scale – sadly, though, without the strudel.

Philip Bush is the Amazon Connect SME & GTM Lead in North America focusing on cloud contact center modernization across all business sectors.

Stephen Barnett is responsible for designing and implementing core digital customer operations technology solutions, leveraging his 19 years of BPO call center industry knowledge to improve our client's customer experience.



CASE STUDY

Frictionless, scalable customer services for a large North American retailer

One of North America's largest retailers in the education sector was struggling to handle volume peaks of customer queries during the busy season. Our client was looking for support to reimagine its existing applications and leverage agile resources across its complex network of franchisee stores.

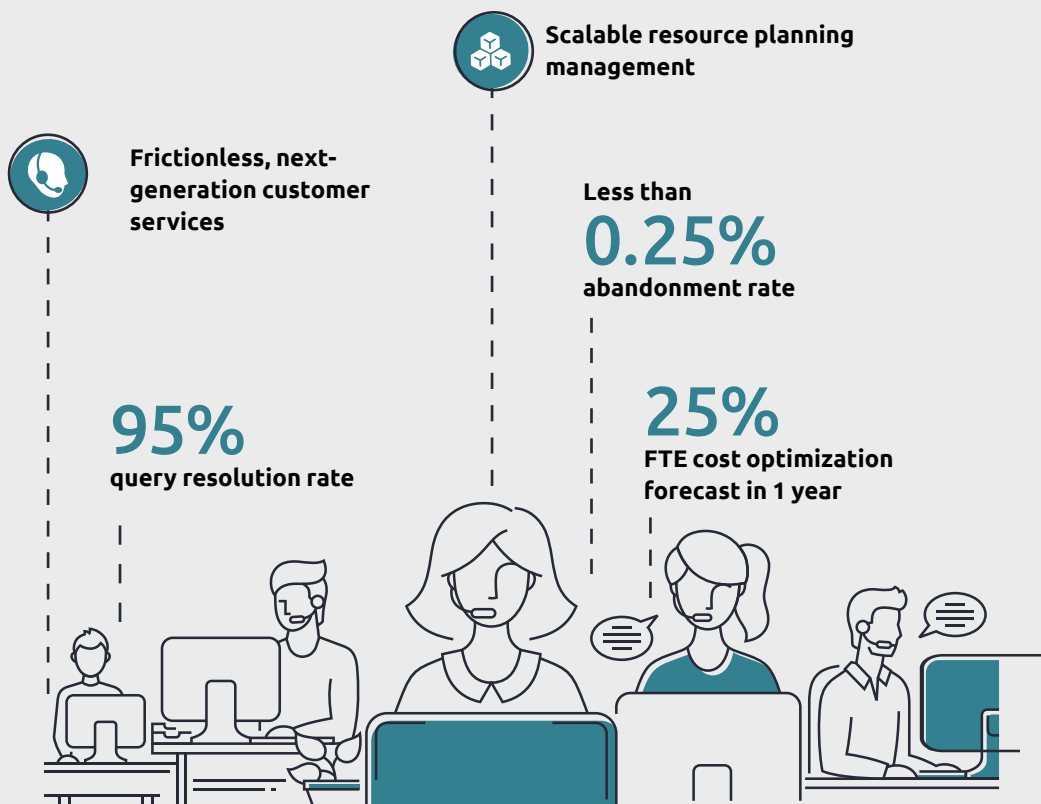
Capgemini implemented an enhanced, cost-effective interaction strategy to improve the client's internal communication and customer query

resolution across its global network. This included:

- An omnichannel customer contact front office enabled through Zendesk
- A front-office customer service team managing customers queries and application support to managers and employees across its 1,500 stores
- Back-office service support for technical queries and exceptions.

Capgemini's interaction service leverages intelligent automation to capture data across the customer channels – phone calls, email, chat, employee portal, and self-service platform. This was integrated with an Intelligent Command Center, designed and implemented to generate enhanced customer behavior insights.

Within 12 weeks, Capgemini delivered:





DIGITAL CUSTOMER OPERATIONS

PATIENTS FIRST – DIGITAL TRANSFORMATION IN HEALTHCARE



SCOTT MANGHILLIS
Go-to-Market Lead
for FS & Life Sciences,
Capgemini's Business Services

Digitalizing healthcare is driving frictionless patient, member, and customer experience across the digital healthcare ecosystem.

For a year or more now, organizations in just about every sector, and in just about every part of the world, have been recalibrating.

The pandemic has created supply chain issues, and it's caused financial disruption, but one of its greatest effects has been on the way organizations interact – with employees, with partners, and especially with their customers.

Organizations have needed to find new and better ways to communicate at scale, all while building and maintaining

individual relationships. After all, no one – no partner, no employee, no customer – wants to be treated as a number.

The healthcare sector is a prime example of this. While the pandemic has increased the caseload, the regular flow of patient contact hasn't gone away. People want and expect their healthcare providers to know them, to understand their needs, and to be able to provide information and treatment that is appropriate to their circumstances.



Making a difference

There is, of course, another, perhaps less tangible benefit to an approach such as this. Organizations don't just provide a better customer experience, and improve their internal efficiency – they also increase their sense of self-worth. Healthcare service providers and the people they employ can feel good about the work they do, and the care they give. They can see that they're making lives better – that they're making a difference.

As we all gradually emerge from one of the worst health crises the world has seen in many years, that is a great thing to know, and a great feeling to have.

Scott Manghillis helps clients transform their technology into digital, omnichannel, personalized solutions.

“A smart, frictionless approach delivers a number of benefits to healthcare service providers. Patient engagement is improved, boosting satisfaction scores, and adding value to the brand.”

SCOTT MANGHILLIS

Go-to-Market Lead
for FS & Life Sciences

In return, providers need to ensure that each interaction with a patient adds to their knowledge of that person so they can continue to improve personalization of the customer journey.

Paramount for this digital transformation are intelligent, integrated systems that can provide a basis for communication that is knowledgeable and personal, and that feels natural.

Smart, seamless, digital – and human

Capgemini's approach aims to achieve exactly this. It may be smart, seamless, and digital – but it's also human. Its aim is to help healthcare providers understand and respond to the whole person for whom they are caring, and not just to that person's medical conditions.

Our solution is a connected healthcare ecosystem built on, what we call, our CARE approach – Convenience, Advice, and Reach:

- **Convenience – make it easy for everyone** – address patients' challenges with speed and ease, enabling them to interact via any channel, and on their terms
- **Advice – make it intelligent** – predict people's needs, and suggest relevant solutions through an AI-enabled self-service model. At the same time, make use of analytical data and

real-time feedback to improve their experience

- **Reach – make it available** – enable interactions and transactions from any device, at any time of day or night, and make it straightforward to add new functionality rapidly through agile, scalable cloud solutions.

Patients benefit... and organizations benefit too

Patients receive care and attention that is timely, informed, consistent, and professional, and that is tailored to their needs and concerns as individuals. They can make contact across the channels that suit them best, including phone, email, chatbots, healthcare apps, self-service portals, and social media. What's more, because the care they receive is holistic and personal, improved clinical outcomes are a likely result.

This smart, frictionless approach also delivers a number of benefits to healthcare service providers. Patient engagement is improved, boosting satisfaction scores, and adding value to the brand. Our clients have realized Net Promoter Score increases of 15%. Also, a frictionless, connected approach means operational efficiency is increased, reducing costs by 40% over three years, creating reductions of up to 80% in process handling times, and achieving 35% costs savings by digitizing claims.

CASE STUDY

Processing enrolments for a leading US healthcare company

A leading American healthcare company and health insurance provider needed to deploy an effective solution for its enrollments processing, and better manage their fluctuating volume – high volumes in senior citizen market enrollments and intermittent fluctuations on a day-to-day basis.

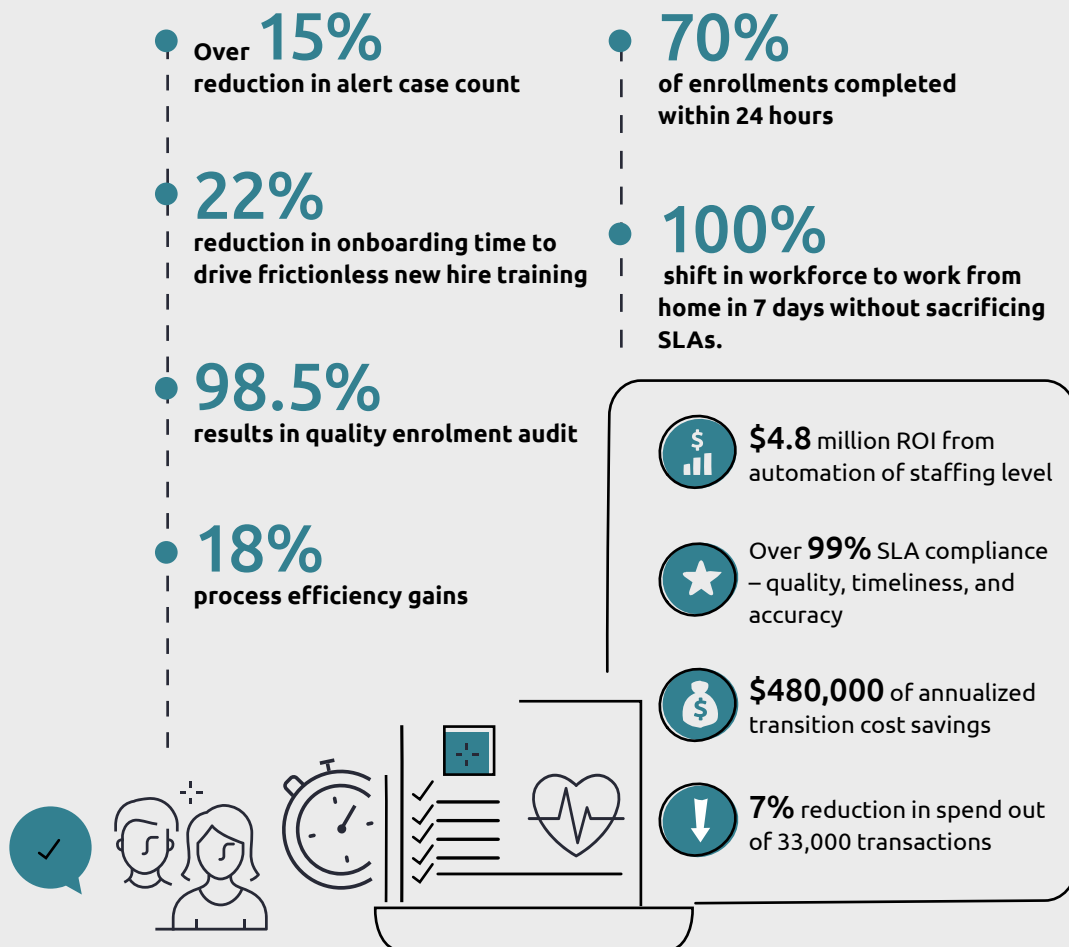
Capgemini's customer interactions team developed and implemented

a customer enrollment data identification module, leveraging its Intelligent Process Automation Factory and artificial intelligence (AI) accelerators to speed up its enrollments processing.

This included a modular staffing approach to manage seasonal volume spikes, a modular training program supplemented with e-learning

modules, and e-learning modules for Health Insurance Portability and Accountability (HIPAA) and protected health information (PHI) annual certifications.

In turn, this solution delivered a range of tangible business outcomes:





DIGITAL CUSTOMER OPERATIONS

HIGH-TECH HAPPINESS – PUTTING THE PERSONAL TOUCH INTO DIGITAL CUSTOMER OPERATIONS



TIM SZYMANSKI
GTM Manager – High Tech,
Capgemini's Business Services

A unified, comprehensive digital approach to digital customer experience not only provides satisfaction for customers, but for the high-tech businesses that serve them – and their support teams, too.

I expect that every one of us have been interrupted at work by an IT issue. More often than not, I'd bet that when something has gone wrong, it's not come at a good time.

Handling high-tech customer support isn't easy, especially when pleas for help are multiplied across many callers who each feel like

their issue deserves the highest priority. Beyond these fundamental tech requests are other issues that businesses across many sectors must also support. These include delivery status inquiries, product and service initialization, warranty support, return authorizations – and more.

For some high-tech businesses, successfully managing these types of customer concerns can be a challenge. Delivering fast response times across all contact types and channels isn't easy, especially across a legacy customer experience (CX) platform that struggles to scale with changing customer expectations and needs.

Lack of automation, immature self-help solutions, and even high-contact volumes can undermine program delivery and create a bad customer experience. High tech organizations must understand customer frustration runs high when the resolution path is cumbersome, characterized by poor handoffs between support levels and a lack of personalization that doesn't recognize the lifetime value of a customer.

Effectively supporting these interactions is vital to the performance, and, ultimately, the brand image of the enterprise.

A seamless, personal, omnichannel customer experience

What's needed is a unified and comprehensive approach that gives all those people and their individual, vital requests, a single, accessible, and simple point of contact. At Capgemini, our approach creates a support ecosystem where issues are resolved promptly and efficiently, built on – what we call – the Frictionless Enterprise.

As its name suggests, the Frictionless Enterprise aims to remove all the obstructions that impede interactions between people and processes. It connects them seamlessly, intelligently, and as and when needed. It dynamically adapts to each organization's requirements, and also to the needs of individual disciplines and sectors.

Rather than adopt a "lift and shift" approach, the goal is to change how customers contact support services, and to improve the resolution model used to support them. The solution is backed by global support services that promote greater self-service adoption, process automation, "voice of the customer" analytics, and effective contact allocation and management.

An integrated workforce of live agents and automated support services enables customers to choose the route that best suits their needs, so they have a seamless, personal, omnichannel experience. There are high volumes of repetitive queries that don't require human interaction, best handled through AI-powered digital channels. This reduces the cost per transaction, increases accuracy, and provides "always-on" access to service on digital devices.

Better service, happier customers

The benefits can be substantial. Working with some major high-tech industry players, we've achieved up to a 40% decrease in cost-to-serve, 20% reduction in customer churn, 35% reduction in alert case counts, and 25% increase in first-contact resolution.

We've also achieved 15–20% increases in customer satisfaction. This, perhaps, is the best metric of all. It's not just because it's important to have happy customers in general. It's also because they help to create a more dependable revenue stream, and to sustain the reputation of the brand on which future business depends.

That's not all, though. Happy customers make life much better for service teams. When transaction volumes fall, and when a greater proportion of them can be handled successfully without human intervention, team members can spend more time providing the personal touch where it matters most.

Work is more rewarding when low-level, repetitive transactions go away. Employees get more of a buzz when they make a difference on issues that matter most to their customers.

They're providing a better service, so they're happier. The business as a whole is doing the same, and at a lower cost, so the executive team is happier, too. And of course, the customers on the receiving end are happier, too.

In short, even IT issues can have happy endings. Who would have thought it?

Tim Szymanski focuses on orchestrating and streamlining customer experience operations to improve profitability, quality, efficiency, and brand loyalty for Capgemini's clients.

"When transaction volumes fall, and when a greater proportion of them can be handled successfully without human intervention, team members can spend more time providing the personal touch where it matters most."

TIM SZYMANSKI
GTM Manager – High Tech

CASE STUDY

Transforming technical support for a global high-tech imaging organization

A leading enterprise imaging solutions company needed to increase the efficiency of its front-office support. More specifically, it was hampered by:

- Repetitive/false alerts and artificially high alert volumes that increased contact-to-resolve and employee costs
- Low process automation characterized by a manual “high-touch” hand-off and escalation process between resolving groups
- Inability to provide consistent 24/7 support that scaled with transaction volumes.

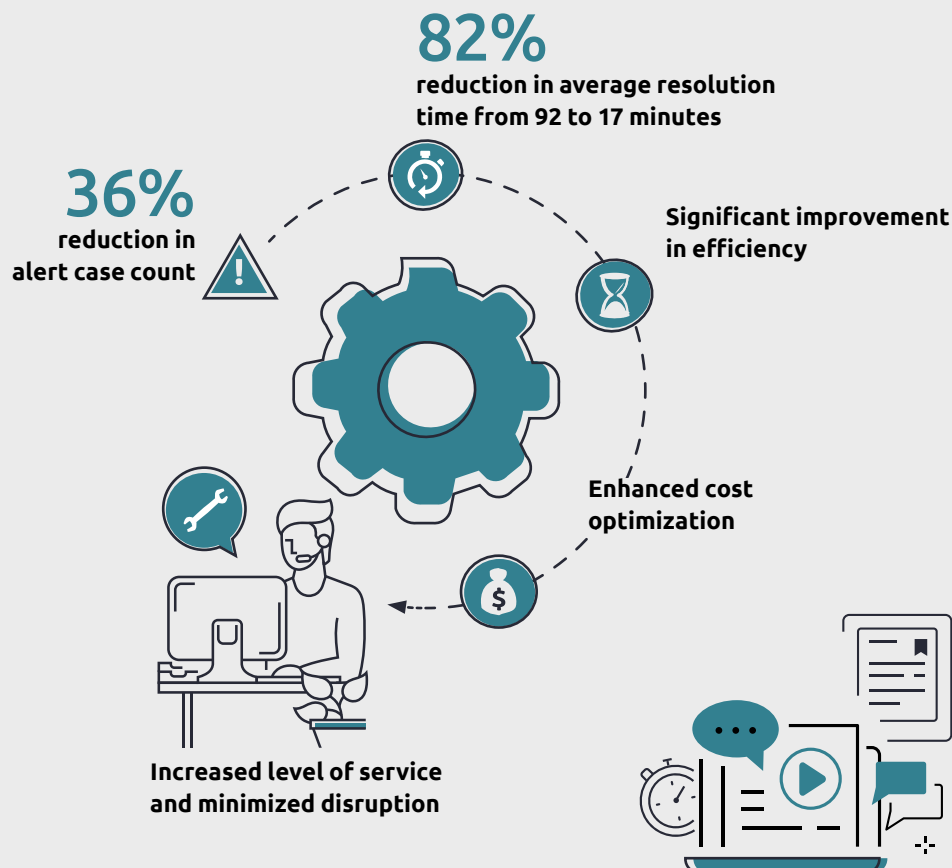
Capgemini developed and implemented a flexible, next-generation delivery model that optimized prime and after-hour coverage. This included implementation of a “shift left” approach that reduced escalations and resolved more tickets in lower-cost support tiers.

On top of this, Capgemini deployed automated scripts that:

- Reduced manual effort
- Provided real-time application and infrastructure monitoring and support
- Eliminated repetitive and false alerts

- Moved application/platform upgrades in addition to patch installation to non-production hours.

Ultimately, the solution provided “highly available” operations focused on continuous improvement, which delivered a range of tangible business outcomes:





DIGITAL CUSTOMER OPERATIONS

DIGITAL MARKETING OPERATIONS – WHERE EVERYBODY KNOWS YOUR NAME



ABHA SINGH

Senior Director, Marketing and Communications Services, Capgemini's Business Services

Agile, data-driven digital marketing operations drives enhanced customer experience at scale – ensuring each and every one of your customers feels valued.

Every consumer-facing enterprise is being told that customers are getting more demanding – that they expect a more seamless interaction, and a prompter, more personalized experience.

something online that's delivered next day, and sometimes sooner. But in general, haven't customers always wanted to feel that they matter? Haven't they always wanted to be served attentively and efficiently?



THOMAS DMOCH

Global Offer Lead Connected Marketing, Capgemini Invent

It's true that we expect things to be fast and smooth nowadays: we've grown accustomed to a joined-up digital experience, and to ordering

The difference between present circumstances and even the fairly recent past is not that customers are getting more demanding, but that it's getting harder to meet those requirements at scale. There are more people to serve, and there are more transactions, which means organizations need to build and maintain more relationships, and to fulfill more orders.

Processes that used to be sufficient can't always now cope with the growth, nor with the pace. Automation of some functions might help, but it's not always easy to achieve, and there isn't enough in-house talent to make things happen.

As a result, organizations can find themselves not only running operations at a higher cost than they need to, but also struggling to maintain the level of customer service, conversion, and engagement that got them where they are today.

A seamless, digital customer experience

What's needed is a means of making every relationship and every transaction simple, and immediate, and human – even at scale. The best way to do this is to bring together people, processes, and marketing technology across your organization, removing obstacles to create what we at Capgemini call the Frictionless Enterprise.

Based on this understanding, we see marketing as an ecosystem. At a macro level, you can more easily spot patterns and the courses of action they suggest; at a micro level, you can be reminded, for instance, that Customer X is a certain size, and usually likes blue, but may also like orange.

These are exactly the kinds of insight that Capgemini's approach to marketing aims to deliver. Acting as a central hub, our solution aggregates knowledge enabling organizations to see both the bigger and the smaller picture; helping them extend their channel reach, and increase the effectiveness of campaigns; and improving their operational efficiency at the same time.



Our approach supports marketing professionals in managing their marketing ecosystems to realize additional benefits in cost and customer engagement, brand value enhancement, and revenue extension. It does this through a comprehensive suite of solutions, including:

- **Customer activation** – campaign, web content, and social media management from strategy to daily operations to support the best possible engagement and conversion that drives enhanced return on investment
- **Marketing technology** – creation, management, and distribution of creative, brand-compliant assets such as copy text, picture, and film in many formats
- **Marketing organization** – a set of functions, roles, and resources within a business, responsible for the execution of the organization's marketing initiatives, ideally supported by the right technology to assure seamless, digital workflows
- **Marketing technology** – rollout of marketing automation tools and operations, digital campaign analytics to derive insights, and marketing tech customer data hub to collect and manage customer data in consistent, trustworthy, and actionable customer profiles

- **Brand management** – definition of brand strategy, innovation, and generation of new revenue streams for growth, starting with the customer's expectations that we derive from their interaction and transaction data.

"Acting as a central hub, our solution aggregates knowledge enabling organizations to see both the bigger and the smaller picture; helping them extend their channel reach, and increase the effectiveness of campaigns; and improving their operational efficiency."

THOMAS DMOCH

Global Offer Lead Connected Marketing, Capgemini Invent

Behind the numbers – enhanced customer satisfaction

With functionality as connected and as intelligent as this, it's possible not just to keep up with the scale and pace of change, but to get ahead. Organizations can make a substantial and measurable difference to their marketing outcomes, including 50% reduction in cost of operations, 35% increase in lead conversion rate, 50% increase in customer reach, and 30% increase in speed to market.

