

A New IT Model Is Taking Care of Business

Integrating existing SAP structured workload with Microsoft's unstructured workload can increase productivity, reduce time-to-market and improve compliance—without heavy investment in new applications and tools.

Until now, business processes and IT have been designed and built to be enterprise-oriented. That is, they have served the needs of the business and treated individuals as workers subservient to roles within the processes. On the whole, this model ignores the way employees work and doesn't support them to be effective or productive to the benefit of the organization in today's marketplace.

For more than a decade investment in IT has centered on automating internal processes with the aim of reducing costs and improving operating effectiveness to support a Business Model aimed at delivering 'more of less' in largely stable markets.

Today's market is driven by a deadly mix of globalization, increasing competition, a shift toward media as

the source of information, as well as stronger demands for localization and customization. This has resulted in a new model which emphasizes 'do less of more' and speed-to-change in order to compete.

As the ability to save on costs encounters the law of diminishing returns, the enterprise focus for using technology is shifting towards external goals that can lift revenues, market share, and margins. These new and very different business requirements recognize new and different technologies and capabilities, delivered in new ways at different time scales. Termed 'Business Technology' the focus is on people, communications, and collaboration rather than computers and data.



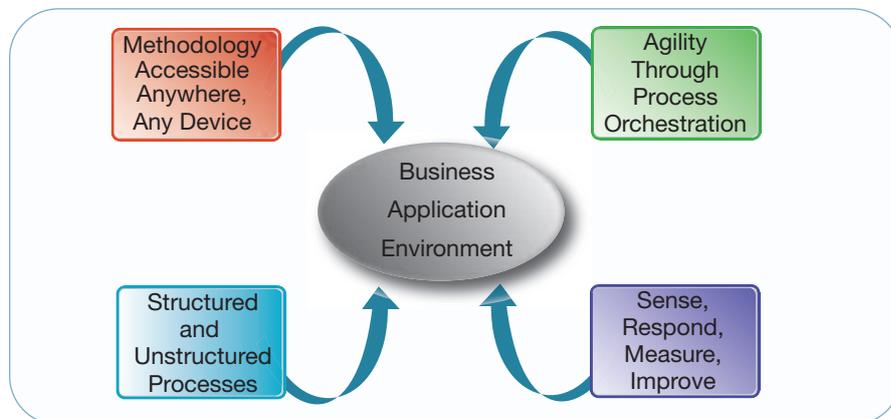
Now the enterprise is fundamentally re-examining the way that the individual interacts with the corporate view of process. It is no longer a process of, or for, the business, but a process of the individual. This is the “You Experience”, a technology cluster in Capgemini’s TechnoVision methodology. The model of application-driven, dialog-oriented transactions gives way to a perspective with the users at the center participating in multiple processes through diverse interaction models.

Individuals interact with the enterprise in a very different way today. Instead of being subservient to business processes, employees drive the processes themselves via personal productivity tools such as Microsoft Office and the onslaught of consumer-based technology. To date, this user-centric model has not been integrated into the traditional business-driven model, and a gap remains between the two corresponding sets of technologies.

Business managers have expectations as to how processes should be organized (Figure 1).

To respond to business needs, the enterprise is searching for solutions which will unleash the power of its investment by reusing existing assets instead of investing in new technology. Currently, the Enterprise Resource Planning (ERP) system delivers cost advantages to an enterprise compared with a fragmented business application portfolio primarily by decreasing the costs of assuring process integrity and centralizing information across end-to-end processes. ERP’s cost benefits are dependent on it supporting a critical proportion of functionality within the enterprise. It does so primarily by decreasing the costs of assuring process integrity and centralizing information across

Figure 1: Example of Processes Modeled According to Business Requirements



Source (Gartner May 2007)

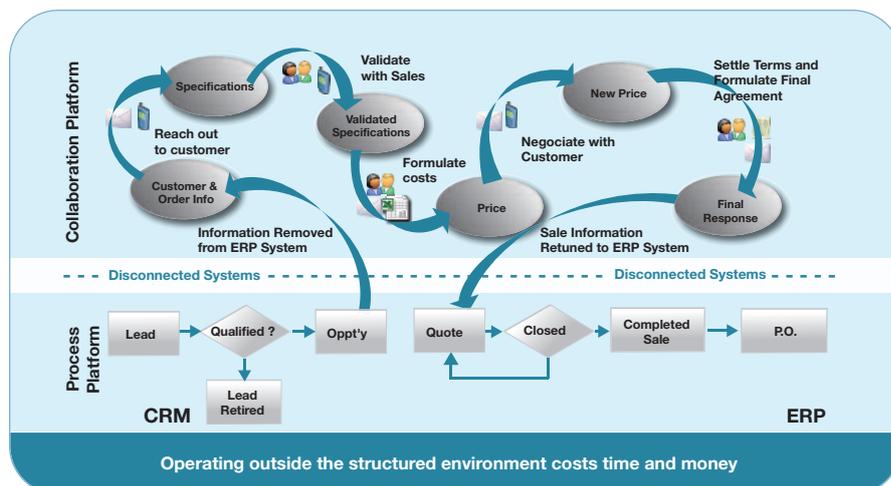
end-to-end processes. ERP’s cost benefits are dependent on it supporting a critical proportion of functionality within the enterprise. Below this threshold, the ERP strategy is suboptimal, cumbersome and costly in comparison with a best-of-breed strategy.

