

# INNOVATION NATION

FEATURE:

## Supply Chain Management

Center spotlight:  
**Guatemala**

Meet the Expert:  
**Kavitha Krishnarao**

NetSuite and Capgemini  
bringing together the **leading cloud ERP** with  
world-class **BPO**



All you need is  
**GEM**

PLUS -  
BPO Expert Insights

People matter, results count.

**BPO** Business  
Process  
Outsourcing

Cut your costs  
Cut your costs,  
not your potential

**BPO services to accelerate business growth**

- Finance and Accounting
- Supply Chain and Procurement
- Customer Operations
- Business Process Analytics
- Global Enterprise Model

“*Innovation is essential for survival in today’s business environment, for both us as service providers as well as our clients.*”



## Partnership in Innovation

by **Hubert Giraud**

**A**s I visit our BPO delivery centers, I’m continually impressed by the creativity and innovation that I see exhibited in all facets of our business. I’m convinced that what makes this possible is a kind of “Partnership in Innovation”. The engagement teams are the hub of that partnership, leveraging the insights we gain through close collaboration with our clients, pulling together best practices from their own deployments but also benefiting from shared best practices in our increasingly rich and diverse portfolio of engagements.

A recent innovation in our Brazil operation has come from the team identifying the need to launch a specialized service to address the highly complex nature of the local tax requirements. In India, innovations around analytics have resulted in a full suite of platform-based services enabling our clients’ CFOs to make more informed decisions while minimizing risk. Our global learning and development team has turned our internal best practices around to fill a growing need among our clients for a learning and development lifecycle management solution that is already helping several of them enhance their training and development programs.

We are very proud of our position as a leader in Gartner’s Finance and Accounting Magic Quadrant and HfS’s F&A Winners Circle as well as the recognition by IDC for our analytics capabilities and from Nelson Hall for our Governance, Risk, and Compliance offering. These recognitions are achieved by being committed to helping our clients innovate to maintain their competitive edge while also continually innovating to retain our status as a world leader in BPO.

But more important than those accolades is the acknowledgement we receive from our client’s who continually demonstrate their confidence in Capgemini as a business partner.

Innovation is essential for survival in today’s business environment, for both us as service providers as well as our clients. We have to keep it at the heart of everything we do and how we think. Our recent partnership with NetSuite now allows us to bring a whole new set of capabilities that leverages BPO in the Cloud to deliver unprecedented agility, speed, and savings to our clients.

I see innovation in many different forms and across various levels of the organization, geographies, and functional roles. I think innovation is more than a concept, it is part of the evolution of our business and found in the DNA of our Capgemini BPO people. It’s embedded in how we work in our teams and how we work with our clients. It requires collaboration and creativity, imagination and a passion for excellence and I see those qualities everywhere I go in our business. Done right, it allows us all to win in the Champions League.

I hope you enjoy this inaugural issue of Capgemini BPO’s Innovation Nation magazine. By sharing some of our stories we hope we can bring new ideas to you and contribute to our Partnership in Innovation. I look forward to your comments and thoughts and wish you the very best.

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## Supply Chain Management

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## Centers of **Excellence:**

A look at some of our centers' **innovations** and **achievements**



## Center Spotlight: **Guatemala City**



### **Fast Facts:**

- Center established: 2008
- FTEs: 790
- Languages: English, Spanish, French
- Clients served: 11
- Services:
  - Finance & Accounting (O2C, P2P, R2A)
  - Customer Service/Help Desk
  - Supply Chain Management

### **Why Guatemala City?**

- Collections hub for North America
- Accent neutrality in Spanish and English
- Similar culture and time zones with USA
- Easy to travel from any city in the world
- Highly educated, continuously trained, and results driven workforce
- Energy and Passion for goal achievement
- Certified on ISO 27100, ISO 22301 & ISO 9001

All you need is **GEM**

A look inside Capgemini's  
**BPO transformation**  
methodology and the keys  
to accelerating **outcomes**

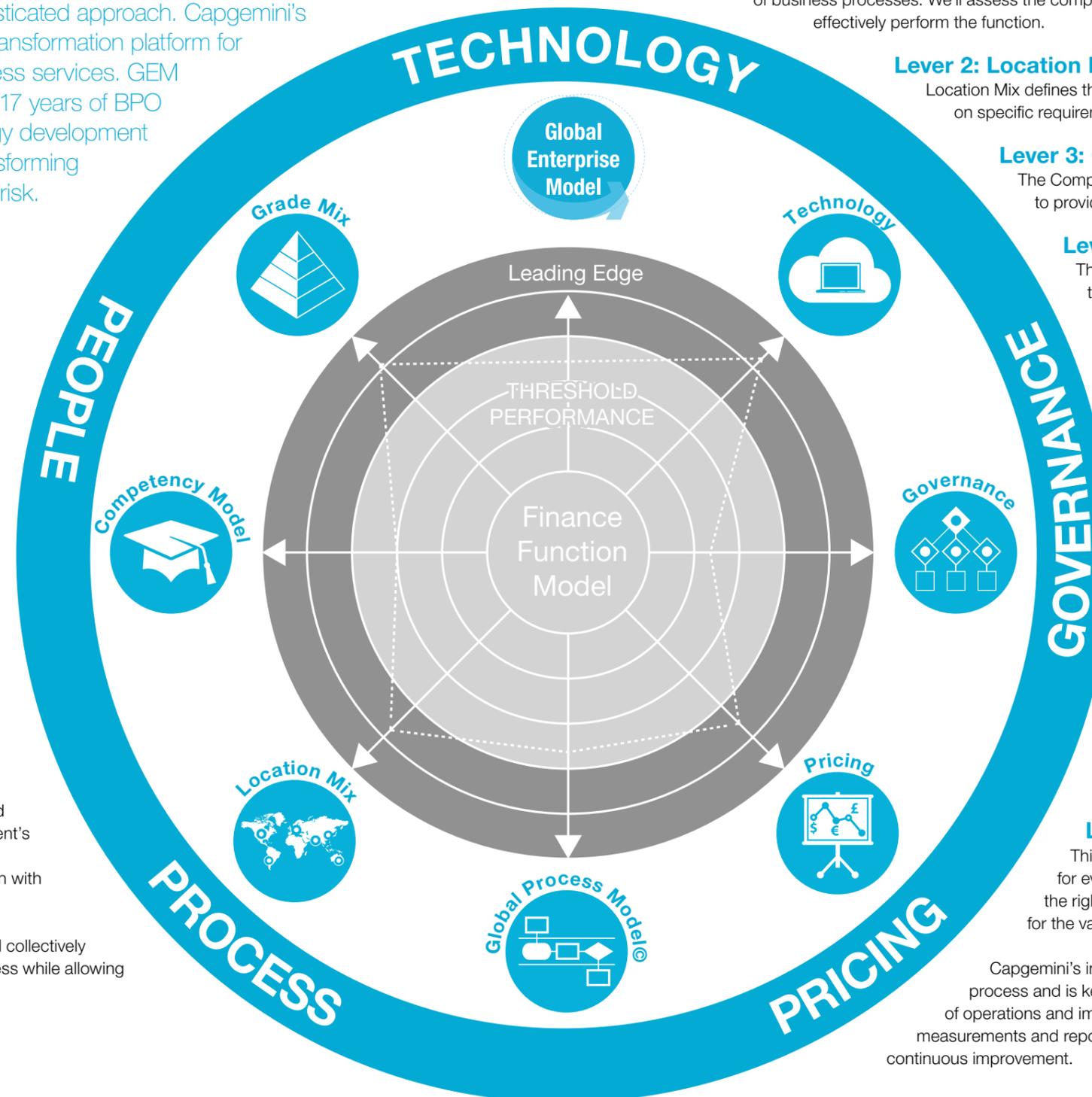


Today's global corporations collaborate intercontinentally to gain increased efficiencies by working across time zones and investing in new centers of excellence. This novel way of working has vast potential but requires a sophisticated approach. Capgemini's Global Enterprise Model (GEM) is a business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

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

- Expedite the design of the target operating model for Finance & Accounting, Procurement, Supply Chain, Customer Operations, and HR processes;
- Avoid costly and lengthy consultancy engagements with a proven transformation methodology that requires only half the time of traditional approaches;
- Realize cost savings and return on investment within the first 12 months;
- Optimize sourcing strategies with the right technology investments and greater visibility across the operation;
- Minimize risk with a robust benchmarking model to analyze business operations;
- Rely on proven best practices and best-in-class processes that are based on over 100 BPO and Shared Service implementations;
- Collaborate with experts who are passionate, committed and empowered to identify the right operating model for each client's business;
- Benefit from measurable and sustainable outcomes that align with the client's business agenda.