But of course, it's not really about these numbers. It's more about what they represent. Behind every percentage point increase in reach, let's say, or in lead conversion, are customers – people with needs and preferences that every business, from the major enterprise to the shop on the corner, needs to know and understand.

People like to feel they're known, and that they belong. That's what matters. With a smart, information-led marketing hub, organizations can make sure that's what happens.

Abha Singh drives large transformation and consultative sales, presales, and marketing projects for Capgemini's clients, bringing innovation into the core of every area of her work.

Dr. Thomas Dmoch helps organizations reorganize their marketing teams to fully exploit automation, responding to this need with new marketing team structures, fast work processes, employee enablement, and new agency models.

“People like to feel they're known, and that they belong. That's what matters. With a smart, information-led marketing hub, organizations can make sure that's what happens.”

ABHA SINGH

Senior Director, Marketing and Communications Services



CASE STUDY

Delivering frictionless marketing operations for a global Med-Tech company

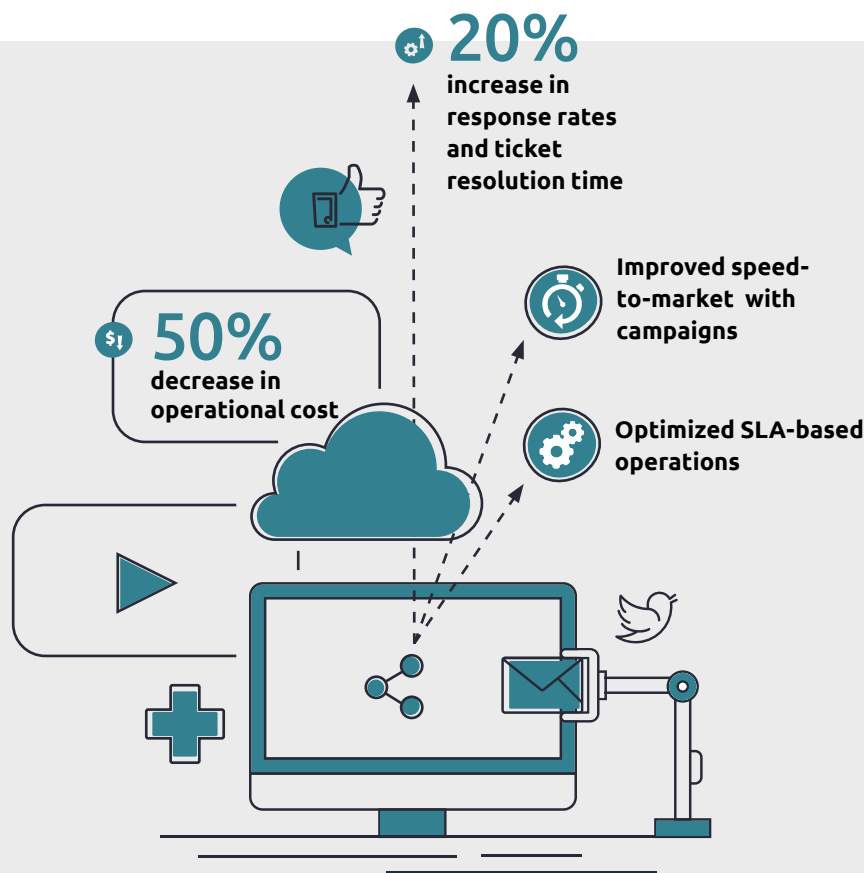
A global Med-Tech corporation and the leading provider of hearing solutions was looking to streamline its digital marketing operations and improve service levels, while saving cost by moving to an offshore center.

Capgemini set up a digital marketing Center of Excellence in India to deliver frictionless services for multiple processes, including web content management, online services, social media community management, digital analytics, digital asset management, and email marketing.

The team operated seamlessly across Indian and European time zones, delivering solutions and services delivered in three stages and governed through service level agreements (SLA) and robust reporting:

- Process optimization and delivery management
- Industrialization of end-to-end services
- Strategic project support and broader scope of services including MarTech and brand management.

Through implementing optimized SLA-based marketing operations for the client, Capgemini was able to deliver a range of tangible business outcomes, including:





DIGITAL CUSTOMER OPERATIONS

DRIVING A SMART AND SEAMLESS SALES EXPERIENCE



DEEPAK BHOOTRA
GTM Lead, Digital Sales Operations,
Capgemini's Business Services

Deepak Bhootra talks to *Innovation Nation* about how organizations can drive a frictionless sales experience through streamlining, integrating, and digitalizing the lead-to-order lifecycle to deliver enhanced sales growth, productivity, and user experience.

Innovation Nation | Welcome Deepak. Could you tell us a little about yourself and your experience?

Deepak Bhootra | Thanks for having me. I call myself a global citizen, as I've spent half my life outside the country of my birth, which gives me a unique perspective on life and work. My professional experience spans pre-sales consulting and a range of sales operations roles at HP and Sun Microsystems (Oracle) focused on improving sales productivity, efficiency,

and complex process integration across large-scale enterprise sales.

To start, could you explain what "sales operations" is and why an organization's sales function is important?

Absolutely. Sales operations generally refers to the resources and capabilities that provide support and structure to the sales function. They integrate and optimize all sales touchpoints across the lead-to-order (LTO) lifecycle (the progression through lead management, opportunity management, offer

management, and order conversion). Ensuring sales readiness and productivity is a core deliverable for a world-class sales operations function.

Sales personnel are vital to ensuring the needs of the customer are met by the organization's product or service. A competent salesperson focuses on understanding the customer, mapping the customer's need to a product or service to satiate that need, educating and providing guidance to the customer, while handling objections to ensure an informed decision and win-win outcome for both buyer and seller.

Given a salesperson's importance, a core tenet of the sales operations function is ensuring that a salesperson is enabled with the capacity (the right tools and processes) and capability (training, empowerment, and

knowledge) to deliver on revenue and growth targets without getting caught up with bureaucracy and organizational friction.

Why is it important for organizations to eliminate friction from the customer sales journey?

Over time, sales operational activities have grown more complex. Ever-expanding organizational ambitions, new routes to market, and digital convergence are forcing organizations to rethink how sales interacts with the external world and work more directly with its customers and partners.

Complexity creates bureaucracy and wasted keystrokes that dilute a salesperson's productivity. Figuring out how to reduce or eliminate these inefficient, non-value adding

activities improves business outcomes, and is a key requirement to ensure customer retention, continued survival, and revival.

Every step in the LTO lifecycle needs to be simple, unified, and geared towards eliminating friction in moving a sales opportunity from inception to delivery. Organizations can achieve this by bringing together their people, processes, and sales enabling technologies such as customer relationship management (CRM) and configure, price, quote (CPQ) to remove obstacles – connecting them a salesperson's training, empowerment, and engagement.

This helps organizations drive an intelligent, seamless sales experience, and transition to – what we at Capgemini call – the Frictionless Enterprise.



“Every step in the lead-to-order lifecycle needs to be simple, unified, and geared towards eliminating friction in moving a sales opportunity from inception to delivery.”

DEEPAK BHOOTRA

GTM Lead, Digital Sales Operations

How can Capgemini help organizations do this?

Continued expansion, integration of acquisitions, and silo-oriented investment strategies have created a spaghetti bowl of processes and systems that leave an inconsistent user experience and geographically dispersed sales function that is clustered with value negating synergy.

Capgemini's response to this is to equip sales leaders with the advice, insight, and technological prowess to drive productivity and growth, enabled by best-in-class digital transformation and long-term operational support as a business services partner. Our capabilities to operationalize processes at scale, leveraging intelligent automation and innovation to integrate analytics and data, deliver enhanced business outcomes and insights to an organization's sales leadership, partners and customers.

We enable the perfect mix of build, operate, and run for driving an enterprise-grade sales engine. This ranges from the deployment of CRM and CPQ systems, intelligent automation to seamlessly connect processes, and the integration of advanced analytics and insights to deliver tactical data-driven decision-making (pipeline, compensation, pricing, turn-around-time, etc.). We also extend the power of data analysis to more strategic outcomes around customer acquisition and retention, sales productivity, and enablement.

This sounds exciting! Could you give us an example?

Yes, indeed. Capgemini partnered with HP Inc. (Hewlett Packard) and Microsoft to combine sales compensation processes with a state-of-the-art highly adaptive sales compensation environment. We replaced over 20 sales compensation tools, optimized related processes, migrated an on-premise solution to the cloud, and ensured knowledge transfer and best-in-class operate/run capability hosted by Capgemini. Our solution delivered four key benefits:

- Increased process standardization and optimization

- A significant reduction in operational cost
- Timely delivery of key sales performance data
- Extensive reporting capabilities with predictive analytics on key leading and lagging indicators.

You can read more about the details of this [case study on Capgemini's website](#).

Finally, what are the key takeaways for our readers?

Sales executives that successfully navigate change will be those that create a world-class sales operations engine fueling increased sales productivity, growth, and enhanced sales experience to their customers.

Capgemini can help. We have the capability and resources to offer a comprehensive range of services that enable our clients to:

- Reimagine the sales journey to maximize the sales, partner, and

customer experience (CX) delivering tangible improvements to customer satisfaction scores

- Streamline and automate sales processes for agility and velocity, positively impacting productivity, sales engagement, and growth
- Leverage sales analytics to augment the sales community with intelligence that enables course correction or improved foresight.

Thanks, Deepak, for an extremely insightful discussion. I look forward to more from Capgemini in this extremely exciting area!

Deepak Bhootra is an established executive with two decades of global leadership experience. He delivers process excellence and sales growth for clients by optimizing processes and delivering seamless business transformation.





DIGITAL CUSTOMER OPERATIONS

CAPGEMINI AND AMAZON CONNECT – TAKING CX PERFORMANCE TO A NEW LEVEL



PHILIP BUSH

Amazon Connect SME & GTM Lead,
North America,
Capgemini's Business Services

A great customer experience (CX) adds value to the relationship businesses develop with the people they serve. Enhanced with Capgemini's knowledge and skills, Amazon Connect is driving the transformation of CX to deliver enhanced customer satisfaction.



ANTOINE GRAPPIN

Managing Digital Architect, Chief
Digital Office,
Capgemini's Business Services

Customer service has been transformed in recent years, and much of the progress is technology driven. Customer expectations have grown, and customer experience (CX) platform offerings have risen to meet the challenge.

Amazon Connect is a case in point. It provides a seamless omnichannel

experience across voice and chat for callers and agents. It's easy to set up and manage; it's scalable in line with demand; and it's built on a platform that is highly available, fault-tolerant, and open. It's smart and easy to tailor, too: for instance, organizations can easily configure skills-based routing strategies, i.e., route customer

transactions to agents who have the requisite skills for the query.

The benefits of the platform are clear to customer-facing businesses, and to the people they serve – but they are also clear to experienced service providers. At Capgemini, for instance, we look at Amazon Connect, and we see how we can bring our own knowledge and skills to bear in a way that can take CX performance to new levels.

Customer-centricity...

There are several ways in which Capgemini adds value to Amazon Connect.

The contact center model we build upon the Amazon platform puts customers at its heart, and a right-touch model ensures that services are customized for each internal organizational role. Customer-centricity is also evident in the user

interface designs, virtual agents, and other innovations that we bring to bear, across sectors, and across services.

For example, we follow a systematic approach in increasing self-service levels and optimizing and automating repetitive tasks, using various conversational interfaces options. We also deliver integrated artificial intelligence (AI) and machine learning (ML) as part of the technology stack, enabling real-time analysis of interactions, and so enabling improvements in customer contact flows that are simple to develop and tailor.

The better the CX this technology can help our client organizations to provide, the more likely it is they will achieve first-contact resolution, and the happier their customers will be.

... and agent support

Customers are central, but the experience of agents is important, too. We can help organizations to take advantage of Amazon Connect's strengths in ways that make tasks easier and more rewarding for contact center team members.

For instance, the GUI-based Contact Control Panel can be configured to provide access in real time to relevant chat content, and to call content analytics, including sentiment analysis, all of which can help agents to make appropriate responses. Also, the openness of the platform enables agents to create and complete tasks including customer follow-ups in external applications.

We also work closely with our clients to make full use of the platform's ability to unify customer profiles. Information such as contact history, address, and recent orders can be aggregated from multiple repositories and then delivered to agents when any work – a call, a webchat, or another task – is routed to them, so they can provide a more personalized service.



“The contact center model we build upon the Amazon platform puts customers at its heart, and a right-touch model ensures that services are customized for each internal organizational role.”

PHILIP BUSH

Amazon Connect
SME & GTM Lead,
North America

Business benefits

Working with a service provider who has sector and platform-specific experience can also deliver significant advantages to the enterprise as a whole – and not just in terms of increased customer satisfaction, either.

At Capgemini, we aim to ensure that benefits start to accrue early in the transition. For us, the design, development, and deployment of the Amazon Connect platform is part of a wider program of process re-engineering, streamlining, and improving. It has enabled us to achieve efficiencies on Amazon Connect implementations of up to 20% from Day 1.

We also help organizations by giving team leaders single, tailored dashboards from which they can manage and track the status of the calls, chats, and tasks being handled by their agents. This, in turn, makes it easier to set up and route new transactions in line with circumstances, and with the strengths of individual agents.

“Great CX adds value to the relationship businesses develop with the people they serve. At Capgemini, we feel it’s only right that service providers live by the same mantra.”

ANTOINE GRAPPIN

Managing Digital Architect,
Chief Digital Office

A continuing journey

At the top of this article, I noted how great a part the technology has played in recent years in transforming CX.

That journey is far from over. Platforms such as Amazon Connect are going to keep developing, and if customer-facing organizations are going to continue to take advantage of innovations, they’ll need to stay in step. That’s why, as part of our offer, we regularly review the contact center journey to ensure not only that it’s technologically current, but that it’s compliant with the latest regulations.

Great CX adds value to the relationship businesses develop with the people they serve. At Capgemini, we feel it’s only right that service providers live by the same mantra.

Philip Bush is the Amazon Connect SME & GTM Lead in North America focusing on cloud contact center modernization across all business sectors.

Antoine Grappin focuses on digital transformation driven by technology across sectors and business processes globally





DIGITAL CUSTOMER OPERATIONS

WORKFORCE MANAGEMENT AND CUSTOMER INSIGHTS 360 – DRIVING ENHANCED CUSTOMER EXPERIENCE



ABHISHEK BARAT
Engagement Manager,
WFM Solutions,
Capgemini's Business Services

Innovation Nation talks to Abhishek Barat and Amruta Maheshwari about how Capgemini's Workforce Management department and Customer Insights 360 platform enable us to deliver a more meaningful, productive, and frictionless relationship between our clients and their customers.



AMRUTA MAHESHWARI
Global Practice Head, Analytics,
Products, and Solutions,
Capgemini's Business Services

Innovation Nation | Hello Abhishek, Amruta. Thanks for joining us to talk about the technology behind Capgemini's Digital Customer Operations offer. Abhishek, let's start with you. What role do our Workforce Management

(WFM) professionals play in improving relationships between an organization's people and the customers it works with?

Abhishek Barat | Capgemini's Workforce Management (WFM) experts work across seven key disciplines:



forecasting, capacity, planning, staff scheduling, activity management, attendance and adherence, real-time management, and performance tracking.

Everything we do here kickstarts at the forecasting and planning stage. We work with our clients during this period to set objectives that will drive all their efforts moving forward – regardless of the metrics being used. This collaboration and objective clarity delivers greater transparency to our clients – from executive decisions to decisions made on the factory floor – leading to increased proficiency, efficiency, productivity, and effectiveness.

Our WFM experts also enable us to detect production issues early, notify the relevant parties, and resolve them quickly before any business disruptions occur. This ensures that our clients become more sustainable and see real business growth through increased collaboration and transparency.

...and how is the WFM platform changing customer operations?

Abhishek Barat | The fact that our WFM processes are automated and integrated makes life much easier for our clients. Product plans are now set automatically, with any changes or updates being handled by automated programs.

The value this automation and integration brings includes enabling our clients to see exactly what resources are available to them in real time. For example, in a call center, our WFM processes can help our clients see average handling times (AHT) and service-level outcomes, while also enabling them to run day-end, what-if scenarios as they are happening or become available. This enables our clients to plan their agents' workloads for the next few hours, days, or even weeks – depending on the past behavior of these metrics.

Amruta, turning to Customer Insights 360 – how does the platform work and what impact is it having on customer operations?

Amruta Maheshwari | Organizations already know that data has tremendous value. Our Customer Insights 360 platform consolidates internal, external, and third-party data to deliver intuitive customer visualizations. This helps our clients' product development teams and sales and marketing teams determine how to better connect with their consumers, and what decisions they should take to ensure they're offering their customers the products they are looking for.

Backed by an entire suite of digital enablers, our Customer Insights 360 platform enables marketing and analytics teams to industrialize their

products and continuously improve their processes, which significantly improves their time-to-market.

Finally, the move towards digital platforms has encouraged more automated market research than ever before. This makes strategizing easier and helps our clients deliver products their target customers actually want. This is having a significantly positive impact on ROI, achieved through the accurate customer feedback our Customer Insights 360 platform provides.

“Our Customer Insights 360 platform enables marketing and analytics teams to industrialize their products and continuously improve their processes, which significantly improves their time-to-market.”

AMRUTA MAHESHWARI

Global Practice Head, Analytics, Products, and Solutions

Can you give us an example of this?

Amruta Maheshwari | Absolutely. Capgemini recently enabled a global consumer goods company to reduce digital analytical costs globally, manage product volumes better, keep data collection and insights generation consistent, improve marketing and product planning analytics, and keep track of consumer preferences.

To achieve this, Capgemini implemented an industrialized, offshore model into the client's way of working to give them greater cost benefit capabilities, while catering to the business needs of their different brand teams.

We also established offshore delivery centers for them, created multi-lingual teams to support their non-English markets, and implemented processes and templates that delivered standard reports across their entire business. Finally, we also implemented more automated and standardized processes for delivering volume, velocity, and value across their brand.

This led to almost 900 consumer insight briefs delivered, a 30–50% reduction in turnaround time for different types of customer insight reports, and more than 100,000 keywords analyzed to decode consumer intent across categories.

Finally, I have one last question for you both. Abhishek, how will the WFM platform evolve in the next 3–5 years?

Abhishek Barat | With automation and integration efforts increasing year-on-year, it's possible that in 3–5 years every aspect of workforce management will be available through a single AI-based tool that will need minimal human supervision to operate.

Intelligent bots will also become key insight drivers for many of our clients – answering customer questions, and leveraging this data to generate in-depth reports about what their customers actually want. Real-time bots will also play an integral role in managing adherence, activity management, and performance reporting. This is the next step for workforce management in my opinion.

... and Amruta, what's the future of Customer Insights 360?

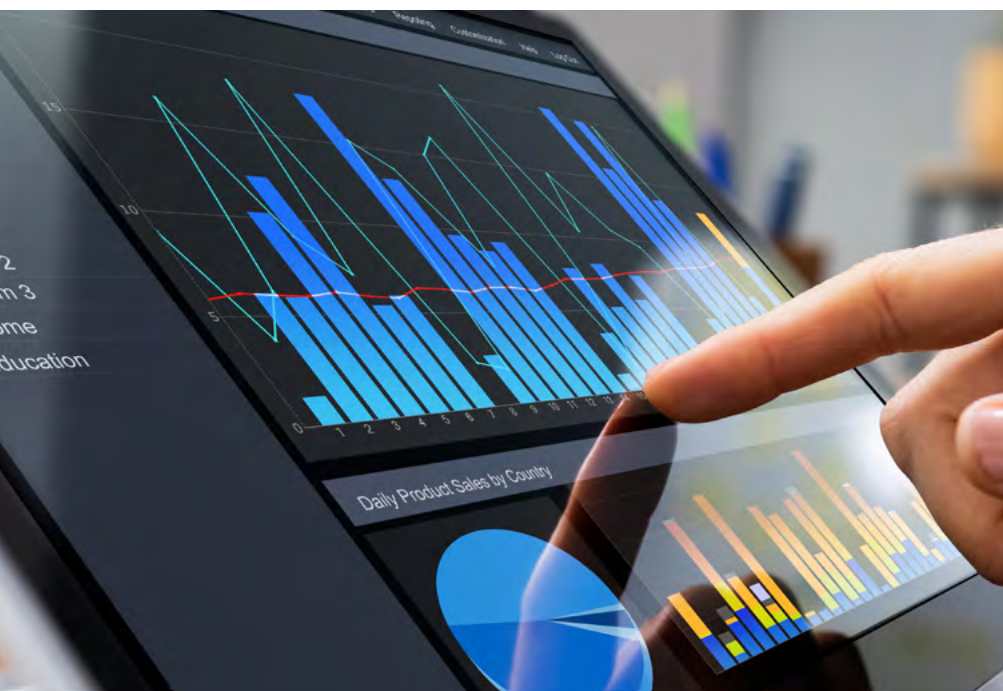
Amruta Maheshwari | Over the next few years, organizations will get their data in near real-time through AI- and machine learning-based technologies. This will lead to customers being integrated into all decision-making, making it easier for our clients to give their customers what they want.

Abhishek, Amruta, thank you for your time today. This has been

a really interesting discussion. With this technology in place, it's clear our Digital Customer Operations offer is a significant driving force in building and improving relationships between our clients and their customers.

Abhishek Barat is part of the Global DCO Solutions team, supporting the team in actioning solutions from a WFM perspective. He has experience working on all the domains of WFM, and acts as a WFM strategic consultant for accounts where WFM support and expertise is required.

Amruta Maheshwari leads the Advanced Analytics Practice and Intelligent Command Center for Capgemini's Business Services globally. She is involved in pre-sales, solutions, go-to market, and capability enhancements for the practice. She leads a team of techno-functional experts who deliver comprehensive analytics' solutions across domains that impact strategic business decision-making for client CXOs.



“It's possible that in 3–5 years every aspect of workforce management will be available through a single AI-based tool that will need minimal human supervision to operate.”