The gap between the expectations of the business managers and the current ERP system utilization has led to reduced employee productivity because users have found alternative ways to complete their objectives. This, in turn, has resulted in the emergence of multiple, isolated data stores of unstructured data. Not only

are these silos difficult for the enterprise to control but, as more technology is purchased to support the extra processes, they are more expensive and time-consuming to manage and maintain. Ultimately, this reduces agility and increases an organization’s time to take products and services to market.

The enterprise can maintain the relevance and economies of scale of the ERP application only by making the ERP relevant to more types of users, such as information-driven users, in their everyday activities of driving business change and improvement.

Figure 2: Example of a Typical Opportunity Management Process when Person-to-Person Interaction Is Missing



Operating outside the structured environment costs time and money

Out-Moded Process Example

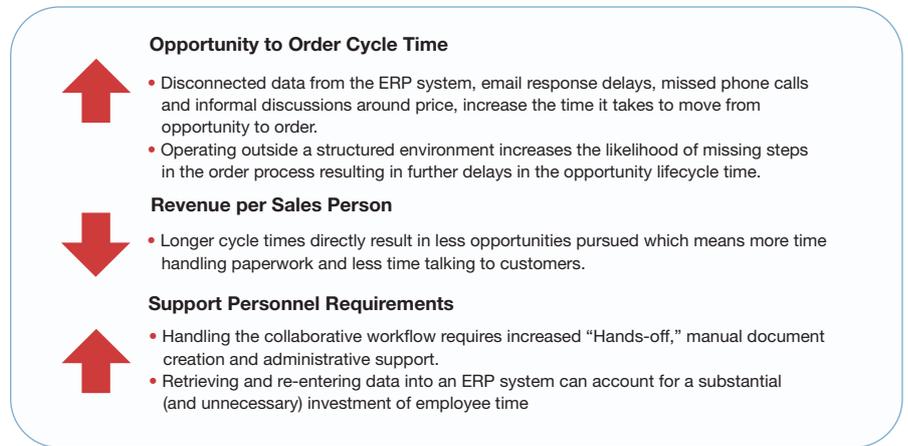
Figure 2 outlines the typical opportunity management process as part of prospect-to-cash business process, where the person-to-process interaction is missing.

This process is typically what we find supported with today's business applications. As structured and unstructured processes are disconnected, they impact business KPIs. With the current process the KPIs in Figure 3 are affected.

The enterprise has to make a break from this monolithic process to adopt a more interactive process. It can do this by bringing in models of 'Transaction to Interaction' and 'Process-on-the-Fly', two of the clusters in Capgemini's TechnoVision methodology. Today, business managers want to refocus their attention on user interaction which is accomplished via instant messaging, threaded discussions, events management, multichannel access and more. Collaboration is vital to the success of the overall business process.

In this specific example, a salesperson has used a Microsoft Outlook calendar function to set up an appointment with a prospect before logging the activity in a business application.

Figure 3: KPIs with Current Unconnected Structured and Unstructured Business Processes



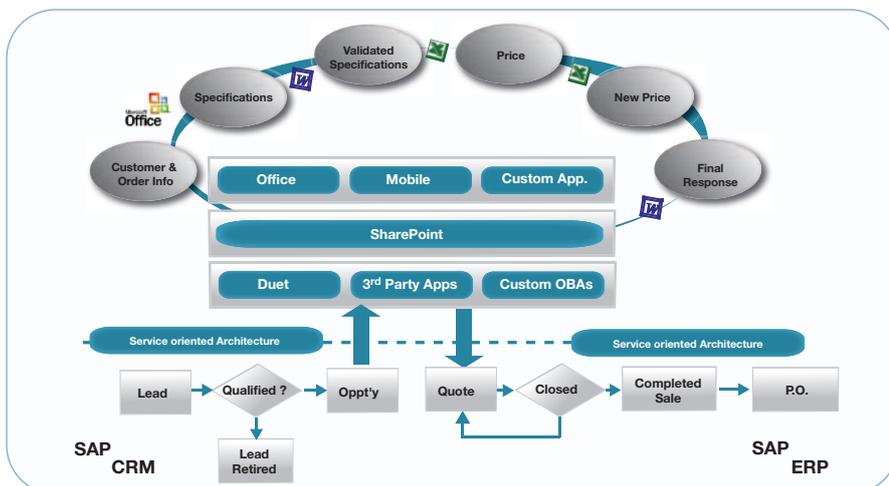
Once the activity has been logged, then the individual salesperson would likely seek information from other users in the enterprise or business partners to complete a proposal. It is helpful if the activity is captured in some kind of discussion board so that all involved parties can see what has been done regarding the prospect. The salesperson wants to access information from anywhere at any time with any device so that they can participate in the process without delay.