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



### Level 1: Grade Mix

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

### Level 2: Location Mix

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

### Level 3: Competency Model

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

### Level 4: Global Process Model©

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

### Level 5: Technology

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

### Level 6: Pricing

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

### Level 7: Governance

This function ensures that the right governance structure is put in place for every engagement. It defines a proven governance framework to ensure the right level of interaction and decision-making processes are implemented for the various executive, management and operational levels of the business.

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

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*Those who are successful will be able to analyze their audience behaviors and optimize their advertising with precision and timeliness.”*



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## Industry **Insights**

### Media & Entertainment

Digital transformation in **Media and Entertainment** gives rise to streamlined business processes

by **Rob Sherman**

**C**ontent is no longer a singular narrative delivered via “one-way media” but accessible from many platforms simultaneously. Consumers are demanding more content and want it in real time and relevancy in the ads that are presented to them is more important than ever.

These shifts have changed the way the industry has been able to compete and perform. We believe that the victors will be those that clearly understand which of their brands are performing and which aren't. They will make fact-based decisions on whether or not to keep the non-performing brands. Those who are successful will be able to analyze their audience behaviors and optimize their advertising with precision and timeliness. They will know what channels are most effective, what utilities are most valued and they will be able to seamlessly handle the complex world of monetizing their content and how revenue is recognized.

In this new world, the media and entertainment companies who are successful will leverage big data analytics to understand the success or failure of their advertising. Their marketing people will know what resonates with their audiences by analyzing the massive amounts of data now at their fingertips.

They will be able to stop revenue leakage that is the result of a more complex order-to-cash ecosystem. The order-to-cash processes will be streamlined so that executives can focus on their core business. In this new world, companies that succeed will be able to easily comply with swiftly changing SEC and FASB laws on how licensing revenues are accrued. They will create more cross-channel and integrated advertising and marketing as a result of new and emerging distribution channels.

In this new world, media and entertainment companies will fine tune their business processes to such an extent that they are able to focus on what is critical to their success right now – digital transformation.

“

*By using a transformation methodology that has been industrialized for the utilities market, the journey towards a best-in-class operation is secure and moves at the client's desired pace.”*



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## Industry Insights

Utilities

Secure transformation of business processes to keep up with the rapidly shifting utilities value chain

by **Ann Schwemler**

**T**he growing demand for renewable energy coupled with deregulation and decentralized generation is shifting the utilities value chain and forcing operations to become more integrated. This shift is expected to affect 70% of business processes, many of which are complex but still operate inefficiently and independently of other functions with limited information sharing. As result, these processes are often disjointed, costly, and the data available is underutilized. Integrating, aligning and automating a utility's operations, assets, workforce and customers is no easy task but is necessary in today's digital world to better manage demand response and capacity, improve the customer experience, and optimize costs.

Given the complex nature of utilities' business processes, transforming the operation to the optimal 'to-be' state requires a robust methodology to design and deliver new and effective operating models according to the utility's individual needs.

By using a transformation methodology that has been industrialized for the utilities market, such as Capgemini's Global Enterprise Model (GEM) for Utilities, the journey towards a best-in-class operation is secure and moves at the client's desired pace. The transformation requires a high degree of collaboration between the utility and service provider to calibrate each lever within the model to define the right mix of people, processes, and technology along with an appropriate pricing model and effective governance program.

There are seven key levers that must be applied to ensure an efficient and effective transformation. The first lever, grade mix, determines the optimum team structure to ensure seniority

and experience matches the service expectations. Next, the location mix is optimized for cost and capability considering that utilities tend to require a higher near shore ratio with a possible on-shore presence for the purposes of regulatory knowledge as well as labor requirements. Competencies are the focus of lever 3 which aligns employee skill sets to each role to provide specific utilities competencies for areas such as smart meter network operations, asset management and settlement processes.

Lever 4 calls for a Global Process Model that draws from a robust repository of specific processes including meter reading and exceptions processing as well as design to decommission encapsulating closed loop operational processes to minimize exceptions and drive optimal control. The 5th lever identifies which technology solutions provide the best value for the money, including analytics, mobile, cloud and social applications to maximize the impact of stakeholder interactions. Pricing is next and this lever looks at the best mechanisms to achieve desired outcomes by aligning with key value drivers. Finally, the 7th lever applies the appropriate service governance on all levels to drive process and business improvements with continuous innovation, recognizing need for inherent policy and regulatory compliance in support of risk mitigation.

Analytics are a key part of the transformation to effectively manage the data tsunami from multiple sources. It is important to not only create and maintain a consistent, accurate and standardized view of data across business systems but also have a means of taking that data and performing process diagnostics, benchmarking, market research and data analytics to provide valuable insights to support decisions.

# SEB Drives Compliance and Savings with Procurement System Upgrade

Capgemini's IBX Purchase-to-Pay provides SEB procurement users with an intuitive online shopping experience

## The Situation

Procurement at SEB affects more than just the procurement department. From sales and marketing through finance to HR — it has an effect on everyone. With over 8,000 users globally, SEB's procurement system was intended to drive policy compliance and cost efficiencies. Unfortunately, this wasn't happening. Many users found the system very difficult to navigate. As a result, extensive training sessions were required and many support tickets were filed.

## The Solution

The procurement department realized that the challenges with the current system were not only having negative repercussions on policy compliance and savings, but also on their internal customer satisfaction ratings. Considering these factors, they realized it was time for a change.

Luckily, SEB didn't have to look far for a new system that met their procurement requirements while providing an intuitive, user-friendly, online shopping experience. Capgemini's eProcurement suite, IBX Purchase-to-Pay, delivers exactly what SEB was looking for. We seamlessly upgraded their existing procurement system to the latest version of IBX Purchase-to-Pay with its familiar user interface that makes shopping for business as quick and easy as shopping online at home.



*SEB found that customer satisfaction increased from 74% to 81% within a month of implementing the new IBX Purchase-to-Pay."*

### Primož Drol

Head of Procurement Development and Operations SEB

## The Result

SEB measured the success of the new procurement system through an internal customer satisfaction survey, as well as the number of support tickets issued. They found that customer satisfaction increased from 74% to 81% within a month of implementing the new IBX Purchase-to-Pay system. The number of questions raised to the support team decreased dramatically by 75%.

SEB defined savings as increased efficiency in the business, more captured spend and increased procurement compliance.

## Cloud-based solution allows SEB to focus on their core business

The IBX Cloud-based solution was implemented easily by Capgemini without SEB's direct involvement, allowing their procurement department to focus on improving the content of their new online procurement shop.

SEB's procurement solution was rolled out in Sweden, Germany, and Denmark to more than 8,000 users. Additionally, the increased usability enables further roll-out to smaller units and new countries as the intuitive system eliminates the need for extensive training.

The simple user interface also removes any excuses for not following defined procurement processes. According to Primož Drol, Head of Procurement Development and Operations, SEB has now started a pilot project with the goal to capture 100% of the total spend through any of four accepted channels:

- Direct order to supplier via IBX Business Network
- Purchase requisition via IBX Business Network
- Call-off from frame agreements
- Procurement card

While purchasing is not part of most users' core job responsibilities, many do have to make purchases from time to time in order to complete certain work objectives.