ABHISHEK BARAT
Engagement Manager,
WFM Solutions

TECHNOLOGY TALK



TECHNOLOGY TALK

FINANCE AND THE FRICTIONLESS ENTERPRISE



LEE BEARDMORE
Vice President and Chief
Innovation Officer,
Capgemini's Business
Services



**MAHALAKSHMI
RAMAKRISHNAN**
Global Process Owner,
Procure-to-Pay,
Capgemini's Business
Services



DIVYA TURNER
Global Process Owner,
Forecast-to-Cash,
Capgemini's Business
Services



ROBERT PIOTROWSKI
Global Process Owner,
Record-to-Analyze,
Capgemini's Business
Services

Lee Beardmore talks to Capgemini's Divya Turner, Mahalakshmi Ramakrishnan, and Robert Piotrowski on how our AI-enabled finance solutions unlock value from your order-to-cash, purchase-to-pay, and record-to-analyze, Capgemini's Business Services functions – transitioning your finance operations towards the Frictionless Enterprise.

Lee Beardmore | *Welcome Divya, Maha, Robert. I'd like to talk about the AI-enabled solutions that make up our Frictionless Finance offer. Divya, let's start with order-to-cash (O2C). Could you outline the changing face of customer experience within cash and collections?*

Divya Turner | Yes, absolutely. The way organizations interact with their customers across business sectors has changed



over time. The way a product is sold or payment is collected can influence customers' buying habits.

Customers now expect these interactions to be frictionless.

If you get it wrong organizations risk alienating their customers. But if you get it right, your customers will buy more, pay quicker, and be more satisfied, enhancing the overall experience.

New technologies are putting increased focus on the effectiveness of touchless processing, one-click buy-and-pay applications, and digital interactions. For example, how do organizations resolve issues and disputes quickly to enable the timely collection of cash? How do they ensure that the collection function is scalable, future proof, and contributes to an increase in working capital?

To stay ahead of the competition in O2C, organizations need to eliminate friction from their processes, reduce cost and lost sales, and improve speed to market.

How can organizations unlock value from their cash and collections by leveraging artificial intelligence (AI)?

This is where it gets interesting. Capgemini's AI.Receivables solution integrates with our clients' corporate systems, infusing AI into their cash and collections process to deliver next-generation frictionless order-to-cash.

This transforms our clients' finance functions to drive frictionless enterprise-level outcomes, enhanced efficiency, and topline growth to the business.

As part of Capgemini's Frictionless Finance offer, our AI.Receivables solution is underpinned by a digital framework of enablers that leverages an AI-augmented workforce, an AI-driven business operating model, and a partnership philosophy for driving frictionless processes.

This helps organizations to streamline their operations, reduce the number of exceptions, and improve billing, collection, and account strategies. It can also predict which customers are likely to default, recommending proactive measures to prevent it from happening.

That's fascinating. Maha, turning to you for a minute. What are some of the key challenges in the field of purchase-to-pay (P2P)?

Mahalakshmi Ramakrishnan |

Thanks Lee. Organizations have access to more data than ever before. Data received from procurement and accounts payables (AP) comes in multiple formats, with multiple compliance requirements, and needs to be digitized. A lack of organizational discipline can lead to the lack of adoption of purchase orders (PO) and the tools that support conversion of external into corporate data.

"To stay ahead of the competition in O2C, organizations need to eliminate friction from their processes, reduce cost and lost sales, and improve speed to market."

DIVYA TURNER

Global Process Owner,
Forecast-to-Cash

This results in organizations failing to realize the benefit of investment in procurement technology, resulting in low contract compliance and control, a lack of transparency on spend, and low productivity. Some even suffer from a poor reputation and low engagement with their suppliers, resulting in lost saving opportunities.

Just like with O2C, organizations need to eliminate friction in their invoicing and AP processing, enabling the seamless flow of information across their business ecosystem.

How can an organization unlock value from their payables with AI?

Again, Capgemini's AI.Payables solution integrates with our clients' corporate systems, infusing AI into AP processes to deliver next-generation, frictionless purchase-to-pay. Just like with AI.Receivables, this transforms an organization's finance function to drive enhanced efficiency, growth, and frictionless outcomes.

The solution is also underpinned by a digital framework of enablers, which provides an end-to-end transactional service. This delivers insight into sourcing strategy, efficient buying execution via the right channels, support to establish internal policies, optimized payment strategies, and an enhanced reputation among an organization's vendors.

Robert, moving on to the record-to-analyze (R2A) function, what are the challenges of the traditional period-end close, reporting, and controllership?

Robert Piotrowski | Hello Lee.

Finance departments are operating under constant pressure from internal and external parties. Internally, they are obliged to deliver an increasing number of insights to support business decisions. Externally, they are operating in an increasingly complex environment. On top of this, finance is coming under increasing pressure from tax authorities. All these factors mean they struggle to deliver at the desired pace and quality – we cannot



compromise on compliance, which is a key component of R2A.

Traditionally finance departments operate according to monthly cycles with the effort concentrated on a few working days at the end of month, which leaves no time for analysis and insight generation. The challenge for the finance community is moving away from the traditional “once-a-month” mindset and delivering outcomes through a continuous accounting, analytics and reporting approach, and real-time access to reliable data.

“Capgemini’s AI.Payables solution integrates with our clients’ corporate systems, infusing AI into AP processes to deliver next-generation, frictionless purchase-to-pay.”

MAHALAKSHMI RAMAKRISHNAN

Global Process Owner,
Procure-to-Pay

To respond successfully to business needs it’s paramount for the R2A function while re-engineering the entire cycle of the accounting close and reporting processes. Finance must finally evolve from simply being a number crunching function to a strategic business advisor.

How can a business unlock value from its R2A function by leveraging technology?

This is where Capgemini's AI. Controllership solution comes in. Like AI.Receivables and AI.Payables, it’s a platform-based solution that infuses AI into accounting, reconciliation, close reporting, and compliance processes to enable continuous accounting and close. It also enables finance professionals to focus on insights and analytics, helping them to be true advisors and partners to business.

And, similarly to the other solutions, AI.Controllership is underpinned by a digital framework of enablers that drives enhanced efficiency, increased effectiveness, and improved compliance. This enables us to become trusted advisors to our partners, while delivering value such as continuous accounting (moving away from a once-a-month mindset), continuous analysis (identifying errors at source), faster



competitive in a rapidly changing digital business context.

Divya, Maha, Robert – this has been a really insightful discussion. Thank you all for being part of it!

Lee Beardmore has spent over two decades advising clients on the best strategies for technology adoption. More recently, he has been leading AI-driven business transformation for Capgemini's Business Services. Lee is a computer scientist by education, a technologist at heart, and has a wealth of cross-industry experience.

Divya Turner is the current global process owner for order-to-cash, the product owner for AI.Receivables, and has over 15 years of experience in driving innovation in O2C.

Mahalakshmi Ramakrishnan leads multi-national multi-cultural teams and transformation projects across accounts payable.

Robert Piotrowski partners with clients in their transformation journeys, leveraging AI and intelligent automation to reimagine their finance functions.

"The challenge for the finance community is moving away from the traditional "once-a-month" mindset and delivering outcomes through a continuous accounting, analytics and reporting approach, and real-time access to reliable data."

ROBERT PIOTROWSKI
Global Process Owner,
Record-to-Analyze

close of books, improved financial controls at reduced cost, real-time access to data, and actionable insights for a faster and more informed decision-making process for our clients.

Can you tell me more about the frictionless outcomes from O2C, P2P, and R2A?

Divya Turner | Absolutely. In O2C, outcomes include a better buying experience, because of a collaborative view across the value chain, an easier payment experience via a multichannel payment system, a self-service customer portal, and a more satisfying engagement after each interaction across channels.

Mahalakshmi Ramakrishnan | The components that make up AI.Payables can be used individually or as a suite to deliver enhanced service and outcomes.

This includes increased spend savings through increasing the percentage of users on approved systems, improved buyer satisfaction thanks to a better payment-on-time percentage, reduced cost due to increased electronic invoicing, higher first-time matches, and the prevention of duplicate payments.

Robert Piotrowski | Our AI.Controllershship solution enables frictionless accounting operations with fully automated calculation and processing of your journals. It also automates close and reporting with best-in-class scheduling and

monitoring and introduces a touchless intercompany solution with real time reconciliations and monitoring.

This enhances the strength of your brand and market reputation, delivering increased value from your R2A operations.

Finally, how does Capgemini realign our clients' target operating model to deliver a frictionless enterprise?

Mahalakshmi Ramakrishnan | Capgemini's renowned Digital Global Enterprise Model (D-GEM) provides an AI-based digital business transformation platform encompassing the tools and techniques for reshaping and streamlining business processes to deliver increased efficiency, faster time-to-market, and an enhanced, customer-first, user experience.

Divya Turner | By quickly and dynamically adapting to an organization's circumstances to address every point of friction in their operations, D-GEM provides a complete overview of its processes, guiding the right digital operating model for their organization. This helps an organization transition to – what we call – the Frictionless Enterprise.

Robert Piotrowski | In R2A, we recognize that true controllership with tax and statutory compliance – along with increased focus on insights and analytics – requires a different skillset, experience, and operating model. D-GEM transforms our clients' businesses, enabling them to remain



TECHNOLOGY TALK

YAYPAY DRIVES FRICTIONLESS ORDER-TO-CASH



DIVYA TURNER
Global Process Owner,
Forecast to Cash,
Capgemini's Business Services

Divya Turner talks to Sarah-Jayne Martin about how YayPay's next-generation order-to-cash platform enables Capgemini's new AI.Receivables solution to help organizations stay ahead of their accounts receivable workloads.



SARAH-JAYNE MARTIN
Senior Product Specialist,
YayPay

Divya Turner | Hey Sarah-Jayne.
Can you start by telling me a little about YayPay, your role within the company, and about YayPay's partnership with Capgemini?

Sarah-Jayne Martin | Sure, absolutely. YayPay is an automated accounts receivables (AR) and collections management platform that enables B2B finance teams to consolidate their AR information in a single place, improve their working capital, and ultimately get paid faster.

My role is to help clients understand the platform, supporting them in getting to grips with the everyday applications of the platform, and helping them optimize the platform to ensure they are utilizing it to the full.

YayPay and Capgemini's new global strategic alliance will enrich Capgemini's integrated offering for its clients by enabling finance teams to optimize, simplify, and automate the entire AR process.

How does the YayPay platform enable Capgemini's AI.Receivables solution to deliver next-generation, frictionless order-to-cash?

Through data integration, we're able to pull in all of our client's AR information straight from their ERP and present it to them in a way that helps them manage the different aspects of the order-to-cash (O2C) process. We also enable clients to make payments faster through the unique self-service portal available to them on the platform.

By bringing everything together from across the receivables spectrum means we enable O2C managers to have greater transparency across what is happening in their team. This keeps everyone on the same page so that operations run smoothly – and we also often introduce automation where we can, to ensure O2C operations are accelerated significantly for our clients moving forward.

How does YayPay leverage technology to deliver enhanced outcomes around cash and collections?

Artificial intelligence (AI) and machine learning (ML) based technology are at the heart of the YayPay platform. AI and ML ensures that collectors only contact customers with a high probability of non payment. This enables the collectors to focus only on value add activity. The natural language processing (NLP) within the communication functionality accelerates customer responses, provides training to new hires based on the type of query, and provides an opportunity to automate query management once the assisted ML within the NLP is trained. This also provides options tailored to their queries that significantly shorten resolution times – ultimately saving time and money.

The platform also leverages predictive analytics on payment trends and customer behavior to give finance

teams more information on what their customers are doing – enabling them to deliver the desired business outcomes. All of this is based on information stored on the YayPay platform and our ability to present it in a way that enables enhanced, frictionless processes to be created. This means that anyone who needs to can look at their accounts receivable landscape at-a-glance and make changes where they are needed.

Finally, our unique platform is customizable. Whether this is tracking payment trends or flagging whenever an customer's credit card is about to expire – YayPay has what any account

receivables manager needs to deliver frictionless cash and collections.

“YayPay has what any account receivables manager needs to deliver frictionless cash and collections.”

SARAH-JAYNE MARTIN
Senior Product Specialist,
YayPay



What business outcomes and value can YayPay deliver to Capgemini's clients?

There are a number of ways that the YayPay platform delivers value to clients. The first is increased revenue. The platform enables finance teams to increase the efficiency of their collections process by 34%, which increases cash flow from faster payments. This is driven by the payments prediction system embedded at the heart of the platform.

Secondly, the platform delivers 90% forecasting accuracy, based on the algorithm used to monitor end-user payment histories within the platform.

Finally, the YayPay platform helps finance teams improve customer experience (CX) by acting as both a collections tool and a customer service touchpoint when necessary. By monitoring the entire customer lifecycle, the platform enables us to

create rules around how information is processed, ensuring finance teams keep their customers front-and-center, giving them transparency, and enabling them to make the right decisions for their business.

Finally, what's next for YayPay?

YayPay is constantly looking for ways to improve by consistently taking customer feedback on board and ensuring they are better moving forward. Currently, YayPay is focusing on ensuring we have a solution for every step in the O2C process.

This means finance teams and their customers can focus on more business-critical tasks rather than on more time-consuming ones that may affect their bottom line.

Sarah-Jayne thank you for your time. It's clear that the future is not only bright for YayPay, but also Capgemini's clients too.

Sarah-Jayne Martin specializes in credit management, payment processing, collections, and accounts receivable. She has managed large global teams with a strong focus on improving efficiency within the order-to-cash cycle.

Divya Turner is the current global process owner for order-to-cash (O2C), the product owner for AI.Receivables, and has over 15 years of experience in driving innovation in O2C.



“The YayPay platform helps finance teams improve customer experience by acting as both a collections tool and a customer service touchpoint when necessary.”

SARAH-JAYNE MARTIN
Senior Product Specialist,
YayPay



TECHNOLOGY TALK

A FRAMEWORK FOR INNOVATION AND CONTINUOUS IMPROVEMENT



ELLE SANCHEZ
Digital Transformation Leader,
Capgemini's Business Services

Capgemini's Transformation and Innovation Office leverages the digital twin to drive innovation and continuous improvement in a manageable, quantifiable, and efficient way.

In previous articles on the use of digital twins in finance and accounting, I wrote about the main stages in their development and implementation – in other words, at business mining, modeling, simulating, and continuous improvement.

In this article, we're going to consider what a Transformation and Innovation Office (TIO) can contribute to the digital twin. The TIO has an important role to play in driving innovation and continuous improvement in a manageable, quantifiable, and efficient way.

TIO-as-a-service

approach to mining, modeling, simulating, and improving.

I should start, of course, by defining terms. Capgemini's own Transformation and Innovation Office helps clients foster innovation through measuring the value of new ideas and opportunities, become architects of change through improving communication and collaboration, and generate thought leadership through workshops and sharing best practices.

Essentially, it delivers end-to-end transformation and innovation as a service – leveraging the digital twin approach to mining, modeling, simulating, and improving. This, in turn, helps clients transition to – what we call – the Frictionless Enterprise.

In previous articles, I've described how the development and implementation of digital twins for business processes should be seen as cyclical, rather than linear, and this is the principle that underpins our TIO. Its core framework comprises this circle of steps:

- **Idea generation** – using business mining and our process engineering approach to map “as-is” processes, to start streamlining them, and to capture ideas for innovation
- **Modeling and simulation** – using the BusinessOptix platform to design the architecture of the digital twin, and to build the business case for the “to-be” model, including metrics for success
- **Complexity and prioritization** – assessing anticipated changes implicit in the “to-be” model, managing them, establishing priorities for implementation, and prioritizing against all other ongoing transformation in the pipeline
- **Innovation pipeline** – signing off on initiatives, and developing and initiating a project management approach
- **Implement** – rolling out the transformation, providing project status updates, and re-prioritizing remaining pipeline activities as necessary
- **Measure** – assessing benefits against the predetermined metrics, and feeding them back into the process engineering database in the first stage above, as part of the commitment to continuous improvement.

Improving in action – a global entertainment business

Applied to finance processes, digital twins offer a real opportunity. In the light of growing online competition, this global entertainment organization



needed to make significant changes to its business model.

It took advantage of the Transformation and Innovation Office approach to bring together SAP workflow automation and robotic process automation (RPA), in addition to KPI dashboards and CFO insights. To achieve all this, our TIO team worked closely with the organization, supporting operations in locations across North and South America, Europe, and Asia.

Services delivered include cash apps, billing, invoice digitization, report elimination, disputes RPA, recon automation, and overall enterprise financial services.

Since its introduction, 41 projects were implemented across three process towers, and \$16.9 million in savings were delivered in 2020–2021.

Purchase-to-pay (P2P) outcomes have included:

- 80% improvement in optical character recognition (OCR) efficiency
- 95% reduction in process exceptions
- 48% improvement in Days Payable Outstanding (DPO).

Record-to-analyze (R2A) outcomes have included:

- 22% savings on billing
- 70% automation of ad-hoc journal entries

- 45% improvement in turnaround time in reconciliation preparation.

In general, the TIO is felt to have proven itself to be resilient to changing business priorities, and it continues to retain its efficacy, despite the “new normal” ways of working.

Elle Sanchez creates target operating models for finance and accounting with an automation-first focus to improve transaction cycles, reduce manual effort, and increase capacity within teams. She also designs end-to-end transformations from process and policy enhancements to touchless processing.

“Capgemini’s own Transformation and Innovation Office provides a delivery mechanism for digital twins.”

ELLE SANCHEZ
Digital Transformation Leader



TECHNOLOGY TALK

EMPOWERING HR WITH WORD RECOGNITION TECHNOLOGY BASED ON INTELLIGENT AUTOMATION



MAŁGORZATA PRACZYŃSKA
HR Automation Manager,
Capgemini's Business Services

Capgemini's Answer Generator tool enables human resources to better respond to the needs of its team members, be more agile and responsive, and boost employee engagement – all through leveraging intelligent automation.

How can organizations overcome typical challenges in HR such as categorizing and answering email queries? [Capgemini's Answer Generator](#) tool has the answer – forgive the pun.

Manually categorizing queries is an arduous task for customer service agents at the best of time – and hardly time efficient. Capgemini's Answer

Generator tool leverages [intelligent automation](#) to standardize processes and streamline operations across business departments and languages, delivering rapid, frictionless, and user-friendly email support to its Global L&D Service Desk team.

Implementing this tool has increased cost-effectiveness, boosted employee engagement, and decreased the time it takes to respond to emails. This has helped the team create a more people-focused HR culture with frictionless business processes that better respond to the needs of employees.

An innovative tool that leverages intelligent process automation

Based on Visual Basic for Applications (VBA), a computer programming language developed by Microsoft, Answer Generator scans client mailboxes, segregates queries, storing them in specific folders.

For each email, one keyword is extracted that suggests the right choice of email template, which is automatically sent in response to the query. It also creates

a folder for uncategorized emails, where queries that were categorized using more than one keyword are placed. This is where the user seamlessly steps in to pick the right keyword from the list before an automatic response is sent.

The tool also simplifies team management by storing keyword lists assigned to different teams in separate files. This automates email responses separately across multiple teams and enables different files to be stored under the same keyword. This way a single admin can deliver effortless cross-tower support by making it easy to select a different team from the list and maintain several mailboxes simultaneously.

The tool also enables a super-user to add or remove keywords and maintain answer templates. This eliminates the risk of unauthorized changes to the database.

Intelligent automation drives impressive business outcomes

Answer Generator has delivered a range of impressive business outcomes for our Global L&D Service Desk team.

It has reduced the time and effort of our employees by 80%, cutting down the 20 hours per day previously required to just four hours – an outstanding testament to the effectiveness of the tool.

The tool combines AI with human effort, automating the essentials, while retaining the need for a human touch. On top of this, it doesn't require specific training or installation of additional software, making it very accessible to any team or organization working with repetitive daily customer queries.

Recognition for innovation in intelligent automation

Designed by Capgemini's HRInnHUB team – an internal function dedicated to continuous innovation and automation in HR – we're really proud that Answer Generator was recognized as the world's "Best Intelligent Word Recognition Solution" by the 2021 AI Breakthrough Award.

And as for the future? The HRInnHUB team plans to add a reporting function that enables automated reporting of volumes and SLAs, expanding the scope of the tool at a global level.

Małgorzata Praczyńska is the founder and manager of Capgemini's HRInnHUB team. She specializes in finding automated solutions for a range of HR processes, including project and people management that provide significant cost benefits to clients.





TECHNOLOGY TALK

SIMPLIFYING HR OPERATIONS THROUGH AUTOMATED DESK BOOKING



MAŁGORZATA PRACZYŃSKA
HR Automation Manager,
Capgemini's Business Services

Capgemini's HotDesk tool gives our teams the confidence to return to the office safely and securely, via a transparent and automated desk booking HR operations tool that helps to limit the risk or spread of COVID-19 quickly and effectively.



TOMASZ ZAJĄC
Senior HR Automation Specialist,
Capgemini's Business Services

From cubicles to open plan and back again, clear desk to hot desk, and the advent of hybrid working, the office workplace has been in a constant state of change since it was invented.

... and this was all before the global pandemic.

At Capgemini, our global HR function was seeing a trend in its team members preferring to work from home.

This presented them with a challenge of how best to utilize their empty desks, as costs remained the same, despite its office space being mostly empty.

Once the global pandemic was declared, however, this need became critical to keep them in line with governmental guidelines across the globe.

An intuitive, frictionless HR operations booking system

Enter Capgemini's HotDesk – a new HR operations tool that provides simple, secure, and automated desk booking, enabling individuals and teams that are going to be in the office at any given time to be monitored – significantly limiting the risk or spread of infection.

HotDesk enables users to book desks within specific office spaces and managers to book desks on behalf of their employees. It also provides managers with a view on their team's desk utilization habits, enabling them to close off part of their office space or assign it to other teams, as required.

Based on Microsoft Power Apps and SharePoint technology, Capgemini's new HR operations tool provides transparency around when teams work from the office vs. when they work from home. This gives our people the flexibility to work from where they want to, while remaining safe at all times.

Reduced cost and enhanced HR operations

HotDesk has already delivered a range of business outcomes to our HR operations team. This includes accurate desk utilization tracking to reduce the office space our teams require, a simple interface requiring no third-party support that makes it easy and cost-efficient to maintain, and the ability to implement the tool across any team.

Of course, all of this has enabled Capgemini's HR function to drive a permanent and significant reduction in cost, with savings made through reduced desk numbers across engagements.

Recognized for its innovative approach

And that's not all. The value HotDesk brings to our HR operations has recently been recognized by [BrandonHall](#), who recently awarded it a Silver Award at their prestigious Human Capital Management (HCM) Excellence Awards. This international recognition shows just how much HotDesk can help businesses meet their objectives and improve their performance.