The KPIs which were in red due to disconnected processes (Figure 3), are shown in green (Figure 5) with connected structured and unstructured processes.

Solution

Most organizations using ERP today run licensed SAP software, and the vast majority of their employees are prolific users of Microsoft tools. To take advantage of these existing assets, Capgemini ERP+ integrates SAP's structured workload with Microsoft's unstructured workload to increase productivity, reduce time to market, and improve compliance. This unique approach will identify areas where connecting SAP and Microsoft technology more closely together will provide the biggest benefits to the client and reduce IT complexity significantly. ERP+ promises to lower the total cost of ownership, shorten time to market and increase agility and productivity.

Figure 4: Example of an Opportunity Management Process with Person-to-Person Interaction Built In



Capgemini is offering a consulting and technology service offering where we will work with our clients to maximize the return on their investment in their business applications. This will provide organizations with a technology solution that combines the power of SAP-based business application solutions with the ability to increase its wider adoption and improved usability through Microsoft Office, Microsoft SharePoint and .NET.

Figure 5: KPIs with Connected Structured and Unstructured Business Processes via ERP+



Opportunity to Order Cycle Time

- A seamless and collaborative process for tracking opportunities through their lifecycle can help reduce business process cycle time and lower risk.
- Microsoft collaborative software can help enable these time savings by managing the flow of opportunities, ensuring that steps are followed in the correct order, and that action items end up on the right desk at the right time.



Revenue per Sales Person

- Collaborative software enables efficient execution of the backen office responsibilities surrounding a sale freeing up more time or chasing leads and developing new business.



Support Personnel Requirements

- By Streamlining the opportunity to order process, less time is spent formatting and customizing invoices.
- By integrating the two systems, records management and archiving move from being a full time job to being an automated process lowering business risk and saving real money.

- Establish an accessible SAP and Microsoft Interoperability environment
- Develop Reference Architecture.

Capgemini is perfectly placed to deliver projects based on SAP and Microsoft because it is an independent system integrator with a strong global SAP practice of over 8,000 practitioners. It combines technical Microsoft & SAP expertise with SAP business expertise, and has a proven longstanding track record of solving complex integration issues. Not only does Capgemini have business process optimization knowledge, but it has the experience to lead the discussion, craft, implement and deploy the solution, and facilitate the change management. As a gold partner of both Microsoft and SAP, Capgemini is a winner of multiple Microsoft partner awards and SAP Pinnacle awards, and is a recognized SAP leader in the Gartner Magic Quadrant.

This offering will help clients to identify areas where the enterprise can:

- Support business agility and productivity
- Increase information accessibility and leveraging to make more accurate and timely decisions
- Access information and processes anywhere and with any device
- Support further productivity from SAP and Microsoft platforms.
- Reduce manual overheads – avoids double keying.

- Establish a Microsoft and SAP interoperability Center of Excellence
- Train 1,000 Capgemini architects on interoperability of the Microsoft and SAP environments
- Conduct customer workshops to demonstrate the value of integration

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Capgemini has developed a methodology and accelerators to help clients in developing a strong business case to integrate the structure and unstructured information and provide access anywhere and with any device by bringing greater agility to the business model.

Why Capgemini

Capgemini has launched an ERP+ program globally to:

- Develop a value scenario based on SAP Business Suite 7 and the Microsoft platform to help automate industry-specific scenarios



About Capgemini and the Collaborative Business Experience™

Capgemini, one of the world's foremost providers of consulting, technology and outsourcing services, enables its clients to transform and perform through technologies. Capgemini provides its clients with insights and capabilities that boost their freedom to achieve superior results through a unique way of working, the Collaborative Business Experience™. The Group relies on its global delivery

model called Rightshore®, which aims to get the right balance of the best talent from multiple locations, working as one team to create and deliver the optimum solution for clients. Present in more than 30 countries, Capgemini reported 2008 global revenues of EUR 8.7 billion and employs 90,000 people worldwide.

More information is available at www.capgemini.com