With IBX Purchase-to-Pay, all SEB employees can easily fulfill their procurement needs, while being compliant with procurement policy.

The procurement team is now able to better control spending and measure buying behavior. Furthermore, the increased compliance creates concrete savings when the sourced savings are achieved..

That said, the benefits of implementing IBX Purchase-to-Pay for SEB cannot just be reduced to lower procurement costs, the increased user satisfaction is an important factor in generating savings, ensuring compliance and reducing maverick spend.

SEB is a leading Nordic financial services group. As a relationship bank, SEB in Sweden and the Baltic countries offers financial advice and a wide range of other financial services. In Denmark, Finland, Norway and Germany the bank's operations have a strong focus on corporate and investment banking based on a full-service offering to corporate and institutional clients.

The international nature of SEB's business is reflected in its presence in some 20 countries worldwide. The Group has about 16,000 employees.

Read more about SEB at:

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

# IBX Business Network

The IBX Business Network connects over 250 large buying organizations to 550,000 suppliers and provides services in more than 140 geographies. A Cloud-based, ERP-independent, closed-loop eProcurement platform, the IBX Business Network optimizes the end-user experience and enables superior spend management while lowering total cost of operations.

## Meeting your business needs:

- › **You need:** sourcing events, auctions, contract lifecycle management, supplier catalogs, invoice automation, document routing, improved productivity, user experience for employees and supplier collaboration.
- › **You want:** to generate savings while adding value to your organization and for stakeholders at the same time, and build long-term, sustainable relationships with your suppliers as well.
- › **The IBX Business Network** gives you the opportunity to “Make Procurement Everybody’s Business”. We give procurement, IT and finance departments the tools to integrate your entire organization into your procurement processes while at the same time ensuring compliance to management principals, steering the full range of procurement processes – strategic as well as operational.

## Top value drivers:

- › **ERP-flexibility:** supports SAP, Oracle, NetSuite, Agresso and other back end systems, on-premise or on-demand (Cloud), and all combinations thereof
- › **Compliance & usability:** device-neutral employee access to an Amazon-like user interface – drives contract compliance and improves end-user productivity
- › **Content & collaboration:** engage, connect and transact with new or existing suppliers in seconds
- › **Invoice automation:** lowers process cost and improves touchless process rates, meaning more invoices paid on time
- › **Global support & reliability:** servicing 140 markets, UI in 20 languages and 99.7% availability/uptime
- › **Single service provider:** technology, process, outsourcing

## Benefits that impact your entire organization:

- › **CEO:** increased profitability, higher process transparency, better forecasting
- › **CIO:** Cloud delivery, no strain on IT, ISO-certified delivery, ERP-independent
- › **CFO:** improved productivity, higher efficiency, higher process transparency with order/invoice matching and eInvoicing
- › **CPO:** higher contract compliance, increased savings, improved service for the organization, better supplier collaboration
- › **COO:** improved productivity, higher efficiency, higher process transparency
- › **CHR:** higher degree of self-service, high employee satisfaction, attracts and helps retain a next generation workforce
- › **Employees:** anywhere access, higher rates of successful POs, shortens time-to-purchase, intuitive UI, higher employee productivity and satisfaction

## Our solution and approach:

- › **Cloud pioneers since 2000:** a proven, Cloud-based, closed-loop procurement platform, used by more than 250 buying customers and 550,000 suppliers
- › **Vertically independent:** fits all customer needs
- › **Recurring and predictable releases:** three major releases annually, constantly adding value to client relationships and investments
- › **Fast supplier onboarding:** long experience and proven track record of supplier support and onboarding
- › **Implementation included:** delivers implementation as well as project and change management
- › **Dual site:** adheres to customer demands and legislation to support a truly global business

## Offerings:



# Supply Chain Impact study

More than half of supply chain managers say supply chain issues have negatively impacted company revenue or profitability, as 9 in 10 consumers say they will go elsewhere for future purchases if they experience out-of-stock items or order fulfillment issues

In advance of this year's holiday shopping season, a new survey released from Capgemini reveals that despite growing consumer expectations for perfect order delivery and always-available inventory, the majority (83 percent) of U.S. supply chain managers say it is challenging to adequately plan for supply chain capacity to address peak requirements or timely fluctuations in demand, including during the holiday season. Just 21 percent of the surveyed managers say their systems do an excellent job of providing accurate real-time insights into supply chain performance. Yet, the potential impact of out-of-stock items and order fulfillment issues is clear:

- 89 percent of U.S. consumers say they are likely to shop with another retailer in the future if an item is delivered late;
- 73 percent would purchase from a different store than originally intended if they were unable to find an item they wanted in stock this holiday shopping season, and 29 percent would decide not to purchase the item at all;
- More than half of U.S. supply chain managers (54 percent) admit supply chain issues have had a negative impact on their company's revenue or profitability over the past few years.

Amongst the top challenges to maintaining seamless supply chain operations, having the right processes that can respond to volatile consumer demand in real time continues to be a challenge for a strong majority of supply chain managers (86 percent). Nearly all report that finding the right talent with the analytical skills (89 percent) or functional knowledge (85 percent) necessary for supply chain management and insights is an issue for their company.

## Other key challenges include:

- Top-down pressure to continually reduce costs and optimize working capital (87 percent),

- End-to-end visibility and coordination across the supply chain (84 percent),
- A lack of integration in multi-channel supply chains, in store and online (67 percent).

Most supply chain managers (80 percent) recognize that consumer expectations for perfect, on-time delivery of their products has increased over the last five years, yet nearly a third (31 percent) of supply chain managers feel their company's top executives are not concerned about supply chain issues during the holidays impacting revenue or profitability.