HotDesk has proved so successful that our HR team is currently looking at making the tool available both internally and externally – to ensure our engagements and clients are ready for the next big market disruption, whatever that might be.

Małgorzata Praczyńska is the founder and manager of Capgemini's HRInnHUB team. She specializes in finding automated solutions for a range of HR processes, including project and people management that provide significant cost benefits to clients.

Tomasz Zajac is a Junior Automation Manager in Capgemini's HRInnHUB team, currently responsible for identifying areas for improvement, automation, and designing tailor-made solutions for multiple clients.

Małgorzata Praczyńska is the founder and manager of Capgemini's HRInnHUB team. She specializes in finding automated solutions for a range of HR processes, including project and people management that provide significant cost benefits to clients.





TECHNOLOGY TALK

FUTURE-PROOFING THE SUPPLY CHAIN – THE ROLE OF DIGITAL TRANSFORMATION



DHARMENDRA PATWARDHAN

Global Head of the Digital Supply Chain Practice, Capgemini's Business Services

Every organization can benefit from partnering with a service provider to accelerate its digital transformation to a frictionless, future-ready supply chain.

In this article, I want to summarize the importance of digital transformation in this context, and to suggest ways in which external service providers can make a contribution.

Tools and strategies

Given the increase of pressure placed on supply chains by COVID-19, it's no surprise that the adoption rate of digital transformation is accelerating. In an [Everest Group study](#), research by Statista indicated that worldwide

spending on digital transformation technologies was set to increase by 10.4% in 2020 to \$1.3 trillion – and who's to say how much the pace may have changed since that number was captured?

Digital tools help provide more accurate and timely information about inventory and demand levels. They can also automate regular tasks, and predict potential disruptions to transportation, all of which can improve both margins and performance.

But those tools need to be introduced as part of a coordinated strategy. Integration amplifies the benefits they bring, which is why it's worth bearing the following factors in mind on the path to digital transformation:

Factor #1 – digital enablement

Digital levers can help to integrate processes and increase operational transparency. For instance:

- **Control tower** – for centralized information gathering, process integration, and cross-geography collaboration
- **Automation** – in areas such as sales order processing and customer self-service
- **The Internet of Things (IoT)** – for asset monitoring and machine quality assessment
- **Blockchain** – for smart contracting, supplier management, and handling direct peer-to-peer payments
- **AI and analytics** – for analyzing market demand, simplifying language and location complexities, and optimizing stock levels.

Factor #2 – operational revamp

As we've noted, future-proofing the supply chain isn't just about introducing digital tools. At the same time, the various elements of the operating model need to be rethought.

This includes assessing and extending team capabilities and talents, streamlining process workflows, restructuring organizational elements, and assessing and incorporating appropriate industry best practices.

Factor #3 – organizational alignment

Digital transformation is particularly well suited to breaking down siloes, so the organization can act as a cohesive whole – so it can seamlessly and intelligently connect its processes and people as required.

At Capgemini, we call it the Frictionless Enterprise. It comprises five key fundamentals: hyperscale automation, cloud agility, data fluidity, sustainable planet, and secure business.

When business leaders and key stakeholders see the benefits of this, they can bring the rest of the workforce, and also of the external supply chain ecosystem, along with them. Success is easier to achieve when everyone shares a picture of it.

Factor #4 – continuous innovation

In a previous article, I argued that addressing legacy process issues could be difficult, but that it is a necessary preparatory step. I also said that, if it's done thoroughly, it could be a single fix.

That's true. But it doesn't mean that digital transformation is itself a one-off exercise. The whole point of the groundwork, and of the integration that follows it, is to create room for maneuver – to establish a platform that provides the flexibility the organization will need to address as-yet-unforeseeable events.



“Digital transformation is particularly well suited to breaking down siloes, so the organization can act as a cohesive whole.”

DHARMENDRA PATWARDHAN
Global Head of the Digital
Supply Chain Practice



External perspectives

Before the pandemic, organizations were working towards the digital transformation of their supply chains by pooling knowledge between their internal teams, by working with their partners, and in some cases by collaborating with external service providers.

COVID-19 raised the stakes. It increased the unpredictability in demand, disrupted supply, and shortened timeframes. In these circumstances, there are even more reasons to seek the knowledge and advice of those external service providers.

Some of them may have experience of individual tools, and of their integration in comprehensive digital models. Some of them may bring their own generic or bespoke solutions into this mix.

Some of them may have a track record, too, in the needs of given sectors, and given geographies, and others again may have detailed insights into specific parts of the supply chain. Some of them may have all these things.

Whatever the case, organizations need to identify the best match, not just in these respects, but also in terms of culture, and of project management approach. And it goes without saying that the potential partner needs, too, to be financially stable, and technologically mature.

Taking stock

On a human level, COVID-19 has affected societies and families to an unimaginable degree. Business, too, has been shaken to an extent no one could have predicted.

It's that very unknowability, though, that is key to the theme of the articles in this series. We may not have been able to foretell the impact of the pandemic, and we may not be able to know what might come next, or when – but we can, at least, ensure that supply chains are digitally equipped to provide the robustness and flexibility the world needs.

Dharmendra Patwardhan is responsible for developing offers and capabilities for transforming supply chain operations that drive tangible business outcomes for Capgemini's clients

“On a human level, COVID-19 has affected societies and families to an unimaginable degree. Business, too, has been shaken to an extent no one could have predicted.”

DHARMENDRA PATWARDHAN
Global Head of the Digital
Supply Chain Practice



TECHNOLOGY TALK

CAPGEMINI REBUILDS ITS PROCUREMENT SERVICES TO ADDRESS KEY PROCUREMENT CHALLENGES



ALISA SAMOYLOVA
Market Analyst,
NelsonHall

COVID-19 has highlighted the importance of further investment in automation as procurement gains strategic importance. Capgemini has made initial steps and looks to further develop its capability in procurement beyond procure-to-pay.

One of the impacts of the global pandemic has been a broad acceleration in enterprise digitalization initiatives, and organizations are looking for strategic partners to assist them in their digital transformation journeys.

While digitalization is now top of mind even in procurement, historically,

there have been challenges in applying intelligent automation to procurement, including budget constraints, poor process alignment, incompatible technology, a lack of perceived need, even resistance to change.

COVID-19 has helped drive acceptance of major changes in working practices and increased awareness of the need to free up skilled procurement resources to focus on strategic tasks. Against this background, Capgemini has been refocused its procurement offerings in line with its Frictionless Enterprise approach, with a stronger focus on digital.

Addressing the resistance to change

Capgemini's Digital Procurement Services offering aims to address user adoption by focusing on the User Experience. Its Frictionless Enterprise approach places importance on the digitally augmented workforce. Capgemini's digital procurement services focus on continually supporting end-users, ensuring adoption, supplier engagement (particularly during the onboarding process), and driving catalog content. In addition, Capgemini looks to apply design thinking and customer journey mapping capabilities to the UX in the procurement process, leveraging its expertise in user experience design with recent investments by Capgemini's consulting group, including Frog Design.

Addressing the disconnect within procurement

With its Frictionless Enterprise approach, Capgemini looks to address any friction points between departments, functions, applications, data sources, devices, etc. As part of its digital procurement offering, Capgemini uses the concepts of Frictionless Enterprise to:

- Determine the objectives of the procurement transformation and align with the overall strategy for the function
- Assess opportunities for channel, spend, and working capital optimization
- Develop and deploy a frictionless operation model through the use of technology and analytics

- Deliver the operating model by leveraging Capgemini's nearshore and far shore resources, as well as RPA
- Govern through implementing Capgemini's Command Center.

For procurement, addressing friction points is vital for it to become a more integrated function internally and also to improve the level of alignment of procurement with other business units. Capgemini's digital procurement offering targets the CPO, typically tasked with improving this alignment. Whereas its digital P2P offering is typically targeting finance stakeholders. Digital procurement takes the lead on the end-to-end procurement transformation deals and leverages the tools and technologies available on the market, applying analytics and IA to drive consistency.

While procurement platforms and P2P process automation are common, the uptake of intelligent automation supporting sourcing activities has been slow to date. To address this, Capgemini has:

- Increased collaboration across the Capgemini Group, which brings more strategic capabilities, such as upfront operating model design, category management, and strategy
- Partnered with emerging technology providers, such as Fairmarkit, a smart sourcing platform for tail end spend, Globality, for autonomous sourcing of services, and Beeline, a vendor management system focused on services
- Added functionality to its analytics services to support the upstream procurement process, e.g., savings tracking and commodity tracking to track indices based on proprietary and open-source data
- Established a global sourcing CoE with locations in the Americas (Guatemala/Brazil), Europe (Krakow), and APAC (Chennai/Nanghai) for buying request management.

“Capgemini's digital procurement offering leverages its Frictionless Enterprise approach to address key challenges in procurement automation – resistance to change and disconnect within procurement.”

ALISA SAMOYLOVA

Market Analyst, NelsonHall



Looking ahead, Capgemini plans to:

- Expand its Ivalua capability within Business Services as a core platform for delivery, alongside existing capability across Capgemini
- Continue to establish partnerships with key technology partners such as risk management, sustainability to support the S2C process
- Strengthen its analytics capabilities by introducing predictive analytics to assist sourcing managers in being better prepared for future spend.

Capgemini looks to deliver its digital procurement services through a plug-and-play cognitive procurement ecosystem to provide a coherent end-to-end digital procurement transformation for its clients.

The backbone for the platform already exists, and Capgemini is currently working on adding a front-end workflow layer. The plug-and-play platform will bring together a very broad range of capabilities for an integrated procurement function.

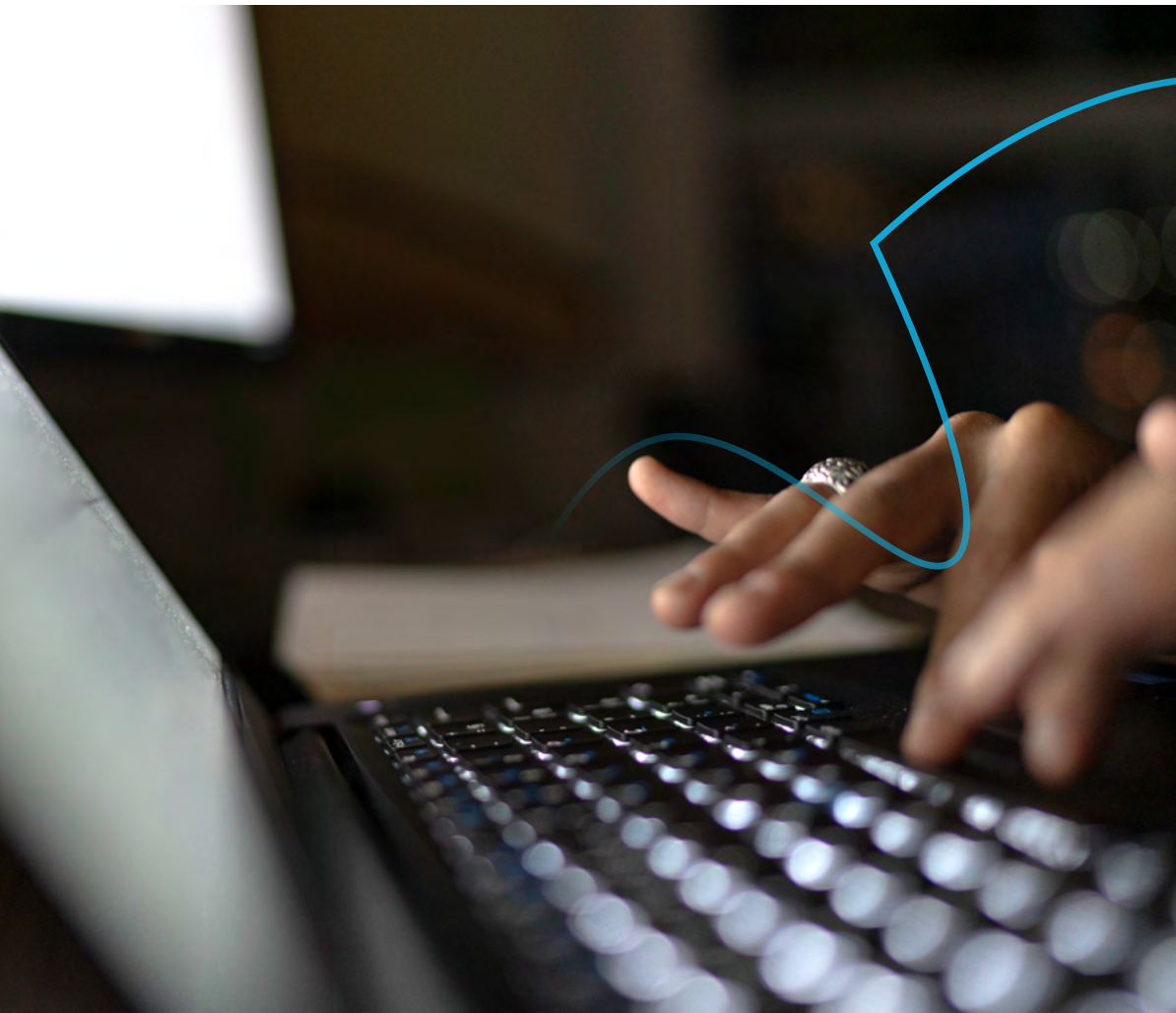
Conclusion

In conclusion, COVID-19 has highlighted the importance of further investment in automation as procurement gains strategic importance. Capgemini's digital procurement offering leverages its Frictionless Enterprise approach to address key challenges in procurement automation – resistance to change and disconnect within procurement.

Although the automation of the end-to-end procurement process remains a challenge, Capgemini has made initial steps and looks to further develop its capability in procurement beyond the P2P.

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Alisa Samoylova is a market analyst at NelsonHall with responsibility for procurement BPS and healthcare BPS research. Before joining NelsonHall, Alisa held roles in market research at Euromonitor International, in procurement and finance at King's College London, as well as in scientific research at Heidelberg University in Germany.



SUSTAINABILITY



SUSTAINABILITY

HOW NET ZERO BECAME OUR NEW NORMAL – OUR PROGRESS TOWARDS AMBITIOUS SUSTAINABILITY TARGETS



DR. JAMES ROBEY
VP, Global Head of Sustainability,
Capgemini

How we are reaching our ambition to be carbon neutral by 2025 and a net zero business by 2030.

It is just over a year since Capgemini announced our new ambitious sustainability targets to achieve carbon neutrality across our operations no later than 2025, and to become a net zero business by 2030. And what a year it has been. While the COVID lockdowns around the world disrupted people's lives and the broader global economy,

they also accelerated, for many, new and more sustainable ways of working. It seems an appropriate moment to assess our progress towards net zero and look at how we are starting to adapt to what a post-COVID new normal might look like – one that embraces sustainability as a core pillar of our day-to-day working lives.

Let me start by reflecting that the sustainable transformation of our organization at the scale and pace we have targeted is ambitious and will materially impact every aspect of the way we operate. A transformation such as this requires radical change in everything from procurement and IT operations to people policies and business models. As I'm sure any of my peers will attest, it is a significant undertaking.

At the center of our sustainable revolution is leadership, authenticity, and transparency

Achieving this radical transformation, requires leadership from the top of the organization, and at Capgemini our Group CEO Aiman Ezzat has publicly stated: "I have put acting on climate change at the heart of our Group priorities with a focal point of our ambitious target of net zero by 2030." This leadership direction

is enabling the unlocking of the Group's entrepreneurial spirit and provides the mandate at every level to transform.

Having this genuine commitment from the top enables us to focus on authentic and meaningful change. I have been outspoken about some of the "greenwashing" that we have seen over the past year, with companies making carbon-neutral or net zero claims but without disclosing any information about the scope of emissions they are including or their chosen type of offsetting.

This cannot be the way forward – given the scale of the climate emergency, we need both a commitment to bold ambition and complete transparency. That's why, along with the publication of our new sustainability ambitions last year, we have endeavored to be fully transparent about the scope of our focus.

How we are accelerating our net zero transformation

So, as we enter the twelfth month on our journey, we have now established at the heart of our net zero transformation our ten-stream sustainability transformation roadmap that will enable us to achieve our sustainability ambitions.

The program started with establishing executive governance, and last summer we created our net zero board including both our CEO and CFO as well as other Group Executive Board members. This was complimented with our net zero cross-functional committee, bringing together executives at the operational level. These two groups, supported by a dedicated team from our Invent consulting business, enabled us to rapidly accelerate our sustainability actions.

Last autumn, we had our new carbon reduction targets validated by the Science Based Target initiative (SBTi) as being in line with 1.5°C climate science. We also committed to switching to 100% renewable electricity by 2025 joining RE100, the global corporate renewable energy initiative.

The next major step was to cascade our global targets down to country and function level, and to build detailed action roadmaps that take into account regional specificities, business models, and opportunities.

Starting with our largest geographies, roadmaps covering over 70% of the Group by headcount were completed by the end of 2020, with the remainder of countries subsequently addressed. Central to this process has been our environmental management team, responsible for our globally ISO14001 certified Environmental Management System.



Accelerating our approach through partnerships and collaborations

While much can be achieved internally, to really achieve the scale and scope of transformation required for a net zero world, we recognize the criticality for collaboration – with clients, partners, NGOs, and suppliers. Since joining the Race to Zero campaign as a founder member last summer, we have also joined the World Economic Forum (WEF) 1 trillion trees campaign to conserve, restore, and grow one trillion trees around the world, and our CEO joined the World Economic Forum's Alliance of CEO Climate Leaders, a global community of Chief Executive Officers who catalyze action across sectors and engage policymakers to help deliver the transition to a net zero economy.

We are also mobilizing with our clients and our people. Our people are critical to our net zero transition, and to bring over 270,000 on our journey we have accelerated our sustainability learning pathways and this year have launched a new tool for the calculating carbon impacts of our client engagements. Understanding the climate science and the carbon impacts at the client engagement level will be crucial for both delivering our targets, and in supporting our clients with their sustainability challenges.

Driving change in our core impact areas

With supply chain emissions, our global procurement team has started the not-insignificant task of calculating our initial baseline measure of our supply chain carbon emissions. This is the first important step in delivering our science-based supply chain target of halving the absolute emissions of our supply chain by 2030.

Operationally, we are making significant progress on energy transition to 100% renewable electricity. By the end of 2020, Capgemini's operations* in Belgium, Brazil, Denmark, Finland, Ireland, Italy, Luxembourg, the Netherlands, Spain, Sweden and Switzerland were fully running on renewable electricity. In parallel, the integration of the real

estate portfolio from our acquisition of the Altran organization commenced with Altran sites being added into our renewable electricity transition program.

Work has also commenced to double the onsite renewable energy generating capacity at our Indian campuses is also in progress, and already we have installed another 8,400 solar panels this year bringing online an additional 3.1 MW of generation capacity. Our global real estate team has also developed one of the first GreenLease frameworks in our sector, which sets out the selection criteria for new sites and which will have significant impact on the future sustainability of our portfolio.

The criteria, which will be applied when choosing buildings as well as renewing leases, includes renewable energy, energy efficiency and monitoring, sustainability accreditation, electric vehicle charging points, and proximity to public transport. This program has recently been recognized through the Green Lease Leader program.

“Our people are critical to our net zero transition, and to bring over 270,000 on our journey we have accelerated our sustainability learning pathways and this year have launched a new tool for the calculating carbon impacts of our client engagements.”

DR JAMES ROBEY

Global Head of Sustainability,
Capgemini





The last year has also seen a complete overhaul in the conception of business travel. With the COVID lockdowns, Capgemini pivoted almost overnight to near universal working from home while continuing to deliver to our clients. This remarkable transformation was in part supported by our pre-pandemic focus on reducing travel carbon emissions through empowering our people with the collaboration tools to work flexibly. This flexibility will continue to underpin our future delivery models enabling the continued dual focus on delivery excellence and reduced carbon impacts from travel.

We have also launched a new global travel policy, which ensures that carbon considerations are front of mind when making daily travel choices and have commenced the transition of our company fleet to 100% electric vehicles (EVs) by 2030. Finally, we recognize that commuting is also a material component of our environmental impacts and have recently conducted our largest-ever employee travel behaviors survey to understand our people's current and pre-COVID commuting behaviors. The analysis, currently underway, will be crucial as we implement plans to reach our 2030 target to reduce by 50% the impact per employee of commuting.

Continuing our net zero journey

While our primary focus must be on reducing our carbon emissions, we recognize that there will always be a proportion of our carbon footprint that cannot be eliminated. To compensate for these residual emissions, we are currently finalizing carbon-offsetting approach (with our focus being on nature-based removal projects). We'll share more about this soon.

Overall, it's been a busy 11 months, but given the scale of the challenge required to limit global warming to 1.5C degrees above pre-industrial levels, there is still much to do. As we look forward five months to the COP26 climate conference in Glasgow, we remain committed to extending our own sustainability focus whilst collaborating with our clients, partners, and suppliers to support theirs.

* Excluding some sites from the Altran organization acquired in April 2020.

James Robey has led the Capgemini Group sustainability agenda since setting first carbon reduction targets in 2008. He manages Capgemini's sustainability risks and drives our program to reduce environmental impacts in our most material areas.

“With the COVID lockdowns, Capgemini pivoted almost overnight to near universal working from home while continuing to deliver to our clients.”

DR JAMES ROBEY
Global Head of Sustainability,
Capgemini

12 MONTHS ON THE ROAD TO NET ZERO

A year ago, in July 2020, we announced a strengthened commitment to sustainability with a new ambition to achieve carbon neutrality across 2030. Here we share highlights of our actions and progress in the first 12 months of this journey.

At the start of our journey we set six carbon reduction targets Science-Based Targets initiative (SBTi) as being in line with the level of reduction needed to limit global warming to 1.5°C. and established a 10-point sustainability transformation roadmap to enable us to achieve our ambitions.