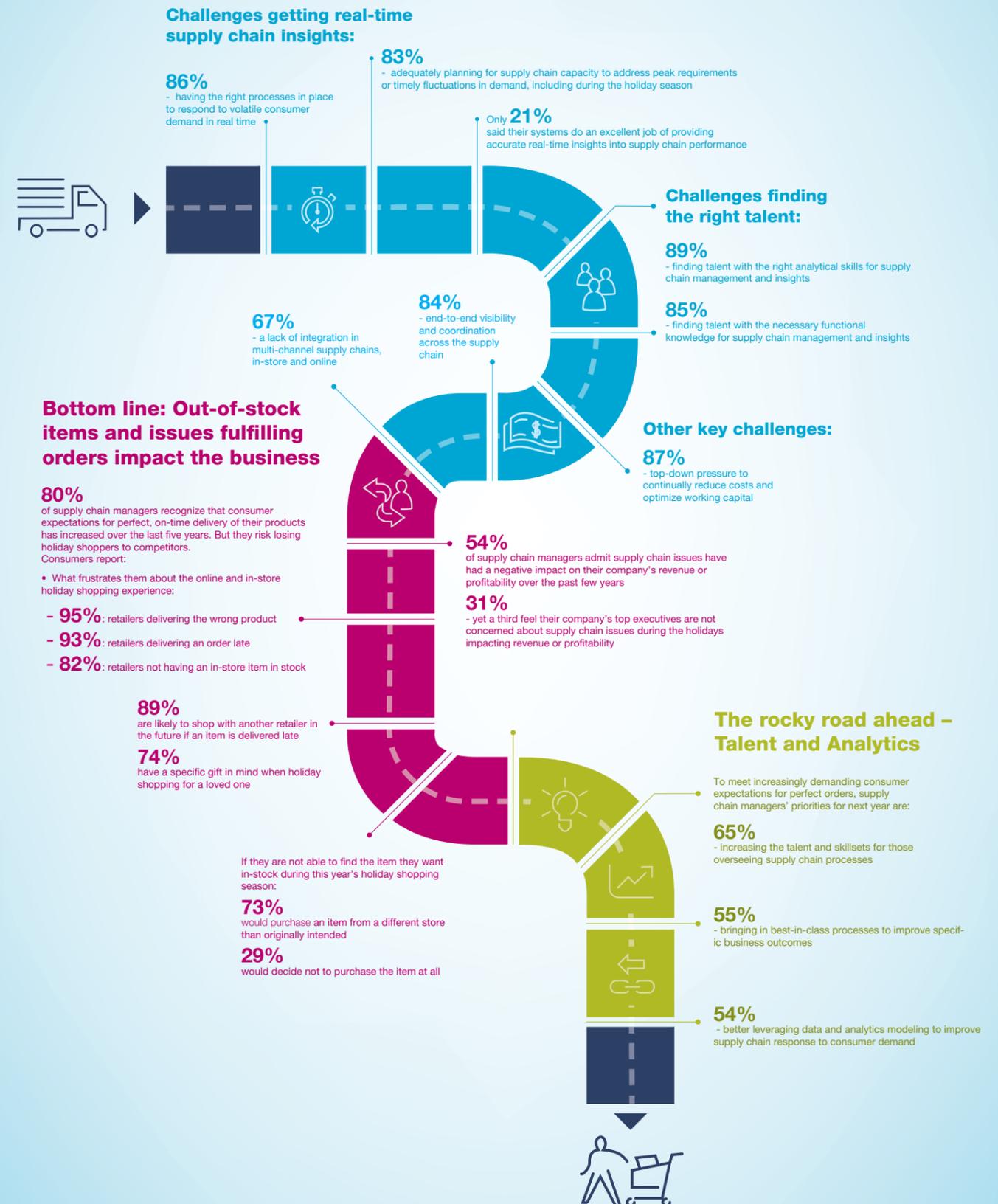
*"Our research raises concerns about the ability for large, global businesses to effectively adapt their supply chain processes to anticipate and manage the stress of major shopping seasons like the upcoming holidays, including the critical need to maintain the right items in stock and deliver products on time," said Paul Cole, Senior Vice President and Head of Consumer Products and Retail for Capgemini's Business Process Outsourcing division. "As supply chains become more complex and consumers grow ever more demanding, business executives and supply chain managers are increasingly feeling the pressure to improve their operational visibility and responsiveness to market demand."*

To meet increasingly demanding consumer expectations for perfect orders, supply chain managers' number one priority for the next year is to increase the talent and skillsets for those overseeing supply chain processes (65 percent). Other priorities for 2014 include bringing in best-in-class processes to improve specific business outcomes (55 percent) and better leveraging data and analytics modeling to improve supply chain response to consumer demand (54 percent). According to Cole, These two trends, when taken together, speak to the need for Consumer Products companies to transform into "Demand Driven Enterprises" in order to win at the shelf.

The "Supply Chain Impact" survey was commissioned by Capgemini and conducted online in October 2013 by KRC Research among two audiences – 150 U.S. senior supply chain managers at retail, consumer products and distribution companies with at least \$1 billion in revenue worldwide and 1,000 consumers nationwide.

## The Struggling Supply Chain: Lack of talent and processes among key challenges in satisfying real-time consumer demand during the holidays

Capgemini asked U.S. supply chain managers about their biggest challenges to maintaining seamless supply chain operations



# Meet the **Expert**



## Kavitha Krishnarao

**Job title:** Director, Supply Chain Management solutions

**Location:** Bangalore, India

**Area of Expertise:** Supply Chain Management, Retail & Consumer products

Connect with Kavitha at  
[Capgemini.com/expert-connect](https://capgemini.com/expert-connect)

## Outlook

- Supply chain is beginning to have significant impact on the top line and bottom line of companies;
- With global supply chains, complexity has increased manifold and with it comes a greater need for collaboration and integration across supply chain partners and greater visibility to supply chain performance
- Companies today are having to deal with greater volatility in demand as well as supply leading to the need for supply chains that are agile
- Supply chain talent with the right mix of analytical skills, functional expertise and industry knowledge is very difficult to attract, develop and retain leading to a crunch in talent for most organizations
- Sustainability has become a key element of the supply chain strategy

## Achievements

- Led key transformation initiatives in supply chain for a leading consumer goods company across demand and supply planning, inventory management and CPFR leading to significant improvement in service levels and reduction in costs
- Set up the Retail & Consumer goods practice focused on outsourcing for a global technology/consulting player
- Set up the merchandise planning team for a large US retailer
- Turned around the India fresh foods business unit for global retailer

## Interests

Adventure sports, Arts & Music; Plan to scale Everest base camp next year!

## Certifications

Certified in Production & Inventory Management

# Supply Chain Management

## Striving for Excellence

Complexity is endemic in Supply Chain Management and the level of volatility is now rising exponentially. Customers have more channels to choose from and expect perfect delivery, faster – often in much lower quantities than before – and are more willing to drop existing suppliers and search for others better able to meet their expectations. It is difficult enough to manage today and as the number of products and product variations continues to rise and the range of Stock-Keeping Units (SKUs) and channels to market expand the task can only become more difficult. Existing supply chains are already struggling to cope with these developments. As change continues, or even accelerates, a breaking point for many existing systems and processes is now in sight.

In most supply chains there is a lack of end-to-end visibility and process integration. This means management teams often lack the insights needed to make the right changes, nor do they have the process levers to pull, once a new approach has been developed. When you add to this the burden of infrastructure complexity due to the persistent presence of legacy technology, and the growing difficulty of finding enough people with the right skills and knowledge, the future could hold considerable challenges for many businesses.

Capgemini believes there are four key issues threatening competitive performance, profitability and brand reputation today:

### Costs and working capital:

Supply chain professionals are under pressure to reduce overall costs while access to and returns on working capital are critical concerns. Improved cost efficiency requires better planning and execution and that in turn depends on effective analytics and organized, seamless processes. What arise are

questions regarding how these are to be developed, accessed and utilized.

### Response to volatile demand:

Customers expect delivery on time and in full; however, this a growing challenge in a marketplace that is becoming ever more volatile. As customer loyalty drops and demand extends, the task of making supply chains more responsive in order to cope arises. Finding a method to do so without negatively impacting working capital comes to the forefront.

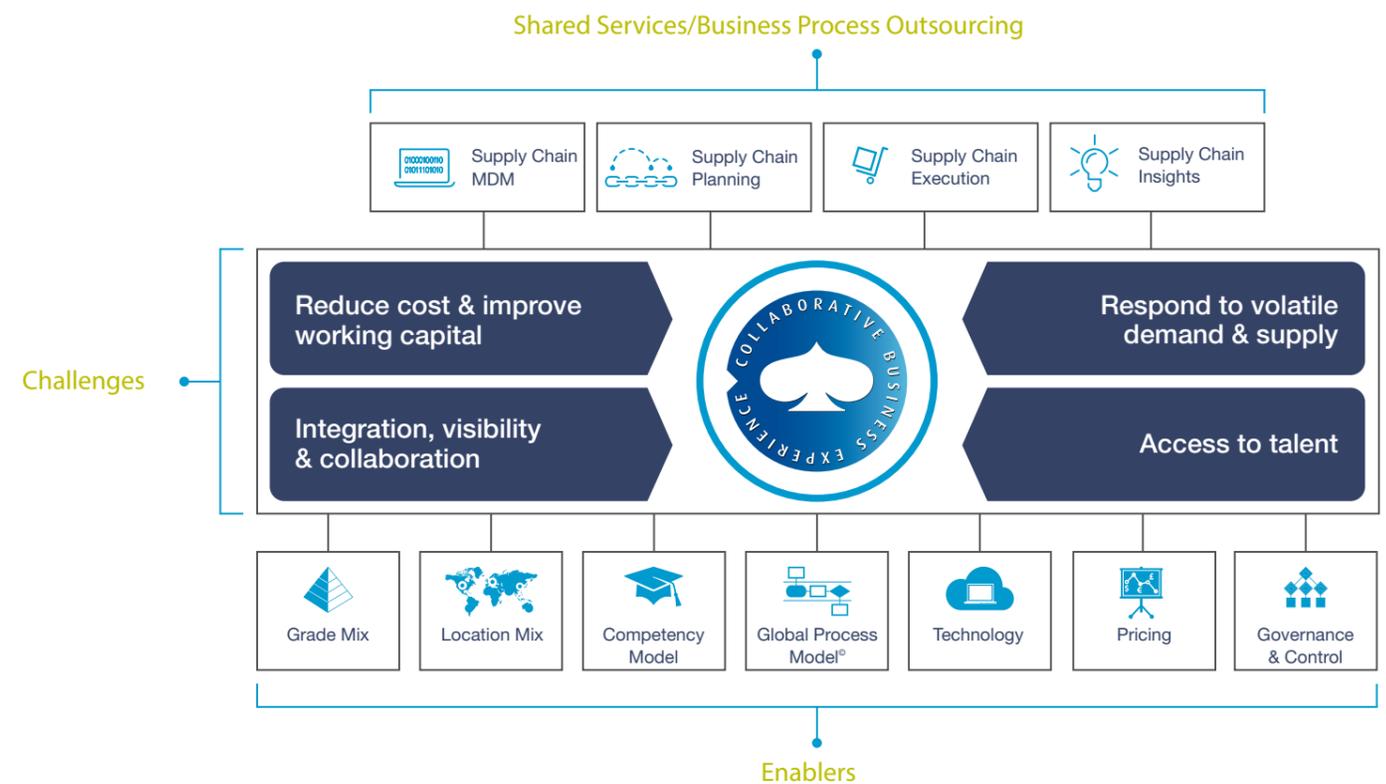
### Integration, visibility and collaboration:

Weak links in the enterprise's supply chain will cause disruption and loss. The only way to identify and eliminate such weaknesses is to improve end-to-end visibility. Today visibility remains problematic due to the lack of reliable metrics and an inability to measure outcomes at every point.

### Talent:

A common problem for many supply chain management teams is recruiting the right people – people who combine the ability to build and understand complex mathematical models with deep understanding of the relevant processes and technology platforms, and who also have a comprehensive appreciation for the realities of the business. Current experience suggests there are not enough of these people to go around and keeping the current workforce is proving to be difficult.

Similar issues have arisen in other complex process landscapes and have been addressed through a combination of new technology platforms and targeted outsourcing. Examining whether the same approach could work within Supply Chain Management opens a new realm of possibilities.



BPO is especially well suited to driving transformational change in core processes and there is reasonable cause to argue that a similar approach will also deliver measurable benefits within the supply chain, particularly in the areas of Supply Chain Master Data Management; Order Management; Logistics Management; and Planning & Optimization.

### Master Data

Failure to define Master Data processes with sufficient rigor often leads to faulty data being entered and that can prove costly. Only when true visibility is achieved can supply chain managers identify waste and redundancy, eliminate weaknesses, enable fast efficiency gains and foster a strategic approach to performance improvement. Master Data is the single most important factor in driving this kind of change for the better. The goal is to gather the right attributes for supply chain masters from multiple departments and divisions within the organization to integrate, validate and cleanse the data; then update the data in the right set of systems to further aid supply chain planning or execution. This enables a 'single version of the truth' to be built and shared, and it also ensures true visibility across the entire supply chain.

### Planning & Optimization

Given the key importance of volatility on supply chains, it is somewhat paradoxical that demand planning remains problematic in many organizations. This can potentially be traced back to the fact that traditional supply chains are designed to respond to demand but not to proactively identify emerging demand in advance. Demand forecasting, leading to better demand planning, requires a combination of reliable statistical models and advanced analytics, supported by personnel with skills in advanced modeling and focused system design. The key requirement is for people who

understand their business environment well and are able to build mathematical models that represent this accurately and then use this to drive positive action in the physical environment.

### Supply Chain Execution: Order Management

Order Management requires collaboration with a wide range of processes and stakeholders, external as well as internal. The requirement is for accurate data, timely data sharing and effective exception management. The focus is not solely on data entry and management; there is also a need for proactive management of customer and supplier contact, through all relevant channels, backed by real-time data updating. Improved performance, even by modest percentages, will expedite the order-to-cash cycle, reduce cost per order, improve quotes conversion and raise levels of customer satisfaction, thus reducing churn.

### Supply Chain Execution: Logistics Management

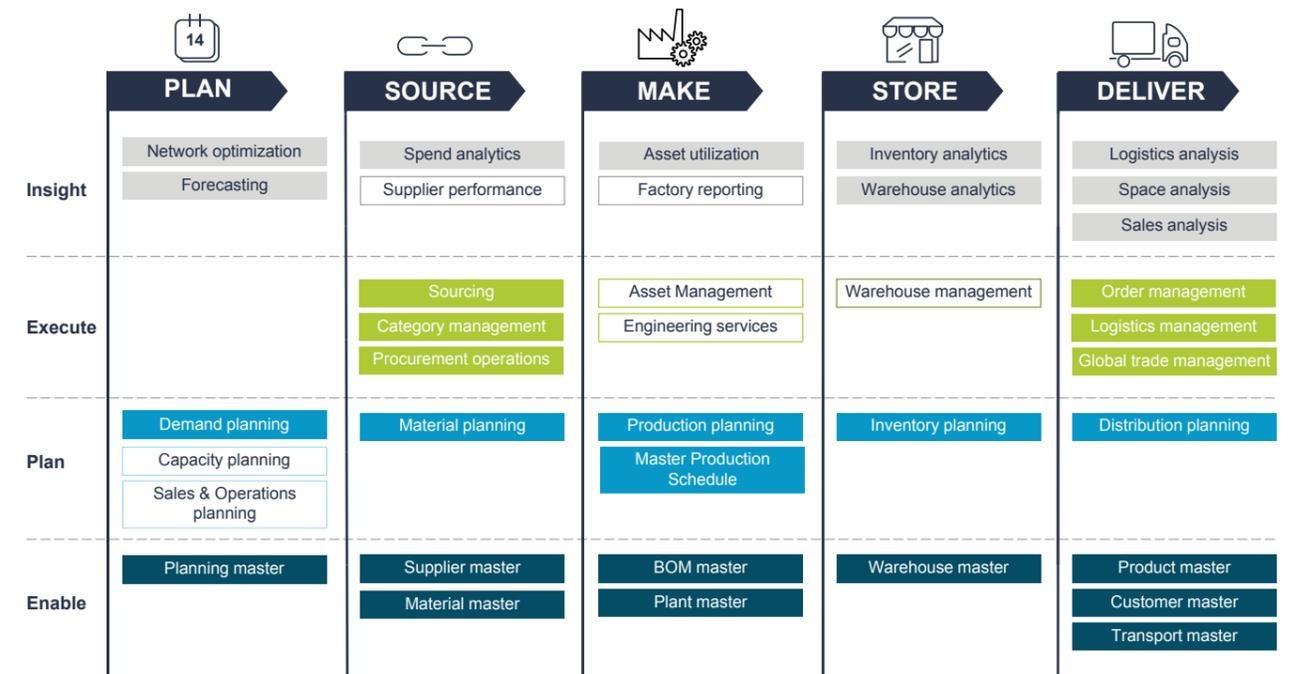
Efficient Logistics Management comprises four basic stages, all of which are founded in accurate data and supported by analytics and reporting:

- **Master Data Management:** the focus is on ensuring that all relevant information, covering everything from transport vendors to routes, modes and dispatching locations is kept up-to-date to enable accurate planning and execution.
- **Sourcing:** covering every action from the analysis of logistics spend, identifying opportunities to reduce logistics costs, managing quotes and tenders, to freight contract management.
- **Planning:** determining best routes and modes, identifying preferred logistics partners; it also covers load building and route and mode optimization for individual freight movements.
- **Processing:** concerned with managing payments, reconciling orders and proof of delivery, and auditing performance; also covers compliance documentation and managing claims as they arise.