OUR 10-POINT PLAN



● Energy ● Travel ● Supply Chain ● Carbon Offsets ● Collaborative global framework

"I HAVE PUT ACTING ON CLIMATE CHANGE AT THE HEART OF OUR CLIMATE GROUP PRIORITIES"

AIMAN EZZAT

Capgemini Group Chief Executive Officer

KEY PROGRESS ON OUR ROAD TO NET ZERO

COLLABORATIVE GLOBAL FRAMEWORK



Global 1.5°C climate science targets validated by the SBTi

Global governance strengthened with global net zero board

New L&D pathway to mobilise employees on sustainability

Global ISO140001 EMS for 98% of Capgemini headcount

Strengthened cross sector collaboration joining Race to Net Zero, EV100, RE100, and WEF

First in a series of services launched to help clients measure and reduce impacts

CARBON OFFSETS



Strategy to focus on nature-based solutions developed

Estimation of required offset for 2021-2035 completed and sourcing commenced

SUPPLY CHAIN



Supply chain impacts quantified

Over 60% of supply chain engaged



TRAVEL

100% EV Company Fleet Transition underway

New Group Travel Policy enables sustainable choices

Hybrid Working established as 'new normal'



ENERGY

Doubling onsite renewable energy generating capacity in India underway

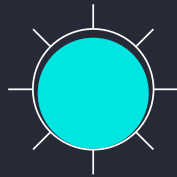
Award winning Green Lease framework launched

50%+ of our electricity now from renewable sources (including Altran offices)

Energy Travel Supply Chain Carbon Offsets Collaborative global framework

OUR ROAD TO NET ZERO 2020/21

Summer 2020



- Net zero and carbon neutral ambitions announced
- Executive governance established with the creation of our net zero board, including both our CEO and CFO as well as other Group Executive Board members
- Joined the Business Ambition for 1.5 C targets and United Nation's Race to Zero campaign as a founder member

- Our new carbon reduction targets validated by the Target initiative (SBTi) as being in line with 1.5 C climate science
- New carbon targets on commuting and supply chain (in addition to business travel and energy reduction targets)
- Reduce the commuting impacts of our 270,000 employees by 50% by 2030
- Halve the carbon impact of our supply chain by 2030
- New commitment to switch to 100% renewable electricity by 2025, joining RE100, the global corporate renewable energy initiative

Autumn 2020



Winter 2020



- Global targets cascaded to country and function level
- New net zero action road maps established in all major countries with Country Sustainability Boards responsible for meeting local targets
- Global ISO14001 Environmental Management system covers 28 countries and 98% of Capgemini headcount (excluding Altran)
- Joined the World Economic Forum (WEF) Trillion Trees campaign

- A detailed global travel survey to understand current and expected commuting habits received responses from over 42,000 employees globally
- Our CEO joined the World Economic Forum's Alliance of CEO Climate Leaders
- Our new award-winning Green Lease Framework, one of the first of its kind, launched setting out our sustainability approach to how we lease buildings

Spring 2021

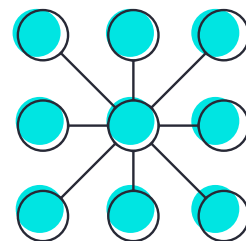


Winter 2021



- Our new Group Travel Policy announced with the aim to help us travel smarter, safer and more sustainably.
- Joined the EV100 initiative from international non-profit organization The Climate Group, bringing together companies committed to accelerating the transition to fully electric vehicles
- No further orders of new pure diesel or petrol cars for our company fleet permitted
- Integration of former Altran sites into our global ISO14001 Environmental Management System commences

PROGRESS AGAINST OUR 10-POINT PLAN



1. Transition to 100% renewable electricity by 2025

- Operations* in Belgium, Brazil, Denmark, Finland, Ireland, Italy, Luxembourg, Netherlands, Spain, Sweden, Switzerland and the UK fully transitioned to run on renewable electricity
- Impressive strides made in India, where the renewable energy market is evolving and growing
 - Committed to doubling our own on-site generating capacity for renewable energy
 - Installed another 8,400 solar panels bringing an additional 3.1 MW of generation capacity
 - Exported surplus renewable energy generated during the pandemic to the state electric grid
- Over 50% of our electricity (including Altran offices) now comes from renewable sources

2. Increase the sustainability performance of our offices and data centres

- Launch of our new Green Lease framework sets out our sustainable approach to how we lease buildings and will drive significant impact on our real-estate portfolio
- New energy efficiency projects are underway, including new LED lighting upgrade and control in the UK, France, and Spain and new LED light fittings in India
- Smart meter implementations commenced in Germany
- In India improvements to air conditioning systems underway, with new efficient air handling equipment and the installation of chillers in key locations



3. Reduce travel emissions through our low carbon digital delivery model

- The establishment of our "new normal" hybrid working approach accelerated as a result of COVID-19 and employees encouraged to question if travel is the right option
- New Group Travel policy increases awareness of sustainable travel and encourages people to choose more sustainable travel options with guidelines, support and tools on how to do so

4. Transition to an electric vehicle fleet

- Transition to a fully electric car fleet is underway and by 2030 our fleet will be comprised of 100% electric vehicles
- No further orders of new pure diesel or petrol cars for our company fleet permitted
- New contracts with selected leasing companies and car manufacturers have been agreed
- In India we have invested in an additional 35 electric vehicles in its fleet for employee commuting across Bangalore, Pune and Noida locations

5. Reduce the impact of employee commuting

- Global commuting survey completed on current and expected commuting habits, informing commuting reduction action plans
- A new calculation methodology developed to estimate the carbon impacts of people working from home, and as part of our commuting survey we have begun gathering insights on the actions employees are taking to improve their sustainability at home.

6. Reduce the carbon impact of our supply chain

- Calculated the initial baseline measure of the carbon emissions from our supply chain as the first step in halving supply chain emissions by 2030
- Work is underway to develop an action plan to measure and reduce this going forward.
- Engaged with over 60% of our supply chain to encourage them to report on and drive down their carbon emissions associated with the goods and services they provide

7. Neutralize the impact of residual emissions with carbon removal offsets

- Developed carbon offsetting criteria to define our future carbon offsetting strategy (with agreement to focus on nature-based solutions)
- Estimation of required offset for 2021–2035 completed
- Discussions underway with carbon offset suppliers

8. Empower our people to help create the sustainable future we want

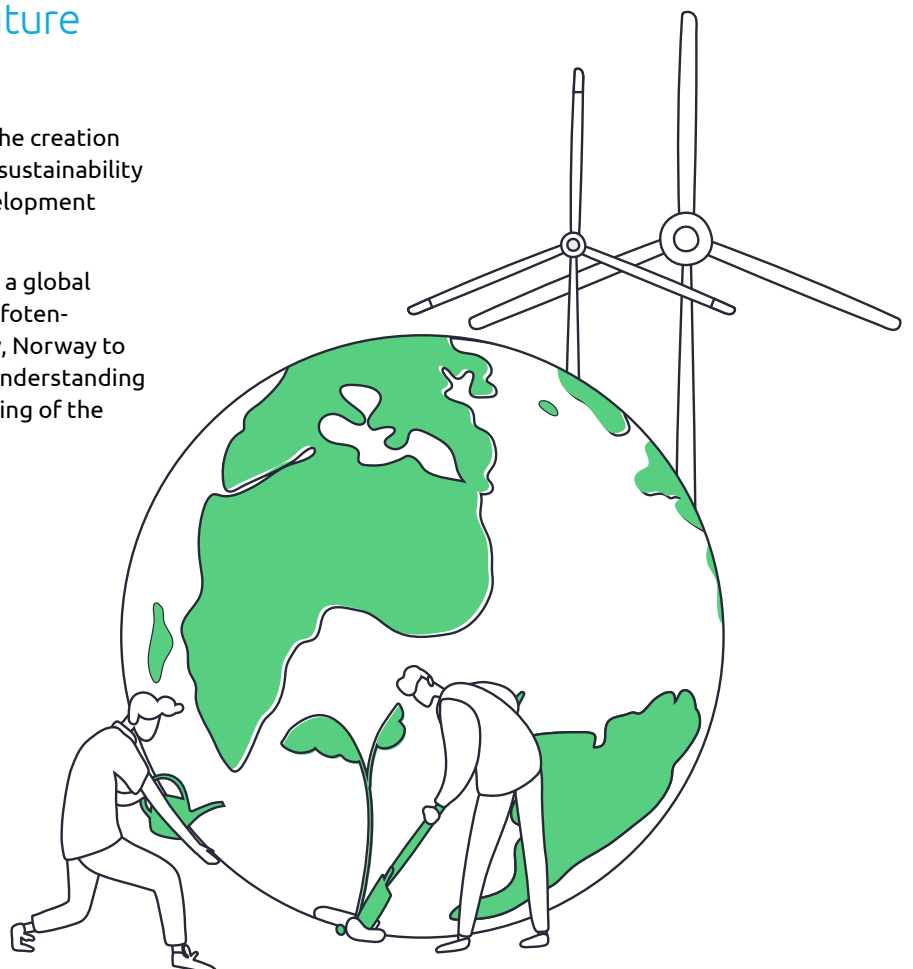
- Accelerated employee learning with the creation of a new L&D pathway to mobilise on sustainability including new tools, training and development experiences
- 667 teams in 33 countries took part in a global challenge in collaboration with the Lofoten-Vesterålen (LoVe) Ocean Observatory, Norway to look at how AI can contribute to our understanding of the ocean environment and modelling of the earth's climate

9. Collaborate with clients and partners

- Launched Centre of Excellence to drive down impacts of client services and products, launching Sustainable IT as the first client sustainability offer to help save them 10 million tons of carbon by 2030
- Client Carbon Impact Calculator developed to measure and model carbon impacts of our services across a broad range of sectors and projects as well as the impacts of our project delivery teams
- Our award-winning Research Institute reports continue to bring together business, academia and government on sustainability topics: "Conversations for Tomorrow," "Sustainable IT," and "Sustainable Manufacturing"

10. Lead globally on sustainability

- Global governance strengthened, with global targets and global net zero board established
- Global action plans for energy, travel, procurement and offsetting
- Enhanced reporting and risk management processes for climate related risks in line with commitment to TCFD (Task Force on Climate-related Financial Disclosures)





SUSTAINABILITY

POSITIVE INITIATIVES DRIVE CAPGEMINI'S COMMITMENT TO SUSTAINABILITY



PARVATHY NAIR

Vice-President, Head of Marketing,
Capgemini's Business Services

Business Services' leaders explain how they are helping Capgemini's clients drive sustainability into their business operations, and the outcomes they can achieve..

It's difficult for an organization to consider its evolution without factoring in its responsibilities to the environment and society.

Targets such as increased business insight, greater efficiency, more seamless processes, and better user experience ought to be joined by a commitment to become carbon neutral.

Sustainability and efficiency are linked – the more efficient we are, the less resources or energy we spend. And the positive impact of truly sustainable

engagements on employees and customers is the cherry on the cake.

In this article, some of our leaders share insights on how Capgemini is helping its clients drive sustainability into their business operations, and how they leverage our Frictionless Enterprise approach to deliver sustainable outcomes.

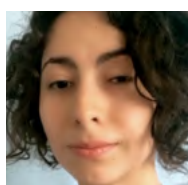
**TIM SZYMANSKI**

Go-To-Market Manager

Capgemini helps our clients balance service, quality, and cost so that they get the outcomes that matter to them. We also help clients connect with and understand their customers more – meaning operations, products, and services can evolve profitably and responsibly.

When clients drive sustainability and optimize customer operations, there are immediate, long-term benefits. We help our clients increase productivity, improve quality, and reduce cost. This also positively impacts the environment, as greater operational efficiency leverages less energy, consumes fewer natural resources, and produces less waste.

We help our clients achieve their sustainability goals by reducing the environmental impact of their enterprise IT. We do this by creating an organization-wide culture around net-zero objectives. We also work with clients to identify emissions hotspots and identify ways to reduce their carbon footprint. This is important as a majority of organizations that are committed to a sustainable IT roadmap see improved environmental, social, and governance (ESG) scores, increased customer satisfaction, and tax savings as a direct result of sustainable IT practices.

**ELLE SANCHEZ**

Digital Transformation Manager

Sustainability is now on client agendas more than ever when Capgemini transforms processes with our clients.

As an example, when we recently looked at the impact of paper throughout a client's end-to-end processes such as order-to-cash – this review encompassed everything from printing receipts and billing, all the way to the invoice coming in and how the client has to print and file it correctly. We looked at how much this client could save on paper and how much it cost them to print each invoice, ultimately leading the client to net savings of £300,000.

Capgemini's Frictionless Enterprise approach makes outcomes such as this a reality by breaking down silos between different departments to make processes more efficient and eco-friendly. Digital ways of working always end up driving sustainable outcomes even if the initial goal is something else, such as improving customer experience.

In our client's scenario, intelligent automation not only helped to eliminate manual effort, but also caused a reduction in friction by reducing paper usage, which led to a reduction in our client's carbon footprint. A sustainable approach is inherently frictionless and improves customer experience and increases brand loyalty.

**ANTOINE STAREK**

HR Senior Transformation Director

Many of our clients' sustainability targets relate to people. From reducing carbon footprints to recycling to fitness programs – most of these initiatives are either enabled by people or influenced by their actions.

At Capgemini, we enable our clients to achieve these goals through more digital interactions and easier communications between their workforces and the HR policies that drive them.

The main outcomes for our clients who embrace sustainability are increased efficiency, happier employees, reduced carbon footprint, increased effectiveness, and significantly reduced costs. Digitally-enabled HR processes reduce the need to come to the office, send paperwork via post, and complete other carbon-generating activities.

We consistently keep sustainability in mind by ensuring employees are made aware of Capgemini's new bike to work program, rideshare options, and our remote working and company fitness plans.

We also help decarbonize HR processes and limit the amount of paper used across the organization. It feels good to do good!





ELOISE HEBERT

Executive Program Manager

The recent shift towards touchless operations and the implementation of artificial intelligence (AI) into customer operations has brought huge changes for our clients and Capgemini.

Adopting a data-driven approach to our business is helping our clients streamline their data architecture by designing more sustainable and efficient processes. This is enabling frictionless operations and remote working models, while still having access to key information.

Key outcomes for our clients' business processes include a much better carbon footprint and enhanced time-effectiveness through streamlining data access via cloud native solutions that break down silos and store everything in a single space. It's also less energy-consuming as a result.

Through our combined aim of achieving sustainability and a customer-first agenda, we reduce our clients' carbon footprint, while delivering a highly personalized experience and building meaningful relationships with their customers. It's a win-win situation!



AGATA KASPEREK-KARWOWSKA

Transformation Manager

At Capgemini, we leverage sustainability goals to ensure the organizational outcomes we deliver have a positive environmental effect across supply chain function. Within the planning area we are helping our clients balance their demand and supply operations by enabling touchless planning capabilities to avoid overproduction.

The trend at present results in lower inventory levels, leading to a reduction in unnecessary warehouse space.

The main outcomes of driving sustainability into our clients' business processes include reduced CO2 emissions for both advanced transport and data optimization, reduced waste by going paperless and an advance in end-to-end capabilities to track the origin of goods. These initiatives help the brand attract environmentally-minded customers.

It is believed that eco-friendly endeavors induce additional cost. Through the frictionless = touchless approach we aim for our clients' organizations to become more sustainable and improve their performance.



SMITHA GOPALAI AH

Intelligent Automation Delivery Head

I drive robotic process automation (RPA) and AI-based solutions for our clients, driving benefits such as reduced risk, wage costs and workload, improved data quality, increased scope for data collection, improved business results and faster service. Reductions in power usage, tracking and improving the lifecycle of products and a saving of time and resources results in sustainability.

AI solutions mimic human decision-making, reducing the dependency on humans as. These solutions also provide easily scalable and sustainable outcomes, managing changing demands and requirements with ease. RPA also help reduce the need for paper, which helps to save trees and thereby manage CO2 levels in the atmosphere.

The Frictionless Enterprise fuses clients, engagement leads, the business transformation team, delivery excellence partners, the analytics team, and innovation lab to drive best-in-class automation and business value

for clients. It leverages technology including cloud-based solutions to reduce duplicating data. This creates a frictionless environment reducing workload and resources, helping to reduce our carbon footprint.



KANHIYA SINGH

Senior Solutions Consultant

The global pandemic has acted as a catalyst to drive our frictionless and sustainability goals. Despite the disruption caused by the pandemic, the increased adoption of remote working has pushed the digital transition. Many of our clients are now open to moving to digitalized, automated operations, which is helping us drive workforce reduction and curb company CO2 emissions.

Capgemini's digital products and services encourage sustainability through our digital offerings, and we have observed a 40–50% increase in digitization across the value chain leading to a 20–25% reduction in CO2 emissions.

Although sustainability is not always the focal point for clients, the "Sustainable Planet" pillar of our Frictionless Enterprise approach acts as the foundation to sustainable business operations as one its inevitable outcomes.

Leveraging a digital twin helps us formulate core business solutions, leveraging an AI-augmented workforce and AI-driven operating models to drive frictionless processing. The more efficient we are, the less resources or energy we spend thereby achieving our organization's sustainability goals.



ROBERT PIOTROWSKI

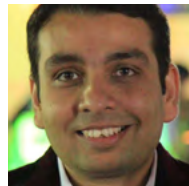
Record-to-Analyze Global Process Owner

More efficient solutions and delivery strategies reduce finance and resource consumption which directly feeds our sustainability agenda. With our platform-based record-to-analyze (R2A) function – a part of our AI.Controllership solution – we enable continuous accounting, continuous close and real time reporting, eliminating extreme effort peaks and supporting well-informed decision-making, driving sustainable outcomes.

Our finance intelligence concept is embedded in all our processes. We provide information allowing procurement to pick up suppliers that are producing in a responsible way and provide analysis enabling us to reduce the storage costs. The R2A function drives overall ESG reporting and provides clarity to business leaders on our sustainability goals.

Efficiency savings up to 50–60% and growth in business revenue are some of the positive outcomes of the Frictionless Enterprise. Although sustainable operations bring tangible financial growth to clients, the motivation behind these initiatives

should be to safeguard our planet, humanity, and the next generations. Organizations that keep this in mind will be more successful, as investors, consumers, and employees are engaging green companies more and more.



SANDIP SHARMA

Director, Digital Supply Chain Solutions

We help our clients reduce their carbon footprint through better planning and optimization of processes. Products need to be distributed to different stores across geographies. However, if the process is not optimized properly, the number of trips a truck makes increases more than it needs to be. Reducing the number of trips or shipments helps reduce CO2 emissions.

If processes are siloed as opposed to connected and integrated, waste is created in different parts of the supply chain – within the warehouses, distribution centers, and the logistics network. This waste ties up working capital for clients. Reducing it creates a reduction in the overall cost clients incur. Another key performance indicator (KPI) that is positively impacted is the responsiveness to

customer demand, which ultimately improves the agility of supply chain processes.

Capgemini's Frictionless Enterprise concept aims to increase hyper-automation and implement an augmented workforce with the right technology. This improves efficiency and positively impacts sustainability. Making these processes frictionless and seamless has a big impact in terms of waste reduction and lowers the cost of operations.



SCOTT MANGHILLIS

Business Transformation Manager

There's a direct correlation between reducing Capgemini's overall carbon footprint and that of our clients. Our contact center and customer operations solutions reduce friction for both caller and agent, helping our clients speed up the time to answer queries and resolve problems. Because of this, less infrastructure is needed and call centers become more efficient, leading to a significant reduction in the carbon footprint.

We make contact centers more efficient by leveraging digital transformation to reduce the required

amount of infrastructure, shift infrastructure from on-premise to the cloud, and decarbonize through shrinking the overall headcount and the amount of commercial floor space needed.

We provide guidance to our clients on implementing sustainable solutions and retiring their data centers, as well as helping them transform their contact centers to be more efficient. We do this by leveraging our Digital Global Enterprise Model (D-GEM) platform, which can lead to a significant reduction in overall contact center expenses.



DIVYA TURNER

Order-to-Cash Global Process Owner

By driving digital and organizational transformation we secure sustainable outcomes for our clients. An underutilization of resources creates more automation, expanding an organization's footprint. To combat this, our experts look at optimizing and scaling current processes.

With greater efficiency comes cost-effectiveness. Our clients can channel data more effectively by giving the right information to the right person as opposed to retrieving incorrect data. This makes it easier to provide insights improving overall customer satisfaction.

The Frictionless Enterprise concept is the driving force behind sustainable initiatives and offers monetary benefits by improving days sales outstanding (DSO) processes and working capital. There are a few things we can do that help achieve outcomes that benefit our clients. We can reduce or eliminate manual tasks and ensure people are focusing on strategic, higher-value activities. Thanks to AI and machine learning (ML), learning costs are reduced and time management of resources and knowledge improves.

The effective use of technology and management of resources leads to a streamlining of employee's activities and workload, which in turn reduces an organization's energy consumption and waste.



MAŁGORZATA PRACZYŃSKA

HR Automation and Improvement Manager

HR is one of the most forgotten teams when it comes to automation and improvement. The HRInnHUB team that I lead – an internal function dedicated to continuous innovation in HR – is on a mission to improve HR processes. We bring automation to HR slowly, avoiding a revolutionary approach. Sustainability in small steps.

Our sustainable solutions deliver next-generation, frictionless outcomes that leverage a human-centric approach. Incorporating technology into HR processes means less manual work for employees leading to faster processing times, thereby eliminating energy waste. Focusing on something smaller and user-friendly like mini bots helps to drive frictionless outcomes.

The Frictionless Enterprise is based on making strategic changes within business frameworks. Rapid change would negatively impact employees – people generally don't like revolutions. Our people-focused approach prioritizes the health of our employees leading to sustainability outcomes; less manual work is more energy efficient and means less stress for employees.

Parvathy Nair *leads marketing and communications for Capgemini's Business Services.*





SUSTAINABILITY

BIG CONVERSATIONS FOR A SUSTAINABLE FUTURE



JÖRG JUNGHANNS
Vice President Europe
– Digital Supply Chain,
Capgemini's Business Services

One leader. One hour. One circle. One global movement – Capgemini's new global campaign to mobilize the business on climate action is leading the way for sustainable transformation.

Climate change is wreaking havoc. From the scorching temperatures of North America's "heat dome," deadly floods across China and Europe, and unprecedented wildfires across southern Europe and California – humanity is steadily marching towards an uncertain future. But there is still time to change.

Technology shapes the way we live our lives – and it needs to be at the forefront of the fight against climate change. Understanding how to implement sustainable technology solutions across industries and sectors is a crucial step in safeguarding our planet. Change is not just initiated by governments and politicians.

It's about business, industry, and most importantly people.

Following [Capgemini's net-zero ambition announcement](#) last year, the Group launched "Climate Circles" – one of its biggest mobilization campaigns.

Focused on bringing our people together to share ideas on sustainability transformation for positive change, Climate Circles consisted of leader-facilitated talk circles to redefine what it means to be a responsible business.