### Supply Chain Insights

Supply Chain Insights is leveraged in order to help enhance operational efficiencies and effectiveness by using data-driven decisions at strategic, operational and tactical levels. It encompasses reporting on the entire BPO delivery as well as analytics covering the complete value chain, starting from sourcing, manufacturing and distribution through to logistics.

Capgemini believes there is a clear need for a transformational approach, and BPO has a key part to play in driving performance improvement across the supply chain as part of a collaborative framework. Capgemini uses its proprietary Global Enterprise Model (GEM) as a key reference point and benchmark. We also use the built-in governance tools within GEM to ensure that all functions, disciplines and service providers involved in the supply chain interact with each other seamlessly to achieve greater agility and responsiveness. Capgemini can jointly deliver consistent performance excellence across the supply chain, meeting management's expectations and fulfilling the promise of more accurate targeting. Incremental improvements will not deliver. Instead, transformational change is necessary and Capgemini sees BPO as the ideal means to achieve this.



# NetSuite Alliance

Capgemini's partnership with NetSuite brings together the leader in Cloud ERP for Financial Services and the leader in F&A BPO

“*The overall idea behind the partnership with NetSuite is to bring together Capgemini's deep sector experience and global presence with enterprise scale clients, combined with NetSuite's leadership as the world's #1 cloud enterprise resource planning (ERP) company.*”

**Tony Kelly**

Global Alliance Director, Capgemini BPO

**Q. Before we get started talking about Capgemini's partnership with NetSuite, can you tell us a bit about you?**

A. Certainly. Currently, I am Head of Strategy for BPO and have also taken on the lead role of managing the NetSuite alliance as it is an important relationship for Capgemini BPO. The Alliance task is to grow this new relationship and service from scratch, build out a funnel and establish the value proposition into the BPO suite of offers. On the wider front as Head of Strategy I support the Executive team by providing market and competitive analysis and opinion to help them steer the course of the business. Previously, I have held a number of roles within the BPO practice including Business Development Director, Global Product Marketing Director and responsibility for the New Business Incubator. I've been part of the BPO team since day 1 and was one of the first 7 people to meet with Hubert to kick off the business. Prior to joining BPO, I was with Capgemini UK in the outsourcing practice and before that, UK Alliances Program Director.

**Q. Thank you. Let's talk about Capgemini and NetSuite. As we know, NetSuite is one of the fastest growing top 10 Financial Management Solutions in North America. Recently, Gartner, the worldwide research firm, stated: "NetSuite is the most successful ERP suite SaaS provider operating in terms of active customers, international presence and functionality. Increasingly considered a safe choice for the world's largest enterprises consolidating their mid-tier applications." Considering that NetSuite is universally regarded as a cloud ERP vendor, how exactly is BPO working with NetSuite?**

A. It's worth pointing out the NetSuite Alliance is a Capgemini Global Alliance and the newest member of the Global Channels & Partners operation with full commitment from group and joint value propositions in consulting, technology and applications. The BPO component is a key piece of the global jigsaw. So the overall idea behind the partnership with NetSuite is to bring together Capgemini's deep sector experience and global presence with enterprise scale clients, combined with NetSuite's leadership as the world's #1 cloud enterprise resource planning (ERP) company. NetSuite is expanding its business up from the mid size client and into the enterprise space and building on North American leadership to grow a European business. NetSuite sees in Capgemini the perfect partner to work with on Enterprise solutions and Capgemini wants to be able to provide our global enterprise customers with the flexibility, scalability and power of cloud ERP, encompassing implementation, consulting, and integration plus of course BPO services.

In the case of BPO we see NetSuite as a key component of our "BPO in the Cloud", Powered by Analytics positioning. We will deploy BPO services bundled together with NetSuite Finance & Accounting functionality to offer the client a fully managed BPO service which includes the technology - all enclosed in a single contract for the client. This is similar to our earlier moves with BPO in the Cloud bundling Taleo for RPO (recruitment process outsourcing) or within the framework that we call "The BPO Virtual Company", where we offer a fully managed wall to wall back office service that is cloud-enabled.

**Q. Can you tell us briefly about the key components of this partnership?**

A. The relationship provides the benefits to our enterprise clients that are inherent in the combination of world class BPO F&A services bundled with world class Finance & Accounting SaaS.

Enterprise scenarios, such as facilitating the launch of new subsidiaries or integration of acquired companies, need to be up and running quickly without the up-front investment in time and resources of on-premise software. Or situations of outlying geographies or new product launches, where there is no business case for a full SAP or Oracle implementation. NetSuite and Capgemini BPO provide a powerful combination of governance, best practice business process management, integration, and financial process expertise as an agile solution with very attractive commercials that can deliver major savings in both processing and the total cost of the technology. In addition we are integrating the IBX Shop from the Capgemini BPO's procurement software suite with NetSuite to provide access to the supplier network. This integration enhances the NetSuite product functionality and allows us to give the enterprise client a richer purchasing solution with clear visibility across suppliers and the benefits of compliance that comes with greater procurement control. IBX shop provides an online consumer-like purchasing experience for the commercial enterprise user.

I had also mentioned earlier the Capgemini BPO Virtual Company - which is a fully managed BPaaS (business process as a service) proposition for innovative companies who don't want to own the assets for support of a business need or perhaps where there is no business case for a full SAP or Oracle implementation. Capgemini BPO will use the NetSuite financials to power a pre-configured instance of our unique IP for BPO solution deployment, GEM (the Global Enterprise Model).



# EVALUATING BPO?

## WELCOME TO THE FUTURE WITH CLOUD BPO FROM CAPGEMINI AND NETSUITE.

The future of business process outsourcing is here today. Together, Capgemini and NetSuite bring you BPO in the Cloud – providing global best practice processes, a distributed delivery footprint, and the leading Cloud ERP software. NetSuite brings together financials, CRM and Ecommerce in a single Cloud-based system that’s built for the way today’s business runs. BPO in the Cloud reduces cost, enables growth, and lets you focus on your business, not your IT. No wonder over 16,000 organizations have switched to NetSuite, the #1 Cloud ERP software – for today and the future.



**Q. The NetSuite-Capgemini partnership comes about at a time when global enterprises are joining the cloud wave. What is BPO in the Cloud and why is it relevant now?**

A. BPO in the Cloud bundles SaaS (software as a service) technology with best practice business processing expertise deployed using intellectual property components such as Capgemini BPO’s Global Process Model via GEM. One of the differences between Capgemini BPO’s interpretation of BPO in the Cloud versus the markets BPaaS (Business Process as a Service) definition is that generally the market view embraces a process services element that is mutualized and multi-tenanted. We take the view that whilst most clients are ready to accept multi-tenanted software (ie. SaaS), they are still tentative about multi-tenanted services as most want the personal touch. Consequently Capgemini BPO remains flexible in services provision and can support the client either with a dedicated team or via a mutualized service or a hybrid of both. Clients are increasingly recognizing the shared value and attributes of “outsourcing” the technology through cloud-based solutions and thus, turning capital expense into operating expense in the same way that outsourcing the processing brings value and flexibility and also moves costs from capex to opex.

Capgemini’s global alliance with NetSuite allows us to provide bundled BPO services powered by NetSuite ERP Financials. This bundled offer is aligned with a Two-Tier ERP model. Two-Tier ERP recognizes that most global clients have invested heavily in core systems of record such as SAP and Oracle and will not easily change to Cloud technology across the board. But there are often special, outlying or peripheral use cases where a “heavy” SAP or Oracle deployment makes no business case. We are finding that both existing and new clients have these kinds of gaps in their F&A processing needs whilst still wanting the benefits of standard best practice processes and leading technology. These scenarios could be in a division, operations in a small country, a recent acquisition, a divestiture, or a new product launch, were often the client is on spread sheet or a fragile non compliant local package and moving to a full SAP or Oracle instance would cost too much, take too long and is a “sledge hammer to crack a nut solution” Instead, a lighter, more agile, “ready to go”, proposition of a bundled BPO back office managed service that incorporates leading technology such as NetSuite is a perfect solution with built in speed to value.