The urgency to implement sustainable solutions and services

This exciting and inspiring initiative was led by Capgemini Group CEO Aiman Ezzat, who invited Capgemini's leaders to organize 1-hour conversations with their teams.

The intention behind these conversations was to spark curiosity and provoke thought and action among team members, laying the foundations for bringing sustainability thinking into our products and services, helping our clients with sustainability challenges, while also demonstrating a dedicated commitment to the climate crisis.

Leaders were presented with two choices for discussion:

- **The race to net-zero** – key topics around the global climate emergency, forefronting the science and facts around climate change. The discussion focused on each

person's own beliefs about climate change to lay the groundwork for a review on the role of businesses in this equation, and whether the Group is doing enough in the global struggle against climate change.

- **Breakthrough and innovation for a sustainable future** – the role of industry in the face of climate change, focusing on technology and innovative solutions to address the global climate crisis. There was an evaluation of Capgemini's business capabilities to understand how the Group can enable global development for a sustainable future.

Coming full circle with sustainable transformation

Climate Circles is accelerating our peoples' learning journeys on sustainable transformation in a dynamic and engaging way, creating a pipeline of ambassadors for

Capgemini's new breed of solutions and services. It is mobilizing our teams to actively forge a brighter future, which will not only positively affect all internal areas of our business, but also our clients and the industries they work in.

Just as a journey of a thousand miles begins with a single step, so each small, individual action can have a big impact – which when mutualized, can help break down apathy and stagnancy towards real change in the fight against climate change.

To learn more about how Capgemini's Frictionless Enterprise approach can drive a sustainable future for your organization, contact: joerg.junghanns@capgemini.com

Jörg Junghanns leverages innovation and a strategic and service mindset to help clients transform their supply chain operations into a growth enabler



“Climate Circles is accelerating our peoples' learning journeys on sustainable transformation in a dynamic and engaging way, creating a pipeline of ambassadors for Capgemini's new breed of solutions and services.”

JÖRG JUNGHANNS
Vice President Europe
– Digital Supply Chain



SUSTAINABILITY

CAPGEMINI'S "SUSTAINABLE IT" AIMS TO REDUCE IT CARBON FOOTPRINT

Sustainable IT helps Capgemini's clients achieve their sustainability goals by reducing the environmental impact of their enterprise IT and creating an organization-wide culture around net-zero objectives.

IT generates 4% of global CO2 emissions and consumption is expected to increase three-fold from 2010 to 2025. Organizations across sectors must both reduce their carbon footprint and become enablers of positive climate action.

A recent report from the Capgemini Research Institute suggests that 61% of organizations which have built a comprehensive roadmap to accelerate sustainable IT implementation have realized improved ESG scores, 56% have seen improved

customer satisfaction and 44% have witnessed tax savings as a direct result of sustainable IT practices. Moreover, companies that have already scaled sustainable IT use cases have achieved 12% cost savings on an average.

New offering goes beyond IT consumption

Capgemini's new "Sustainable IT" offering goes beyond structurally transforming IT in terms of consumption habits and ways of

working, to empowering clients to create a culture of sustainable IT that is organization wide. Capgemini works with clients to provide qualitative and diagnostic tools that establish baseline business approaches to sustainable practice. Across business functions, Capgemini takes a holistic approach to identifying a company's emission hotspots and reducing their environmental impact.

“Sustainability is a key pillar of our strategic ambition and we are committed to helping our clients achieve their net zero objectives,” comments Aiman Ezzat, CEO of Capgemini. ***“Sustainable IT is the first block of Capgemini’s new sustainability offering framework, which is the backbone of a climate positive future. Organizations must re-assess their sustainability approaches to unlock the potential of smart technologies and move from a net-zero strategy to green product and service experiences.”***

The offering has already been applied to several key clients in the banking, insurance, utilities, manufacturing, public services, and energy sectors.

Capgemini’s strong network includes partners such as Enterprise Resource Planning (ERP) and applications suppliers, IT Hardware Original Equipment Manufacturers (OEMs) and infrastructure/cloud providers, which provide further end-to-end opportunities to accelerate the client’s sustainable journey with this new offering.

A holistic, four-pillar framework

Sustainable IT is based on a holistic, four-pillar framework focusing on:

- **Sustainable IT strategy** – setting a shared vision that includes qualitative and quantitative analysis of an organization’s IT environmental impact. Quantitative analysis includes ‘Life Cycle Assessment’ methodology that covers the impact of devices, infrastructures, applications and data. This enables organizations to assess their sustainable IT maturity score, allowing them to develop the right roadmap to achieve their sustainability goals.
- **Sustainable IT transformation** – leveraging 50 existing levers identified to reduce carbon emissions generated by enterprise IT through hardware, infrastructure, data and software. This transformation pillar includes levers such as server optimization, cloud migration, application eco-design, streamlining data or the sustainable IT module of Capgemini’s proprietary economic Application Portfolio Management (eAPM) to not only reduce carbon footprint but also cut operating costs.
- **Sustainable IT employees** – evolving employee IT consumption habits and ways of working to embrace a culture of Sustainable IT through a set of engagement tools and training programs, which can be readily deployed to accelerate the sensitization and mobilization of the workforce.
- **IT for sustainable business** – leveraging new technologies such as the Internet of Things (IoT), augmented reality (AR), virtual reality (VR), and Analytics to address the environmental challenges of an organization that enables efficient data capture, evaluation and analysis, monitoring and control, supports decision-making. It is enriched and facilitated by Capgemini’s [Applied Innovation Exchange](#) network globally.

Capgemini is in a unique position to [support clients on their sustainability journey](#) through its technical expertise, customized approach, and strong partner ecosystem.





SUSTAINABILITY

A ROADMAP TO IMPLEMENTING SUSTAINABLE IT



PIERRE-LOUIS SEGUIN
Global Sales Officer,
Capgemini's Business Services

There are three logical stages needed to develop an IT sustainability roadmap – assess environmental impact of an organization's IT, create an effective governance plan, and implement sustainable initiatives.

In two of my previous articles on sustainable IT I noted how little emphasis is typically being given to IT sustainability, and we also looked at the benefits of taking action. In this article, we'll consider the elements needed to develop an IT sustainability roadmap.

Stage #1 – perform the assessment

There are three stages to the roadmap we suggest, and they're pretty logical.

The first stage is to perform the assessment that will set the baseline

for the program on which you're about to embark. Remember in the first article, we noted that few organizations have established the carbon cost of their IT operations – and that it's hard to fix what you haven't measured? Well, that's something that needs to change.

Carbon emission assessment tools should be used to conduct a diagnostic assessment of the environmental impact of the organization's IT. In addition, maturity assessments across the enterprise and within individual business units will highlight where critical action is required.

The sustainable IT strategy that emerges from this assessment needs, of course, to be aligned to the organization's wider sustainability goals, and with the enterprise-wide ESG (environmental, social & governance) framework.

Key performance indicators, targets, and frameworks need to be defined, so a carbon cost to IT operations can be set. These frameworks are likely to include those provided by the International Standards Organization (ISO), as well as the GHG Protocol Corporate Accounting and Reporting Standard.

Stage #2 – create an effective governance plan

To some extent, governance is about demonstrability – in other words, about being able to show regulators and other external stakeholders that efforts are being made, and that standards are being met.

But governance isn't just an outward-facing proposition, and that's true in the case of IT sustainability in particular. Buy-in from the organization's own stakeholders, including senior leadership, is vital.

The survey conducted by the Capgemini Research Institute (CRI)¹ found that, of organizations with high levels of maturity in sustainable IT, two-thirds said they make sustainable IT part of the board-level agenda, compared

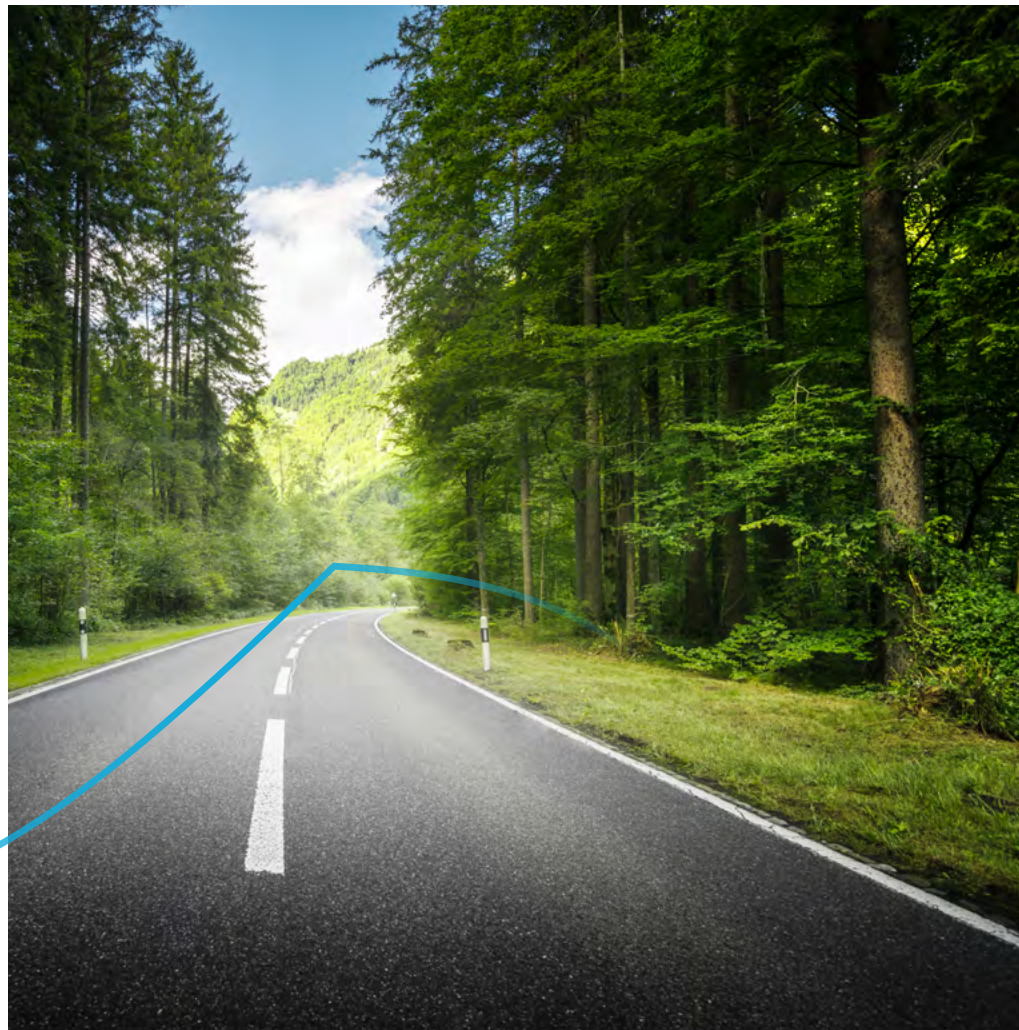
to a global average of around half that (34%).

It isn't just the people at the top who matter – it's also those who own the brief. Creating a dedicated team is important, because if sustainable IT is simply an objective among many others for the broader IT function, it's less likely to get the attention it deserves. The CRI survey showed that 95% of organizations with high maturity in IT sustainability have dedicated sustainability teams, compared to just 39% elsewhere.

Effective governance also means that organizations need to align their services, business models, and go-to-market strategy with their sustainable IT norms, in order to ensure that their focus on sustainability is consistently reflected in their overall business strategy.

“95% of organizations with high maturity in IT sustainability have dedicated sustainability teams, compared to just 39% elsewhere.”

PIERRE-LOUIS SEGUIN
Global Sales Officer



¹ Source: Capgemini Research Institute, Green IT survey, December 2020 – January 2021, N = 1000 organizations.

Stage #3 – implement sustainable initiatives

Well, I did say the three stages were logical, and this last stage – actually doing something – is perhaps the most self-evident of them all.

Here are a few operational areas to consider within the implementation of a sustainability initiative:

- Ensure sustainability is a key pillar of the software architecture – the CRI's research shows that most organizations that have been able to scale their software sustainability not only achieve a carbon reduction but additional cost benefits
- Identify the environmental impact of artificial intelligence (AI) during the design and training phase – AI technologies have their own carbon footprint, and analysis and remediation in this area is still at a comparatively early stage
- Make environmental impact a criterion in the selection of IT vendors – this not only helps your own organization meet its goals: it encourages the IT industry as a whole to redouble its own efforts
- Develop a sustainability culture – engaging employees in the process is hugely important. Even simple acts, such as powering down computers outside working hours, can make

a big difference – and it will save money, too

- Select and scale use cases – in the second article in this series, I gave a few examples of quick wins. Those are a good place to start – but in addition, the strategy developed in Stage #1 above ought to identify not just these quick-win initiatives, but those that will scale up to deliver the highest carbon reductions.

The list I've just given is by no means exhaustive, but you'll find these areas and others are covered at greater length [in the CRI report](#).

Towards a Frictionless Enterprise

Sustainability is one of the five pillars of what we at Capgemini call the Frictionless Enterprise, which is a business concept that enables information to flow smoothly and intelligently between people and processes.

If you'd like to see how IT sustainability forms part of the bigger Frictionless Enterprise picture, you'll find the whole concept – and its significant benefits – [neatly summarized here](#).

Pierre-Louis Seguin is the global sales officer for Capgemini's Business Services global business line.

“Sustainability is one of the five pillars of what we at Capgemini call the Frictionless Enterprise.”

PIERRE-LOUIS SEGUIN
Global Sales Officer



WHY IT'S TIME FOR A GREEN REVOLUTION FOR YOUR ORGANIZATION'S IT

Enterprise IT contributes significantly to the world's carbon footprint



89% of organizations recycle less than 10% of their IT hardware.



In 2019, **53.6** million tons of e-waste were generated worldwide – an increase of 21% in five years.¹

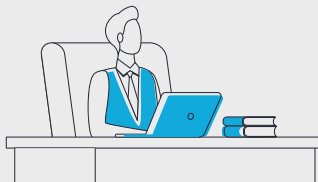


Data centers accounted for nearly **1%** of the world's energy demand in 2019.²

1. United Nations Institute for Training and Research, "GLOBAL E-WASTE SURGING: UP 21 PERCENT IN 5 YEARS," July 2, 2020.

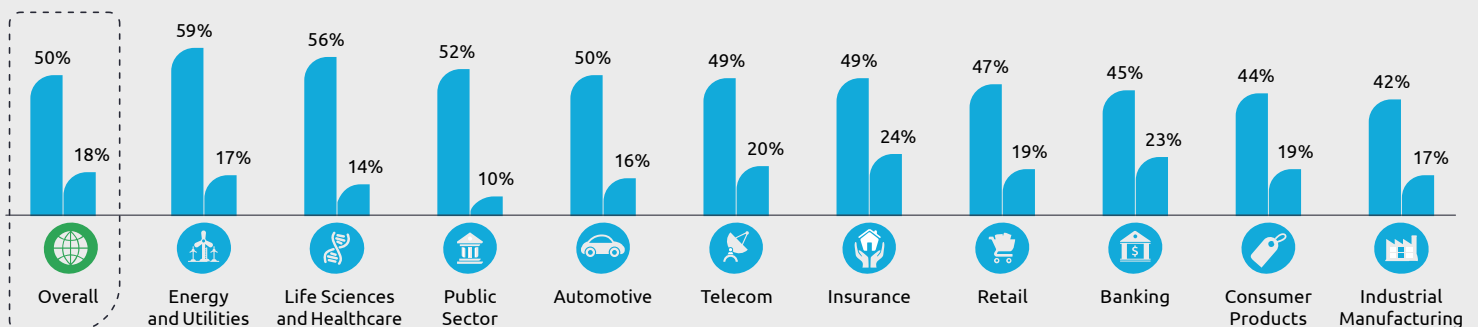
2. IEA, "Global trends in internet traffic, data centre workloads and data centre energy use, 2010–2019," June 2020.

Despite significant growth in the carbon footprint of IT, sustainable IT is not a priority for most organizations



Globally, only **43%** of executives say they are aware of their organization's IT footprint.

50% of firms say they have an enterprise-wide sustainability strategy, but only **18%** have a comprehensive sustainable IT strategy with well-defined goals and target timelines.



● Sustainability strategy covering the entire organization ● Sustainable IT strategy with well-defined goals and target timelines

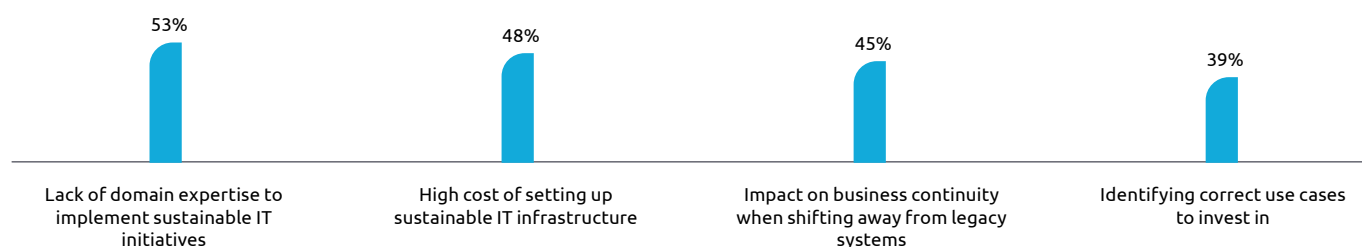
Source: Capgemini Research Institute, Sustainable IT survey, December 2020–January 2021, N=1,000 organizations.

Adoption and deployment of solutions is undermined by a lack of tools and expertise

49% say a major challenge, when it comes to implementing sustainable IT initiatives, is the lack of tools or standards/ratings to evaluate the carbon footprint of IT.



Implementation challenges are a major roadblock with **53%** saying they do not have the required expertise for sustainable IT implementation.



Source: Capgemini Research Institute, Sustainable IT survey, December 2020–January 2021, N=1,000 organizations.

Enterprise IT contributes significantly to the world's carbon footprint



6% of the organizations in our survey can be classified as highly mature when it comes to sustainable IT



61% of those highly mature companies have improved their ESG (environmental, social and governance) score and brand image



56% have improved customer satisfaction.

A three-stage roadmap is key to driving progress and seizing the sustainable IT prize

Roadmap for sustainable IT implementation

ASSESS: Set the foundation for sustainable IT initiatives

- Baseline and benchmark the environmental footprint of enterprise IT
- Create a sustainable IT strategy aligned to global sustainability strategy
- Define key performance indicators, targets, frameworks and set carbon cost to IT operations
- Create a transformation roadmap for sustainable IT

GOVERNANCE PLAN: Create effective governance for sustainable IT initiatives

- Ensure all stakeholders are committed to implementing sustainable IT initiatives
- Align services, business models, and go-to-market strategy with sustainable IT
- Create dedicated sustainable IT team

IMPLEMENT: Operationalize sustainable IT initiatives

- Ensure sustainability in software architecture
- Identify environmental impact of AI during design and training
- Make environmental impact a criterion to select IT vendors
- Develop sustainability culture among employees and teams
- Select and scale the right sustainable IT use cases

Source: Capgemini Research Institute analysis.



SUSTAINABILITY

SUSTAINABILITY: THE ROLE OF TECHNOLOGY – AND OF BLOCKCHAIN



ANOOP NANNRA

Global Blockchain Segment Lead,
Amazon Web Services

The application of blockchain technology in combination with machine learning and analytics enables enterprises to accelerate their own ESG goals, and the ESG goals of entire ecosystems.

The age of carbon tax is upon us. From the implementation of Local Law 97 in New York City to other governments taking a keen interest in this legislation, there is a rising global trend towards greater climate awareness and accountability.

Indeed, at Amazon Web Services (AWS), we have committed to sustainability on the cloud, by running our business in the most environmentally friendly way possible, and achieving 100% renewable energy usage for our global infrastructure.

While elected officials in cities around the world are paying closer attention to the methane emissions of their corporate constituents, it is important to note that the technology to measure and report carbon footprint adequately is not yet universally available. This opens opportunities for AWS partner start-ups and enterprises to innovate with solutions to meet this trend.

As sustainability innovation today falls into the mature category of ESG (environmental, social, and corporate governance), it is becoming clear that this more relevant than ever before.

Sustainability – the new governance metric

There is also growing evidence that sustainability will be one of the strategic pillars in corporate governance. We are now seeing companies outline comprehensive mechanisms and controls based on the value attributes of sustainability.

This not only governs how companies will operate and how they hire, but how they go to market, how they define channels to market, how and who they partner with, and how they select vendors and suppliers. While we are seeing very early signals of this new sustainability driven corporate governance model, impacts across supply chains are starting to emerge. Could this be the emergence of a new business norm?

It is customary to consider ties between supply chain and carbon offset commitments as an obvious benefactor of a sustainability initiative,

but we are also seeing the broader value chain benefit. As newer corporate governance models surface, changes to HR policies, procurement policies, partner strategies, and more, will evolve as well.

However, as with most efficient markets, considerable business process automation needs to occur in order for this to happen. More importantly, the efficacy of these processes and the data they consume must be treated as a first-class design consideration.

This is where I believe the application of blockchain technology and its integration with machine learning and analytics can form a powerful combination to automate many of what I believe will become shared business processes.

Fundamentally, for an ecosystem to become more holistic in its approach to sustainability goals, data efficacy is critical.

Business continuity and sustainability – interdependent benefits

While much of the attention in the blockchain space is focused on data integrity, process integrity is equally important.

The continuous execution of shared business processes, as is exemplified and put to practice through smart contracts in blockchain networks, yields the creation of an operating environment where business functions never stop.

Applied to the vast number of sustainability use cases, this new perspective on business continuity results in metrics and actions that not only provide automation of the validation of sustainability goals, but can also automate course corrections and adaptation to dynamic ecosystem conditions.

Whether it be applied to renewables, e-waste, food scarcity, or consumer packaged goods, the application of blockchain technology in combination with machine learning and analytics enables enterprises to accelerate not only their own ESG goals, but also the ESG goals of entire ecosystems.

Anoop Nannra is the Global Blockchain Segment Lead at Amazon Web Services, specializing in developing innovative products and services relating to blockchain, IoT, and sovereign identity technologies, while building and supporting teams through ideation to commercialization.





SUSTAINABILITY

CALCULATING CARBON IMPACT FOR CAPGEMINI'S CLIENTS



MATT BRADLEY
Sustainability Director,
Capgemini UK

As a leader in sustainability, Capgemini's Client Carbon Impact Calculator drives proactive sustainability conversations at the start of every client engagement.

Traditionally, delivery emissions have always been checked at the end of client projects by sustainability teams, who manually review the impact of the project and calculate any savings achieved.

However, with Capgemini's goal to save 10 million tons of CO₂ by 2030, client engagements need to accurately measure delivery emissions, not only estimating the savings we can help our clients achieve, but also the associated impacts of delivering the

project through our people, and where applicable additional information and communications technology infrastructure such as data centers.

With this in mind, Capgemini's Applied Innovation Exchange (AIE) team has designed the Client Carbon Impact Calculator – a simple and user-friendly tool that can be used by engagements across Capgemini to capture, report on, and understand the carbon impact of a particular project.

The calculator equips our colleagues with the tools and confidence to actively discuss and make sustainable decisions jointly with their clients.

In the tool's current release, there are five options to calculate fuel, electricity, delivery impact, data center, and water. Once the user has logged the estimated savings and information about the delivery team, the tool creates a report detailing the estimated impact, which can be then shared with clients as part of a bid.

All calculations are based on the emissions factors developed by DEFRA (the Department for Environment, Food and Rural Affairs in the UK) and International Energy Agency (IEA) with supporting reference data from within our own internal carbon accounting platform.

Not only has the Client Carbon Impact Calculator already been used on a number of bids and showcased to clients, but we are also receiving positive feedback and a number of organizations have asked us to build them a similar tool.

Together with our sponsors, we have started working to scope future releases that will include new calculators and additional functionality. This is helping us build a more sustainable future together with our clients.

Matt Bradley *inspires our clients to address their sustainability challenges and ambitions through the lens of our technology and engineering services.*

“Not only has the Client Carbon Impact Calculator already been used on a number of bids and showcased to clients, but we are also receiving positive feedback and a number of organizations have asked us to build them a similar tool.”

MATT BRADLEY
Sustainability Director,
Capgemini UK





SUSTAINABILITY

CAPGEMINI COLLEAGUES PLEDGE TO RESTORE OUR EARTH



KATARZYNA ZOLNA-BORON
Business Services Comms Lead,
Capgemini's Business Services

Restore Our Earth – the theme for Earth Day 2021 – focuses on how green technology and innovative thinking can help restore the world's ecosystem. At Capgemini, our Business Services colleagues have pledged to help this initiative in a variety of ways.

Big initiatives at an organizational level are great, but it is the small day-to-day actions of people that form the building blocks for a more sustainable future.

Every year on April 22, Earth Day is observed to work together to make our world a better place. We've collected pledges from our colleagues across our Business Services global business line worldwide to showcase how we're helping to Restore Our Earth.

Go meatless and reduce food waste

Veganism is on the rise. According to a [recent study presented by Carbon Brief](#), the meat and dairy industries create 7.1 gigatons of greenhouse gases annually, which accounts for 14.5% of total man-made emissions.

What's worse, methane (a by-product of the animal's ruminant digestive process) is 34 times more potent

Foods generally have a larger carbon footprint.

Cutting down on or omitting meat altogether and growing your own fruit and vegetables are two small but effective ways to help the environment.

They also help cut down on waste and encourage companies to invest more in the production of meatless alternatives.

Vanessa Tullio, Human Resource Manager at Capgemini Brazil, has pledged to do her part by going meat-free and growing her own food: "I've been collecting knowledge on seasonal produce, natural pesticides, and organic recipes, which has boosted my personal commitment to this journey, and made me feel more connected to our planet!"

Environmental awareness is driving organic initiatives

Deforestation is a huge driver of climate change, destroying biodiverse ecosystems that are essential if we want to rehabilitate our climate. Apart from dietary changes to help curb deforestation, planting trees and keeping nature clean can help counter climate change.

Jason Tadena, Process Associate at Capgemini Philippines, has pledged to keep the mountains clean and green, and teach the youth to do the same. He says: ***"My love of hiking has helped me realize that humans are responsible for maintaining nature's cleanliness. We're not the only ones benefiting from nature's gifts – animals also rely on a clean habitat. Restoring some of the practices our ancestors once used is also something we should consider."***

I pledged to help the environment by planting trees and teaching others to do the same. My children and I plant small saplings as well as acorns and chestnuts in our garden. We have the

ambition to grow an apple tree from the seeds of a wild one beyond our garden – it has some beautiful fruit! If everything goes well, we will be able to plant it in the spring of next year.

It's not a difficult task to plant a tree, and yet we lack this basic knowledge because we are deeply estranged from the natural world due to the fast-paced, technological landscape. Technology needs to be used to enhance climate initiatives and not break them down.

Reduce, reuse, recycle

More people are becoming minimalists as they become aware of all the "stuff" they throw out which is then sent to landfill sites. These sites produce CO₂ further contributing to climate change if left uncontrolled.

Upcycling is a brilliant way to reduce waste, and the need for natural resources in the production process.



"Technology needs to be used to enhance climate initiatives and not break them down."

KATARZYNA ZOLNA-BORON
Business Services Comms Lead

Aileen Chatterjee, Communications Specialist at Capgemini India, came up with a genius idea to reduce waste. She pledged to help the environment by renting her wedding dress rather than buying it. Wedding outfits in India are so elaborate that brides can't re-wear them for other occasions.

By ditching these traditional practices, more brides are shifting their mindset to reduce the waste that comes along with a once in a lifetime event!

Aileen says: ***"While I may not be able to enjoy the sentimental value of keeping it for generations after, I still get to wear my desired outfit at a fraction of the cost. It won't end up occupying space at my home thereafter and someone else can reuse it. The dress is temporary, while the memory lasts forever!"***

Our children's future is in our hands

Now more than ever before, we need solutions that need to come from the ground up.

For the sake of the planet and the generations to come, our children must learn that not everything needs to be bought but that some things can be grown or reused. Our evolution as a species depends on it.

If we work together, we can truly drive positive change for our planet. A brighter future for our children and ourselves is in our hands.

Katarzyna Zolna-Boron is experienced and accomplished in managing marketing processes.

"Now more than ever before, we need solutions that need to come from the ground up."

KATARZYNA ZOLNA-BORON
Business Services Comms Lead



EXPERT INSIGHTS



EXPERT INSIGHTS

BOOMI ENABLES ENHANCED OUTCOMES IN CASH AND COLLECTIONS



DIVYA TURNER
Global Process Owner,
Forecast to Cash,
Capgemini's Business Services

Capgemini's AI-enabled order-to-cash solution leverages Boomi's data orchestration platform to deliver frictionless receivables, cash flow, and collections. But what does this mean for the finance team that interacts with the solution?

While digital has come far, many organizations still struggle with unhappy employees and customers, slow decision-making, and too many employees focusing on repetitive, manual tasks. Unfortunately, order-to-cash (O2C) processes have not escaped this either. Data, systems, and processes remain stubbornly disconnected from one another – leading to a rapid increase in exceptions, higher costs, and revenue loss.

Capgemini's integrated, AI-enabled O2C solution leverages Boomi's data integration platform to bring orchestrated data, self-service, and AI-powered processing, insights, and analytics to the O2C process. This augments how Mary, a collections analyst, Rajesh, a disputes analyst, and Ashley, their manager complete their cash and collections tasks, enabling them to deliver an enhanced, frictionless customer experience.

Consolidating O2C the easy way

Let's start with Mary – a hard-working collections analyst. Mary used to spend time reviewing her accounts, calling and emailing customers to collect cash – hoping they paid on time so she could achieve her targets.

Now, with the help of our AI-enabled O2C solution Mary completes more important tasks – like helping resolve challenging issues with the business teams, or improving customer experience so they buy more products and services.

Her customers engage with her via self-service portals, interactive digital statements, and other channels. They also buy more because they experience fewer exceptions and invoice issues.

Our next-gen O2C solution helps to connect the dots here – enabling Mary to solve her customer's problems, forecast her month-end collections target, and recommend different approaches to improve her customers' days sales outstanding.

O2C dispute? No problem...

Rajesh is an O2C disputes analyst. Because our solution leverages customer data from across core

systems, customer and bank portals, and digital concierge systems to solve dispute and collections issues, Rajesh can now concentrate on higher-value tasks such as root cause analysis and complex business problems.

For example, next-gen, AI-enabled O2C technology enables Rajesh to orchestrate data to solve tax and pricing disputes. This means he now only needs to focus on the final steps or interactions of this process with his customers and sales team – which gives him more time to eliminate exceptions by improving this process overall.

Order-to-cash visibility at your fingertips

Finally, there's Ashley – Mary and Rajesh's manager. Our AI-enabled O2C solution gives Ashley visibility over her customers' end-to-end O2C process. It also gives her a view of her team's expected performance and recommendations on improving their performance.

Because our solution consolidates real-time data from all systems into one place, Ashley can now see transactions as they're solved in real time, in addition to any trends that might

impact results – helping her to take action to optimize outcomes quickly.

At the heart of our next-gen O2C solution, Boomi's intelligent, cloud-based platform enables Mary, Rajesh, and Ashley to complete their daily tasks more efficiently by giving them the information they need, when they need it.

By enabling enterprises to integrate and orchestrate services and manage workflows, anywhere – on-premises, in the cloud, or at the edge, Boomi helps seamlessly connect device and application data to accelerate business improvements and transform operations.

This makes Mary, Rajesh, and Ashley happier, their customers happier, and well, the world of finance a better place.

Divya Turner is the current global process owner for order-to-cash (O2C), the product owner for AI. Receivables, and has over 15 years of experience in driving innovation in O2C.





EXPERT INSIGHTS

WANT DIGITAL TRANSFORMATION SUCCESS? THEN PREPARATION IS KEY...



ELLE SANCHEZ
Digital Transformation Leader,
Capgemini's Business Services

Simplifying digital transformation happens in two key areas. Taking stock of how your current business processes work, and leveraging digital twins effectively to ensure continuous improvement with minimal effort in your organization.

Imagine you're about to row across the Gulf of Mexico from Cancun, Mexico to Tampa, USA. You wouldn't just jump in a boat and hope the currents in the water pushed you to your destination would you? Of course not. You would train and prepare for the task in front of you right?

Well, ensuring your digital transformation efforts are successful is no different. Preparation is king here too.

Simple takeaway digital transformation tips to keep in mind

To ensure your digital transformation is successful and that information flows like water between your employees, teams, and departments, you should invest time assessing your current business processes. For instance, are they consistent across different geographies or operational areas?

Leveraging Capgemini's [Digital Global Enterprise Model \(D-GEM\)](#) platform helps answer these questions, enabling you to clearly understand your business environment. This can accelerate organization, standardization, and simplification, as it gives you all the info you need to make informed decisions. D-GEM also acts as Capgemini's delivery platform for our [Frictionless Enterprise](#) concept, which seamlessly connects people and processes – whenever it is needed.

Getting these answers then gives you a clear picture of your inventory, which makes simplifying, standardizing, and automating things easier. This ensures automation runs correctly and that there is a solid foundation for intelligent solutions and continuous improvement.

For its part, standardization has many benefits including giving you access to a single, consolidated solution which makes maintenance easier, it facilitates data consolidation for performance analysis and the introduction of intelligent automation, delivering greater ROI. Furthermore, automating and digitizing end-to-end processes considerably improves the user experience. By removing obstacles from the online customer journey, you will increase satisfaction levels and reduce traffic levels in your call centers.

Although not every process can be standardized, making inputs consistent will enable you to automate at scale using workflows for example and improve the overall process.

However, if you truly want to prepare for any digital transformation – digital twins are a big part of this story too...

Digital twins – transformation made simple

Leveraging a [digital twin](#) can be a key component of your approach to transforming ways of working. But what is a digital twin?

A digital twin is a virtual copy of your operations, enabling you to insert any potential changes into a virtual version of your business – which helps identify more efficient ways of working for you.



Leveraging a digital twin approach uses a data-driven mindset to drive a proven cycle of continuous innovation through proven business mining, modeling, simulation, and improvement techniques.

Business mining enables you to identify friction in your processes (e.g., bottlenecks, waste, etc.), which are then modeled to test the benefits they will bring to your organization in a simulated environment.

Approaching digital transformations in this way enables you to see what works and what doesn't – without putting your business at risk. A digital twin accomplishes this by creating and testing alternative flows and outcomes to understand how to maximize value for you – all while monitoring ROI, parallel to your day-to-day operations.

Finally, a digital twin approach is extremely agile, helping you visualize your transformation in a realistic way, all while prioritizing tasks effectively to ensure you deliver on your transformation goals.

At Capgemini, we leverage digital twins as part of our Frictionless Finance offer to ensure best practices are followed throughout the digital transformation process.

Preparation is key

To conclude, digital transformation success comes from being well-prepared – ensuring everything flows like water, as part of a proven cycle of continuous improvement in your organization.

Which, ultimately, means that you're well prepared for anything your transformation throws at you in the long run.

Download Capgemini's [TechnoVision 2021 report](#) to learn more about how you can simplify your digital transformation journey.

***Elle Sanchez** creates target operating models for finance and accounting with an automation first focus to improve transaction cycles, reduce manual effort, and increase capacity within teams. She also designs end to end transformations from process and policy enhancements to touchless processing.*

“Digital transformation success comes from being well-prepared – ensuring everything flows like water.”

ELLE SANCHEZ

Digital Transformation Leader



EXPERT INSIGHTS

SUCCESSFUL AI IMPLEMENTATION MADE SIMPLE



PRIYA GANESH
Senior Director, Capgemini's
Business Services

When implementing AI, you need to walk before you can run. But what does process optimization look like in the real-world and how do you get there? Well, when it comes to getting the best ROI from your new AI process – you need to have a good plan to get started.

When implementing artificial intelligence (AI), always remember: "slow and steady wins the race." "Slow," we hear you shout, "I need to adapt fast or risk upsetting my customers!"

True. But this saying doesn't mean slow in the traditional sense – it means doing things properly now will ensure processes flow much easier in the future. This mindset is key for an effective AI implementation.

Simplify your business operations by leveraging a digital transformation platform

Before you can start on your AI implementation journey, you need to review how your processes work, and to revisit and calibrate your starting points if necessary. To achieve this, I recommend leveraging [Capgemini's Digital Global Enterprise Model \(D-GEM\)](#) – a flexible digital business transformation platform

that provides a complete overview of your people, processes, technology, and governance. D-GEM also features control points, which accelerate the transition to transformed, future-proof, truly frictionless processes – ensuring the entire process flows like water.

The D-GEM platform also includes a rapid assessment tool that enables you to ask the right questions, which makes scoping your options easier. This enables you to establish the potential ROI that introducing AI will make to different processes – both in terms of immediate local impact and general contribution. This will help you identify the business cases to be made for each potential AI intervention – enabling you to decide where to concentrate your focus.

Finally, D-GEM also acts as Capgemini's delivery platform for our Frictionless Enterprise concept, part of which includes our Intelligent Process Automation offering to ensure your AI implementation is a success. Our intelligent automation experts help you build a digitally augmented workforce at scale, seamlessly connecting your people and processes – whenever it is needed.

D-GEM drives effective AI implementation

Leveraging D-GEM, enables you to clearly understand your business environment, and properly streamline and improve your processes. After which you can start to consider a truly effective organization-wide AI plan – instead of just addressing individual pain points.

This is where an SAP S/4HANA transition can begin, harnessing the power of digitization to improve the way resources are managed and leveraged.

Process efficiencies can also be brought together with AI at this stage to extend and enhance your client's environment. Finally, new and higher volumes of data can also be interpreted and acted upon in real-time at this time – faster than they have been before.

“Before you can start on your AI implementation journey, you need to review how your processes work, and to revisit and calibrate your starting points.”

PRIYA GANESH

Senior Director, Capgemini's
Business Services



Client success in leveraging AI

But what does an effective AI implementation look like from a real-world perspective? Well, by leveraging our [proven D-GEM](#) platform:

- A global online payment platform was able to reduce its fraud rate to just 0.32% of revenue. It did this by taking stock of current processes and by optimizing routines, before introducing a sophisticated deep learning system that analyzes transactions in real time
- While a transport company was able to introduce a new AI-based case management solution into their operations. This solution streamlined and automated their customer correspondence management processes which led to an 85% reduction in manual case preparation and handling effort.

However, there are a few key principles implicit in these case histories. These include:

- Improving process efficiency by actively looking for AI opportunities will pay dividends – both in its own terms and as the foundation for more successful AI implementations moving forward
- Optimizing platforms during transformations will increase the effectiveness of any newly introduced tool
- Collaborating across business units when preparing for the [SAP S/4HANA transition](#) will enable process blueprints to be more detailed and comprehensive – increasing the likelihood of success for the new target operating model.

AI simplifies your response to world events

Finally, remember that pre-assessments and plans are more important than ever in these uncertain times. As global difficulties continue to increase, such assessments will provide you with the ability to focus on more business-critical areas for your organization. Furthermore these assessments will also identify when things need to be ramped up – or scaled

back – in line with changing conditions and needs.

With embedded AI, business practices will achieve more autonomy, leaving your workforce free to concentrate on the business-critical areas that they are more suited for – such as exception handling and business development. These practices will also be more flexible – responding swiftly and smartly to any situation – during volatile market conditions.

This means that AI isn't just some irrelevant, pre-crisis buzz phrase – it's something that, when properly planned out, will make a real difference, ensuring information between your people and processes flows more easily moving forward.

Download Capgemini's [TechnoVision 2021](#) report to learn more about how you can simplify your digital transformation journey.

Priya Ganesh has worked for Capgemini for the last 12 years, first as a Solutions Architect and now as a Senior Director leading the solutions and transformation practice across APAC. She enables clients in their transformation journey, leveraging Capgemini's key assets and collaboration across our Group.

“With embedded AI, business practices will achieve more autonomy, leaving your workforce free to concentrate on the business-critical areas that they are more suited for.”

PRIYA GANESH

Senior Director, Capgemini's Business Services





EXPERT INSIGHTS

THE EMOTIONAL ROLLERCOASTER OF PROCUREMENT



GREG BATEUP
Head of Solutions and
Transformation – Procurement,
Capgemini's Business Services

Understanding your buyers' journey enables you to drive process compliance and guide your employees' buying decisions.

In his only novel – *The Picture of Dorian Gray* – Oscar Wilde wrote: ***"I don't want to be at the mercy of my emotions. I want to use them, to enjoy them, and to dominate them."*** If only your employees had Dorian's strength to conquer their emotions in sourcing their day-to-day needs.

But what have emotions got to do with procurement? Well, the answer is everything!

Before I go into the actual emotions of the buyer's journey, consider the journey your buyers go through to fulfill their needs. Take, for example, a plant maintenance engineer

who needs to repair a piece of manufacturing equipment. There are four key buying steps our engineer will go through:

- **Awareness** – understanding you have a "need." Often, this "need" results from a problem that needs a solution. In our engineer's case this would be a halted production line. Sometimes the need is very specific – for example, a bill of material specifications generated after the production run. Or it may be as general as needing a chair to sit on to do some work.

Furthermore, some needs are predictable. Leveraging machine learning and predictive analytics can help you predict the demand for specific products based on past consumption and a variety of factors that will impact this demand.

- **Research** – deciding how to fulfill your “need,” including the “what” and the “how.” In a well-documented maintenance, repair, and operations (MRO) environment, ordering new equipment should be as easy as “point, click, and order” – but often involves, for example, our engineer speaking to suppliers to identify a suitable replacement part, including lead time discussions and installation requirements.

In organizations where the purchasing process is not clearly defined, your employees can waste a significant amount of time and energy on this step, especially for indirect purchases where catalogues

don't exist, are hard to find or navigate, and where purchasing policies are unclear.

- **Consider and buy** – executing on your purchase. Once the requestor has made a buying decision, they purchase what they need. This means our engineer may have multiple purchase routes, depending on the organization, tools, or commodity. These routes could include catalogues, sourcing requests, direct purchases, or contract call offs via online channels or an order desk. This is the only step that is considered part of the procurement function in most organizations.
- **Receive and adopt** – enjoying all the benefits of your purchase and product. However, the journey isn't over yet. In most organizations, the “receive and pay” step of the buyer's journey sits across the finance and procurement functions. But

that's where the process stops, and organizations need to be prepared to do more than just procuring and paying for critical pieces of equipment.

Your employees – or plant engineers, in our example – will also need to know how to use the tool or components successfully, as well as support if something goes wrong. If any of this is missing, they will simply buy the equipment they need from one of your competitors.

But how do these four steps help your organization deliver more value through procurement? The buyer journey above shows how much of an emotional rollercoaster your buyers need to go on to satisfy their “need.”

While these emotions are different for every buyer journey, the principle is basically the same: how do you make sure emotions are kept in check and the buyer's journey remains a pleasurable and frictionless experience?

Greg Bateup has worked with clients to deliver business transformation and BPO services for almost 30 years. For the last few years, Greg has focused on the digital transformation of the source-to-pay function, and how organizations can not only drive efficiencies in the procurement function, but also drive compliance and savings

“Leveraging machine learning and predictive analytics can help you predict the demand for specific products based on past consumption.”

GREG BATEUP

Head of Solutions and
Transformation – Procurement





EXPERT INSIGHTS

BUILDING A SUCCESSFUL SUPPLIER NETWORK – A REAL-WORLD CASE STUDY



PADMASHRI SR
Senior Engagement Manager,
Capgemini's Business Services

Onboarding suppliers to digital purchasing and invoice networks alone won't deliver the savings you expect. Success comes from continued focus on driving adoption and change management among your employees and vendors.

Digital purchasing and invoice networks are essential to any successful digital procurement program. They provide visibility to suppliers and customers, improve performance management and risk process efficiency, reduce source-to-pay cycle times, and improve working capital.

However, for digital purchasing and invoice networks to be successful, they need to continue to grow. While much

of this growth should be organic, there needs to be a continued focus on driving adoption.

Organizations often approach the implementation of digital platforms and supplier portals such as Ariba, Coupa, and Tungsten with a "build it and they will come" approach – only to fail to see the value in the investments they have made after 2–3 years.

This article tells the story of how Capgemini successfully implemented Taulia for a Consumer Products client onboarding its people efficiently to ensure it operated effectively. It's worth noting that the success of this story is due to the collaborative efforts of Capgemini and the client's accounts payables and procurement teams.

Cleaning up master data

The onboarding team comprised of people who already knew and understood the client's and Capgemini's processes, as well as members of the vendor's technical team.