**Q. Let’s talk more about BPO in the Cloud. Is this a new concept for Capgemini?**

A. Actually, we’ve been utilizing components of cloud technology for many years within certain segments of our

BPO practice. For instance, when we acquired the Order to Cash practice from Vengroff, Williams and Associates in 2011, we also acquired partnership in the market-leading webcollect technology platform, a SaaS cloud-based Order to Cash solution.

Our IBX Business Network is full SaaS and has successfully empowered large enterprises all over the world to seamlessly connect, transact, and collaborate with their suppliers over the past 12 years with cloud-based products and services that provide a true closed-loop procurement environment for customers.

More recently we deployed a recruitment process solution for one of our clients using Taleo software as a service to underpin a back office service. We also have a number of external third party relationships where we regularly deploy SaaS solutions, such as Trintech, as part of our comprehensive F&A services in Record to Report. So you can see that BPO in the Cloud is an evolution of ten years of innovation at the sharp end of BPO services development and with the NetSuite partnership (for BPO in the Cloud Financials), we are building out our cloud-based solutions into an end-to-end BPO in the Cloud platform.

**Q. Is the NetSuite Alliance relevant to what everyone in the technology industry is talking about today – data and analytics?**

A. The functionality has excellent built in analytics capabilities which are complimentary to Capgemini BPO’s full suite of proprietary IP and analytics services tailored to support the CEO, COO, CFO and CPO. Perhaps one of the key characteristics that make the NetSuite functionality so powerful in the area of analytics is that it is built on a single data base and therefore inherently provides a “single source of the truth” to power the built-in analytics and real-time visibility.

**Q. If you were presenting to a room filled with executives and you only had two minutes to speak, what would you say about the Capgemini BPO partnership with NetSuite that you think would resonate with the audience?**

A. It’s a no brainer and I don’t need two minutes: why wouldn’t you want to discuss an offer that combines world class best practice finance & accounting BPO and the world’s leading cloud financial management technology to strip 40% out of back office processing costs and 40% of technology ownership costs. Best F&A BPO, best Cloud ERP, it’s an unbeatable bundle.

“

*A true data driven analytics solution will help an organization tackle their most complex problems and create unique, predictive capabilities, driving intelligent decisions.”*



Connect with Terry at  
[Capgemini.com/expert-connect](http://Capgemini.com/expert-connect)

# Analytics

Driving Informed Business Decisions

by Terry Sandiford

**S**ir Francis Bacon, an 18th-century founder of the modern scientific method, famously argued that “Knowledge is power.” With all due respect to this great scientist, in the 21st century, “knowledge is profit” for those firms that deploy big data analytics solutions to reduce risks, make smart decisions, and create differentiated, more personal customer experiences. The answers are in the data — but only if companies look for them. Big data is the fuel and analytics is the engine that companies need to discover, deploy, and profit from the knowledge they gain with the information.

In the past, firms spent many years and many dollars building enterprise data warehouses (EDWs) and using business intelligence (BI) tools to report historically on businesses performance. Today, we have new tools that can deliver a more detailed, granular level data interpretation - and new platforms that enable near real-time analytics to be seamlessly integrated into both virtual and physical domains. What’s different now? Advanced statistical, data mining, and machine learning algorithms dig deeper to find patterns that traditional BI tools may not reveal. Big data has breathed new life into the possibilities because more data can mean more and better predictive models.

According to Thomas Davenport and Jeanne Harris, authors of *Competing on Analytics*, the new science of winning refers to the skills, technologies, applications and practices for continuous iterative exploration and investigation of past business performance to gain insight and drive business planning. What we at Capgemini like to refer to as - *Analytics Maturity*.

The goal of analytics maturity is to drive organizational efficiencies and overall improvement. A true data driven analytic solution will help an organization to tackle their most complex problems and create unique, predictive capabilities, driving intelligent decisions. For instance, we would advocate using analytics to determine how revenue among certain business units is trending statistically in an effort to predict future plans, decisions and outcomes.

In the past, driving informed business decisions by way of analytic output was controlled by statisticians who then created disconnected reports to deliver a slice of the output to selected users. When organizations take this approach to analytics, valuable output is often not distributed to the people who needed it the most. When a company reaches Analytics Maturity - most often through early adoption of big data technologies - where the output or the outcomes of the offline analytics are being driven into real-time business processes, the insights derived from big data analytics drive future decisions accurately to deliver the right message to the right person at the right time for the right price.

To drive informed business decisions is to provide analytic output successfully in a highly integrated environment enabling an organization to deliver forward-looking analytics using dashboards, reports and analysis delivering informed decisions and thus, higher value from the system investments through improved business outcomes. So, to us at Capgemini - analytics is now something that no longer fits in the specialist domain, offline or in background silos. Rather, it is a top-down driven initiative that is constant across the enterprise and gives the organization the ability to access all of the data that is relevant to key decisions in order to drive those decisions.

The critical issues in achieving informed business decisions centers around understanding what data variables are fundamentally vital to driving the right decisions through statistical modeling and behavioral analysis or operational research. Once a company has the mix of skills and data combined, the decision makers are able to see how the insights derived encompass operational functions right across the enterprise, from strategy to the specific business units. The outcome? CFOs make informed business decisions through analytics to meet revenue assurance objectives, working capital objectives and spend analytics across multiple channels. Driving informed business decisions may very well become the basis of competition and growth for individual firms, enhancing productivity and creating significant value for the world economy by reducing waste and increasing the quality of products and services. After all, knowledge is profit.

# Delivery Excellence



“*The strongest enabler is our client intimacy and the trust we establish through working with our clients towards a shared vision.*”

## A look inside Capgemini BPO's Delivery Excellence organization

by Adam Bujak

### As the head of Delivery Excellence, how do you define this concept?

For our team Delivery Excellence means deploying a standardized Continuous Improvement approach across the entire business, leveraging the power of Lean and Six Sigma. By mobilizing our staff as one team, we generate tangible improvement results both for our clients and our own business.

### What are some of the tools used by the delivery excellence organization?

We apply Continuous Improvement (CI) principles and tools to improve performance based on the principles of customer focus, stakeholder value, and process management. The examples of the tools we use include process mapping, waste identification, value stream mapping, COPQ analysis and balanced scorecard. The foundation for this is Capgemini's Global Process Model, our library of best-in-class business processes and controls built through our two decades of BPO experience.

We have also set up a state-of-the-art CI management system that we call iPortal. Through the iPortal we have gathered nearly 18,000 improvement ideas and projects in just two years, reflecting the magnitude of our CI efforts. We use the iPortal to capture, monitor and report on all improvement projects across the world. What gets measured gets done!

### Capgemini has delivered many impressive outcomes for clients over the years – what are some of the key enablers of this success?

The strongest enabler is our client intimacy and the trust we establish through working with our clients towards a shared vision. Going beyond the role of service provider, we are a strategic partner to our clients, proactively interacting with their teams to capitalize on opportunities for process improvement to generate tangible results. Our Global Enterprise Model (GEM) is a proven methodology that distills our assets, experience and best practices into an engineered approach for delivering transformation for our clients. Each of the seven levers that comprise GEM captures our experience and expertise in implementing transformation solutions. Finally our most important asset – our people, are key to the value delivered to our clients.

### How do you share and replicate best practices?

Internally, we have deployed iShare, which is our best practice sharing technology. We use it extensively to capture and propagate best practices across engagements and centers. We also encourage and recognize innovation through events and competitions while sharing through local initiatives such as Quality Weeks, Lean Action Workouts and dedicated improvement communities in all centers.