Capgemini managed the client's accounts payable and part of the procurement processes, working closely with the vendors and client to ensure they had the necessary knowledge to successfully implement the supplier network. The team worked together to develop the solution – with the Capgemini team providing inputs on any relevant business processes.

One of the fundamental factors of this project was updating all vendor data. The Capgemini team conducted a clean up of the vendor's master data processes to ensure all data was clear and active.

Change management requires careful planning

Change management implementation was divided into phases. First, the teams identified critical, non-critical, essential, and monopoly suppliers, preparing lists for each phase of the onboarding program.

Next, the Capgemini team took responsibility for communication, looping in experts to answer potential questions regarding supplier networks, and preparing standard documents and letter drafts. Providing reliable knowledge and communication was vital not only for the client, but also to convince vendors of the benefits implementation could bring. In Taulia's case, for example, vendors are offered an early payment discount

that motivates suppliers to adopt the platform.

Following the initial communication, vendors were given a transitional period to enrol and adopt Taulia. This was followed by a push to ensure vendors leveraged the platform effectively.

For Taulia, one of the early challenges was reducing manual invoice uploading efforts for vendors. To resolve this, the teams worked to improve integration, while also reducing duplicate invoices caused by change or resubmission of certain invoices. While these were often caught by system controls, Capgemini implemented further improvements to identify issues at the point of submission and provide immediate feedback.

Once these challenges were addressed, the teams continued monitoring the process and adding new suppliers when appropriate. Currently, 80% of vendors leverage Taulia and 60% of transactions are processed with zero human interference – although some invoices



need to be manually posted due to price or quantity discrepancy.

Five factors to build a successful supplier network

Establishing a supplier network is a long-term process. In the Taulia case above, the initial program took around two years to complete.

Success was ensured through strong collaboration and partnership with the client and supplier from day one. Capgemini also leveraged a methodology that was customized to the client's individual circumstances to successfully drive adoption.

Based on our experience of building digital invoicing and purchasing networks for multiple clients, there are five key factors that dictate program success:

- Leverage a clear network adoption strategy, including updating and communicating your supplier policies, and enforcing them consistently
- Design processes around the specific business requirements and challenges
- Clean vendor data with up-to-date contact details – categorized by supplier importance and transaction volume
- Implement a strong change management approach to address any potential resistance both internally and from your suppliers
- Adopt strong category management and finance governance that adapts to changing business requirements.

Onboarding your suppliers to digital purchasing and invoice networks alone won't deliver the savings you expect. To be successful, supplier networks need to continue to grow, with continued focus on driving adoption and change management among your people and vendors.

Padmashri SR is responsible for driving frictionless service delivery and the establishment of industry best practices to realize benefits in terms of service excellence, better process controls, reduced cost of operations, enhanced revenues, and improved client satisfaction

“Supplier networks need to continue to grow, with continued focus on driving adoption and change management among your people and vendors.”

PADMASHRI SR
Senior Engagement Manager



SHARING SUCCESS

CAPGEMINI NAMED A LEADER IN NELSONHALL'S NEAT REPORT 2021 FOR LEARNING SERVICES FOR THE SECOND YEAR RUNNING

Capgemini's most noteworthy strengths include its ability to meet future client requirements and deliver benefits to a client's digital learning journey in both the overall and digital learning transformation journey market segments.

Capgemini recently announced that it has been named a Leader in NelsonHall's Vendor Evaluation & Assessment Tool (NEAT) 2021 report for Learning Services.

It has been recognized in both the overall and the digital learning transformation journey market segments for:

- Its ability to meet future client requirements
- It's ability to immediately deliver benefits to a client's digital learning journey.

NelsonHall evaluated a total of 14 learning service providers in this report and Capgemini was acknowledged for its global presence and its range of IT skills training and certification programs, including its academies: the Capgemini University and its Content Design Factory.

The report also highlights Capgemini's focus on digital-led learning to enable an organization's digital transformation journey and its continued investment in this regard with new service offerings such as its workforce transformation and Learning Platforms-as-a Service (LPaaS) offerings, its AI-enabled

digital learning platform: Next, and its knowledge management offer.

"We're delighted to be positioned as a Leader for the second time in a row. It underlines our ability to provide frictionless, best-in-class learning solutions to help our clients meet their workforce transformation goals and achieve their business outcomes," said Stephan Paolini, Global People Practice Leader at Capgemini.

"As organizations continue to work virtually, maintaining an engaged, skilled, and motivated workforce is the biggest challenge that organizations face today. Our suite of easy-to-activate learning platforms and integrated service management tools provides clients with tailored learning solutions leveraging intelligent automation, enabling them to engage and retain talent and in turn improve their employer branding."

"Capgemini has been recognized as a 'Leader' for its commitment in the digital learning space and continuous investment to address the digital skills gap. It helps clients embrace the future of learning by leveraging various frameworks for digital transformation to create engaging learning solutions using some of the

best AI-driven technology/tools in the market," said Nikki Edwards, Principal Research Analyst with NelsonHall's HR Technology & Services practice.

NelsonHall is the leading global analyst firm dedicated to helping organizations understand the 'art of the possible' in digital operations transformation.

"Capgemini has been recognized as a 'Leader' for its commitment in the digital learning space and continuous investment to address the digital skills gap."

NIKKI EDWARDS
Principal Research Analyst,
NelsonHall

CAPGEMINI NAMED A LEADER IN THE ISG PROVIDER LENS™ PROCUREMENT BPO AND TRANSFORMATION SERVICES GLOBAL REPORT

Capgemini's most noteworthy strengths include a smart procurement management approach, a one-of-a-kind delivery framework, and a unique way of developing automation solutions that drive change.

Capgemini has been recognized for its **procurement BPO services**, innovative business process streamlining, and automation capabilities by leading technology research and advisory firm, Information Services Group (ISG).

Named as a Leader in the **ISG Provider Lens™ Procurement BPO and Transformation Services Global Report**, the report recognizes enterprises that are adopting digital innovation in their procurement processes:

- Smart procurement management approach that integrates emerging technologies
- Unique delivery framework that provides a combination of tools, techniques, and methodologies for streamlining business processes and accelerating digital transformation
- Specific approach to develop automation solutions that drive change across business processes, helping clients optimize investments in technology and enterprise resource planning (ERP) capabilities.

"We enable our clients to move towards a frictionless enterprise, an approach that seamlessly connects processes and people, using intelligent solutions, so that it can be integrated in to a smart, enterprise-wide, digital model," said Greg Bateup, Head of Solutions and Transformations – Procurement, Capgemini's Business Services.

"This 'leader' recognition is a testament to our continuous efforts of delivering tangible business outcomes for our clients, helping them become more resilient and agile."

Bruce Guptill, Lead Analyst at ISG, says: *"Capgemini's comprehensive and distinctive 'Smart Procurement Management' approach – including its ESOAR automation and optimization methodology – helps position it as a Leader in our Procurement BPO study by driving measurable, outcome-based process improvement for enterprise clients."*

ISG Provider Lens™ is a practitioner-led service provider comparison, empowered by ISG's advisory experience and data-driven research.

"Capgemini's comprehensive and distinctive 'Smart Procurement Management' approach helps position it as a Leader in our Procurement BPO study by driving measurable, outcome-based process improvement for enterprise clients."

BRUCE GUPTILL
Lead Analyst, ISG

CAPGEMINI NAMED A LEADER IN EVEREST GROUP'S ARTIFICIAL INTELLIGENCE SERVICES PEAK MATRIX® ASSESSMENT 2021

Capgemini's most noteworthy strengths include its exhaustive approach to AI literacy, its ability to build trust tools as part of its broader AI offerings, and how it leverages its "Data for AI" initiative to develop competent solutions that can bring results to its clients.

Once again, Capgemini has proven its pedigree in the artificial intelligence (AI) field, being announced as a Leader in Everest Group's Artificial Intelligence Services PEAK Matrix® Assessment 2021.

The report highlighted the following strengths:

- Undertaking an exhaustive approach to AI literacy. In addition to training our employees in AI, we have adopted this training to institute an AI academy that we use to educate clients
- The building of AI trust tools as a part of our broader AI offerings, which encompass characteristics of fairness and privacy
- Developing competent solutions under our "Data for AI" initiative to help clients address the challenges of data scarcity, data disparity, and data quality to ensure better accuracy
- The quality of AI-aligned resources that Capgemini brings to our clients and our overall talent management strategy.

"We deliver AI solutions to be at the heart of our clients' businesses, define the appropriate customized strategies, and implement them with the right continuous deployment to maximize their positive impact," said Anne-Laure Thieullent, Artificial Intelligence and Analytics Group Offer Leader at Capgemini.

"This Leader ranking illustrates that our best-in-class Perform AI portfolio of solutions has demonstrated the transformative power of AI."

"While nearly 75% of enterprises have embarked on their AI journeys, firms continue to face challenges around talent supply, data quality, use-case alignment, and AI explainability," said Nitish Mittal, Vice President, Everest Group.

"Capgemini's strong focus on ensuring AI literacy among enterprises through its AI Academy initiative and its investments in overcoming data scarcity and quality issues are alleviating some of these client concerns. Additionally, the firm's focus on developing responsible AI by building AI trust tools as part of its larger AI offerings is aiding in promoting trust and transparency among business users."

Everest's PEAK Matrix provides an objective, data-driven assessment of service and technology providers based on their overall capability and market impact across different global services markets, classifying them into three categories: Leaders, Major Contenders, and Aspirants.

"The firm's focus on developing responsible AI by building AI trust tools as part of its larger AI offerings is aiding in promoting trust and transparency among business users."

NITISH MITTAL
Vice President,
Everest Group

CAPGEMINI RECOGNIZED AS A LEADER IN THE AVASANT RADARVIEW™ FOR INTELLIGENT AUTOMATION SERVICES

Capgemini's most noteworthy strengths include offering a rich pool of pre-built solutions, accelerators, use-cases, and sector bots to reduce costs and implementation time, partnering with niche technology providers, and optimizing operations and data exchange between automation solutions in a unified fashion.

Capgemini has been positioned as a Leader in the **Avasant RadarView™ report for Intelligent Automation Services 2020–2021**.

The Intelligent Automation Services 2020–2021 RadarView™ assessment helps enterprises chart their action plan for digital transformation by understanding the latest trends in the automation space.

Capgemini was ranked as a leader for:

- Offering a rich pool of pre-built solutions, accelerators, use-cases, and sector bots to reduce costs and implementation time
- Optimizing operations and data exchange between automation solutions in a unified fashion with a focus on reducing management complexity
- Partnering with niche technology providers and forming alliances with academia for research and development
- Centering investments on asset development to offer tangible business outcomes with the

convergence of AI, analytics, automation, and data intelligence.

"We are pleased to be recognized as a Leader by Avasant in its Intelligent Automation Services RadarView. With the capabilities of our Digital Global Enterprise Model (D-GEM) platform and the Perform AI portfolio that includes automation and analytics, Capgemini is enabling clients to journey to the Frictionless Enterprise," said Sebastien Guibert, Global Head of the Intelligent Automation Practice at Capgemini's Business Services.

"COVID-19 has prompted enterprises to accelerate their automation journey. Along with a faster time to market, enterprises are also looking for cost-efficient autonomous solutions that can limit human intervention to exception handling," said Chandrika Dutt, Principal Analyst at Avasant. "Capgemini's innovation-as-a-service offering fits into this market opportunity. They offer a highly cognitive and autonomous suite of solutions leveraging RPA, speech recognition, NLU, NLG, ML, deep learning, knowledge engineering, image analysis, and cognition. This approach,

in conjunction with its ability to reduce management complexity using self-service solutions has placed Capgemini as the leader in Avasant's Intelligent Automation Services 2020–2021 RadarView™."

Avasant is a leading management consulting firm focused on translating the power of technology into realizable business strategies for the world's largest corporations.

"Capgemini's innovation-as-a-service offering fits into this market opportunity. They offer a highly cognitive and autonomous suite of solutions."

CHANDRIKA DUTT
Principal Analyst, Avasant

CAPGEMINI NAMED A LEADER IN EVEREST GROUP'S PEAK MATRIX® FOR INTELLIGENT PROCESS AUTOMATION SOLUTION PROVIDERS 2021

Capgemini's most noteworthy strengths include its ability to offer clients a digitally-augmented workforce, its focus on training and upskilling its workforce through a variety of initiatives, and its unique Capgemini Intelligent Automation Platform.

Capgemini is proud to announce that it has been named a Leader in the Everest PEAK Matrix® for Intelligent Process Automation (IPA) Solution Providers 2021.

Capgemini was recognized for its:

- Vision to create value for clients by offering a digitally augmented workforce
- Balanced portfolio and expertise in serving clients across industries
- Strong partnership ecosystem
- Focus on training and upskilling with various initiatives including the AI Academy
- Extensive services portfolio including IPA maturity assessment, technology advisory, Center of Excellence (CoE) set up, IPA implementation, IPA operations, and change management
- Our unique Capgemini Intelligent Automation Platform (CIAP) – an automation-as-a-service platform (AaaS) that implements integrated intelligent automation solutions into applications, business, and IT operations.

"We are thrilled to be recognized as a leader in the Everest PEAK Matrix® for Intelligent Process Automation Solution Providers 2021. This recognition further underlines our commitment to provide automated, end-to-end processes and a digitally augmented workforce at scale, underpinned with robotic process automation, AI and smart analytics, to help our clients achieve a frictionless enterprise," said Sebastien Guibert, Global Head of Intelligent Automation and IPA Offer Leader for Capgemini's Business Services.

"We are confident that with our focus on augmenting human experience with IPA and intelligent solutions like Digital Twin for operations, we will go a long way in unlocking value for our clients."

"Capgemini's ranking as a Leader in our Peak Matrix is a testament to its consulting service offerings, strong technology focus with a broad IPA solution portfolio, and robust cognitive capabilities. A wide range of packaged solutions across different process areas and flexible commercial and engagement models also contribute to its success," said Anil Vijayan, Vice President, Everest Group.

Everest's PEAK Matrix provides an objective, data-driven assessment of service and technology providers based on their overall capability and market impact across different global services markets, classifying them into three categories: Leaders, Major Contenders, and Aspirants.

"Capgemini's ranking as a Leader in our Peak Matrix is a testament to its consulting service offerings, strong technology focus with a broad IPA solution portfolio, and robust cognitive capabilities."

ANIL VIJAYAN
Vice President,
Everest Group

CAPGEMINI POSITIONED AS A LEADER IN NELSONHALL'S NEAT VENDOR EVALUATION FOR PROCUREMENT TRANSFORMATION

Capgemini's most noteworthy strengths include its proven cloud-based platform implementation and change management experience, its extensive RPA portfolio, its comprehensive library of automation use cases, its proprietary analytics platforms, and its ability to add adjacent peer-to-peer services to F&A clients.

Capgemini has recently been positioned as a "Leader" in NelsonHall's Vendor Evaluation & Assessment Tool (NEAT) vendor evaluation for Procurement Transformation. NelsonHall's NEAT tool analyzes the performance of 12 global vendors offering digital procurement services, and Capgemini was recognized by this tool due to its:

- Proven cloud-based platform implementation and change management experience
- Extensive robotic process automation (RPA) portfolio
- Comprehensive library of automation use cases
- Proprietary analytics platforms
- Ability to add adjacent peer-to-peer services to F&A clients.

Alisa Samoylova, NelsonHall's Procurement BPS Market Analyst, said: "Capgemini has been recognized as a Leader for its commitment to the procurement transformation space. [It's] broad service offering, various frameworks and methodologies

help its clients to reach their digital transformation goals."

This is reinforced by the fact that Capgemini offers a wide range of IT and business process services to its clients. For example, its Center of Excellence (CoE) comprises of a global network of dedicated procurement consultants from over 40 countries.

With over 3,000 employees focusing on procurement consulting, technology advisory, procurement operations, and sourcing activities, Capgemini provides digital procurement services and a one-stop transformation partner for its clients.

Speaking about this win, Greg Bateup, Practice Lead, Digital Procurement Services at Capgemini said: "We are delighted to be positioned as a Leader in the NelsonHall evaluation for procurement transformation. It highlights our extensive functional expertise in supporting our clients from vision to execution, through our broad range of services from digital strategy and innovation to cloud procurement and operating model design. As we take our clients on a journey to the

Frictionless Enterprise, we're looking forward to further strengthening our services by offering our clients a single plug-and-play procurement tool, expanding the use of intelligent automation to identify gaps in the market and leveraging our design thinking capabilities to improve user experience."

About NelsonHall

NelsonHall is the leading global analyst firm dedicated to helping organizations understand the "art of the possible" in digital operations transformation.

"[Capgemini's] broad service offering, various frameworks and methodologies help its clients to reach their digital transformation goals."

ALISA SAMOYLOVA
Market Analyst, NelsonHall



CAPGEMINI COMMUNITY



CAPGEMINI COMMUNITY

A FATHER-DAUGHTER'S EVEREST BASE CAMP ADVENTURE



**RAMESH
BALASUBRAMANIAN**
Engagement Executive, APAC,
Capgemini's Business Services

A father and daughter duo scale new heights together on a challenging trek in the Himalayas.

In April 2021, Ramesh Balasubramanian and his ten-year-old daughter Vedikka took up the challenge of trekking to Everest Base Camp – something that is on the bucket-list of many travelers no doubt!

At an elevation of 17,600 feet, Everest Base Camp is one of the most popular and challenging trekking routes in the Himalayas – a difficult journey for adults let alone young children. The father-daughter duo started the trek from Lukla, hiking all the way to the Base Camp and back – a journey of 125 km up and down.

Innovation Nation | Welcome Ramesh. Could you start by telling us how you prepared for such a difficult challenge?

Ramesh Balasubramanian | Yes, sure. Let me start with this: a trekker's dream can only be fulfilled by reaching the summit. My daughter and I planned this trip, as we wanted to celebrate Vedikka's tenth birthday. Together, we spent almost eight months walking a distance of 12 km per day, working through a lot of energy exercises and following a very strict diet.

However, the true foundational component of our preparation was our perseverance and determination to make it – this was a key factor that needed to be strengthened before we could even think about embarking on the journey.

The COVID uncertainty was challenging, as I was worried whether we would be able to complete the trip from a logistical point of view. We also spoke to a few people we knew who had completed this trek to gain more insight, which was very helpful. This was our first big trip together, so we wanted everything to run as smoothly as possible.

Could you give us an account of your trek to Base Camp?

Yes, absolutely. We started our journey by flying from Delhi to Kathmandu, and then on to Lukla airport – one of the scariest airports in the world – where we began the 12-day trek. Although the flight was turbulent, we had a beautiful view of the natural landscape from our windows.

From there, it was an easy six-hour trek to Phakding at 2,610 meters (7250 ft). We sauntered through the hanging bridges and reached our destination for



the day. Each day we aimed to start as early as 7am and call it a day by 4pm.

On the second and third day we had to acclimatize to the altitude, so we stayed at Namche Bazar – a place with a very cheerful atmosphere, buzzing with local produce. We feasted on brownies and coca cola, which are considered a luxury in the area.

The first point at which we saw Mount Everest was somewhere between Namche Bazaar and Dingboche. Just to be able to see with our eyes where we were headed was incredibly motivating.

We also crossed the famous Hillary Bridge, which was a really exciting experience.

We made it to Deboche at 3,820 meters (12,532 ft) on day four. There, we had the pleasure of meeting an elderly man whose ancestors built and maintained a path spanning three kilometers to ease the hiker's journey. We also visited the monasteries there – a vivid yet calming experience. That night was the first night we slept in our sleeping bags.

We had to acclimatize again on day five and six at Dingboche at 4,410 meters (14,468 ft). After a short trek, we were offered hot chocolate and played a game of Jenga, followed by a dance party against the snowy backdrop. The trip was getting more thrilling by the day!

We reached Lobuche at 4,960 meters (16,272 ft) on day seven after a very steep hike through areas with no vegetation, decreased levels of oxygen (due to the altitude), and a temperature as low as minus eight degrees.

Thankfully, we ate a warm meal of Dal Bhat – a delicious Nepalese dish of rice, lentils, and spicy vegetables – which kept us going.

Despite the odds, at each new elevation point, we were very focused and determined to reach Base Camp.





It must've been a very emotional moment reaching Base Camp on the eighth day. How did you and your daughter feel?

We were exhausted and simultaneously ecstatic. At 18,000 feet, the temperature was -12 and it was very windy – thankfully our boots saved us from catching frostbite! We pushed past our fears every step of the way and understood exactly what Sir Edmund Hillary meant when he remarked: “It’s not the mountain we conquer, but ourselves.”

Climbing to the top demands vigor and tenacity, which comes with adequate physical training and breathing exercises. The altitudes are challenging which is why good hydration and nutrition are paramount. Vedikka and I acted as pillars of strength for each other, keeping a positive mindset throughout, and ultimately proved to ourselves that although the trek was not plain sailing, we made it!

At Base Camp, we had a 20-minute break. In awe we surveyed the breathtaking landscape and spectacular scenes. The first thing we did was to thank our guides – the Sherpas that had been with us from day one, helping to organize our accommodation and guiding us on the journey. They were the ones to really motivate us throughout.

We were also congratulated by a group of fellow trekkers, who were preparing for an ascent on the summit of Mount Everest. It was a completely overwhelming and emotional experience.

After this short refuel, it was time to set foot on our journey downwards, back to Lukla.

Did you pick up any lessons from this expedition that you can apply to your work at Capgemini?

Definitely. Our organizational skills and the way we set goals are extremely important. With highly challenging expeditions like this one as with complex business endeavors, it is imperative to know your goal and what you want to achieve.

Having a positive frame of mind, thinking differently – outside the box, taking measured risks, and being creative are some key components we should all try to apply in the workplace. You have to be prepared to take calculated risks if you want to meet your objectives.

For me the word “impossible” doesn’t exist. When I apply my lessons to the workforce, I tell my teams that if you’re clear in your goals and you do everything it takes to achieve that goal, nothing is impossible.

I hope more of us can take up such inspiring challenges in the future. Thank you, Ramesh.

Thank you, my pleasure.

Ramesh Balasubramanian provides advice to clients on how to set up operations/delivery teams and drives transformation initiatives through creating roadmaps to reimagine change management.

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RAMESH BALASUBRAMANIAN
Engagement Executive, APAC,
Capgemini’s Business Services





About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of 325,000 team members in more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fuelled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2021 global revenues of €18 billion.

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