### Can you provide some examples of how you've replicated best practices?

We consciously drive best practice replication across our engagements and clients definitely benefit from this effort. The most recent examples comprise the production management approach transfer from a leading pulp and paper company to a heavy duty manufacturing client. Our Command Center solution has been replicated across most engagements in India. Our new efficiency management tool is deployed across engagements in Poland and the agent work balancing approach has been transferred from a telecom client to a leading media client in Guatemala. The resulting quality and productivity improvements speak for themselves.

### Looking a bit into the future – what's next for delivery excellence?

We have managed to create the momentum - now it is time to build on it. In 2014 we will do a global launch of a program called iPoints to complement the iPortal and iShare in terms of individual recognition. iPoints – being a modern reward points system – has been replicated from the passenger airlines and already launched as a pilot in the Polish Center. Clearly, the involvement of our people combined with the strong training offer covering the Global Process Model and Lean Six Sigma is key to our success. In the last year we have successfully introduced the online Yellow Belt (YB) training and certification. Now we are ready to launch a virtual Green Belt (GB) training, which has been piloted in Q4. The industrialized YB and GB training approach will build on the existing classroom training offer, reaching far more employees across the world. Continuous improvement is the result of continuous involvement and I am excited at the energy and commitment that I see when it comes to a BPO-wide implementation of the Global Enterprise Model driven by one team, enabling us to deliver breakthrough results and strengthening our unique value proposition for our clients.

# Office Depot Realigns Collection Management; Achieves Tremendous Savings

Capgemini's Webcollect O2C Pro solution helps increase collection productivity and drives effective cash flow

## The Situation

Office Depot, a Florida-based global provider of office products and services, wanted to change an existing ERP based collection management platform that was used by the company's in-house and outsourced collection teams. The company was aiming for a new collections management platform since the current product module did not allow collection agents and dispute resolvers to be as productive as the company wanted and management lacked the ability to proactively monitor their distributed teams' performance. Office Depot collaborated with Capgemini to find a solution to this critical business problem.

## The Solution

Office Depot evaluated and selected Capgemini's A/R Management Platform named Webcollect O2C Pro, the premier industry solution for order to cash, designed to streamline and achieve operational efficiencies in accounts receivables function. It was chosen primarily due to its platform-agnostic nature and the fact that it incorporates industry best practices through hierarchal workflows, in addition to having flexible account treatment methodologies guiding users through both system-driven and manual account and transaction level follow-ups.



*The Webcollect O2C Pro platform has been instrumental in helping my department gain efficiency. The tool is well-organized which has enabled each collector to penetrate more accounts. There is flexibility which allows for different types of accounts to be handled uniquely."*

### Jill Accardo

Senior Manager of Collections and Dispute Resolution at Office Depot

The solution supports multi-currency customers and the user interface is available in various languages. Additionally, Webcollect O2C Pro also offers a fully paperless environment that manages any electronic media (pdf, Word, tif, jpg, PowerPoint, MP3/MPEG audio and video) and offers a scanner interface for immediate document capture.

## The Result

The solution has helped Office Depot improve its Days Sales Outstanding (DSO) and reduce collection costs by 22% in the first year in addition to allowing the collections department to better manage aged receivables, and increase collection productivity and effectiveness. The solution has helped Office Depot implement target management metrics and provide real time reports to multiple stakeholders. Currently, Capgemini's Webcollect O2C Pro is installed and fully-operational in Office Depot's headquarters in Florida, as well as in A/R centers in Guatemala, India and multiple remote Office Depot offices located around the world.

## How Office Depot and Capgemini Worked Together

Office Depot embarked on a mission to replace its existing ERP based collection management platform with a single compelling motive – Identify software to increase recovery and collection performance.

This need was broken down into proactively managing user activity and portfolio stability, setting and monitoring productivity, aging and penetration targets at individual and team levels.

The strategies for increasing collections were laid down as:

- Utilizing a web based platform that presented all the required customer contacts and financial information through an efficient user interface
- Providing a dynamic task list showing A/R collectors a prioritized list of accounts to work

- Enabling A/R collectors and managers to submit and approve multiple disputes, credit memos and adjustments at once
- Easily sharing workload within the organization and managing segments of collection processes at various global locations
- Establishing a seamless front office - back office capability
- More effectively managing disputed invoices and short payments



*Seeking software to increase recovery and collection performance, Office Depot evaluated Capgemini's Webcollect O2C Pro. Gaining efficiency and productivity was top priority for the company."*

Office Depot, Inc. is a global supplier of office products and services. The company was incorporated in 1986 with the opening of our first retail store in Fort Lauderdale, Florida. Sales are processed through multiple channels, consisting of office supply stores, a contract sales force, an outbound telephone account management sales force, internet sites, direct marketing catalogs and call centers, all supported by a network of supply chain facilities and delivery operations.

More information is available at:

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

“*We’re now going beyond the operational outcomes and linking them to shareholder outcomes”*”



## Outlook

### FAO as a Stack

The next wave of finance and accounting transformation

by Andrzej Hutniczak

**A**s Market leader in FAO, it's our responsibility to stay ahead of the curve to provide the next generation solutions for our clients. Over the past decade the business process outsourcing (BPO) industry has experienced radical change, evolving from a 'lift-and-shift' model for cost-cutting to a necessary business function focused on transformation and enabling growth. It has been an incredible journey and it's exciting to continually find new ways of helping our clients grow their businesses through business process transformation and I believe the next wave of this journey is what Capgemini has coined as 'FAO in a Stack'.

If you look at today's finance and accounting outsourcing (FAO) services, it begins with the record function of the process and then moves on to reporting, followed by in-depth analytics and finally taking action on behalf of our clients to deliver outcomes that add more value to their business. Collections is a good example of this process where the outcomes the client is looking for is cash in the bank. BPO services ensure that transactions are recorded on a timely basis, reports are issued to indicate which customers are paying late along with proper analysis to determine why, and finally implementing actions to ensure our clients' customers pay on time going forward. This is the classic virtuous circle that we use across BPO.

Traditionally BPO providers have focused on operational outcomes – more cash in the bank or lower costs, higher margin. We measure how we deliver outcomes for our clients across revenue, control, cost and margin and working capital. Now we're going beyond the operational outcomes and linking them to shareholder outcomes – and this is the foundation of FAO in a stack.

FAO in a stack is all about delivering world class outcomes. And we do it by ensuring our assets are aligned behind the

strategic outcomes our clients are looking to achieve. One of the keys to delivering on the promise of FAO in a stack is working closely with our clients to understand their policies and making sure they are applied consistently. This involves linking the outcome to the service as well as to the design of the processes, architecture, and overall solution.

One example of how FAO in a Stack can support our clients involves our client, Syngenta who is very focused on top line growth so we are developing Virtual FAO as a Stack for them. This is a Cloud based configuration of the FAO GEM to support new innovations in new emerging markets. This offers them agility at a lower total cost of ownership for finance. It includes the service layer whereby we deliver voice services, reports, and processing services as well as a process layer that offers Procure-to-Pay, Record-to-Report, and Order-to-Cash best practice processes that are aligned to our Global Enterprise Model (GEM). We then offer a stack of technologies aligned to those service and process layers so the client can optimize their deployment of technology. This model can be extended to their core business and could be delivered through public or private cloud or hybrid model.

FAO in a stack addresses our clients' total cost of finance including people, technology, and infrastructure costs. It is the complete optimum configuration of finance and accounting operations ranging from people, processes, and technology underpinned by the policies that deliver the right outcomes for that client to achieve the right outcomes for their shareholders.

This is an exciting development in FAO services and I'm proud that Capgemini is at the forefront of it. The passion of everyone in BPO for innovation and our commitment to the ongoing success of our clients' businesses will ensure we are No 1!

For more details contact:

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## About Capgemini

With more than 130,000 people in 44 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2012 global revenues of EUR 10.3 billion.

Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want.

A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

Learn more about us at

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



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People matter, results count.