



# Innovation Nation

2016  
Autumn

## DISRUPT WITH DIGITAL

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"Disruption" is one of those words that is often used now in business. Whether in the context of disruption caused by external factors or "self-disruption," it seems set to define our digital ambitions for a while to come. Unfortunately, it's also fast becoming a term mired in confusion and complexity, where the hype proves to be an intimidating barrier for many businesses that just don't know where to start. It's our mandate to bring simplicity and accessibility to our clients, and turn "disruption" from a fuzzy concept into tangible business benefits.

Seen through the lens of Business Services, disruption means critically thinking about business processes in the context of the technology that's available to us. It means renovating, and in some cases, reinventing processes and services that deliver organization-wide benefits. And to then deliver these benefits at scale.

Before we can determine where a business's process can be improved, or how it can be digitized, we need to take a step back so that we can see why a process is in place, what it delivers and whether it has the longevity to contribute to the end goals of the business in the future.

The routes to disruption are manifold, but all are dependent on an enterprise's timescales, budgeted resources, and – most importantly – its starting point.

To me that starting point is the complete and seamless integration between the traditional IT and Business Operations functions. When people are working together, closely, and have 360° visibility of their business's operations and the technology that underpins them, transformation is a given. Human experience, intuition and curiosity are always going to be far greater tools on the road to digital transformation than any single piece of technology.

With that in mind, I'm pleased to introduce an issue of Innovation Nation that focuses on the people behind digital disruption at Capgemini. We've assembled a number of articles in this issue, starting with "Next-generation Global Business Services" that looks at how the human-machine relationship can be optimized to exceed individual customer expectations. Divya Kumar and Christopher Stancombe explore this relationship further in their respective articles on incremental artificial intelligence (AI) implementation and robotic process automation (RPA).

Our expert insights this month, collated across the breadth of the business, touch on aspects of digital disruption in Business Services and the people it affects. As always, we also have an inspiring showcase of transformation stories and achievements from our Centers of Excellence. One of my favorite stories in this issue comes from the Capgemini Guatemala team, who have partnered with United Way to help build a school for the children of Bosques del Quetzal School. It's the perfect example of why the human component of Capgemini is our most valuable.

"Disruption" might be the biggest buzzword of 2016, but it also represents an industrial mindset shift, and an incredible opportunity to deliver value to our customers on a one-to-one level. Our customers need people who can illuminate the benefits of integrating IT and business processes; people who can give them the tools to re-engineer their operations; people who can demystify digital for them. We need to work hard to earn their trust, and to be those people.

I hope you enjoy this edition and look forward to reading your contributions in the next issue.

*Aruna Jayanthi*

Head of Capgemini Business Services



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## Making a Difference



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# FOCUS ON DIGITAL BUSINESS SERVICES





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# NEXT-GENERATION GLOBAL BUSINESS SERVICES

*Andrzej Hutniczak*

Head of Innovation, Capgemini Business Services

**Sometimes answers to the big questions can be found in the smallest places. Organizations are operating in an increasingly global environment and yet in an online and connected world, they need to be ever more mindful of the "audience of one," the individual customer.**

How successful they are at addressing this micro level has a fundamental bearing on outcomes at the enterprise level. The customer experience is key, and achieving it involves a radical and enterprise-wide reshaping of processes that can only be achieved by harnessing the best that technology and structured thinking have to offer. If organizations are to succeed, this must be the year the next generation of Global Business Services becomes Digital Business Services.

## **THE CHALLENGE TO MEET**

Anyone in a senior decision-making role will know there are pitfalls as well as advantages to leading a large enterprise. Against the upsides of a likely substantial market share, thought leadership, a mature infrastructure and considerable economies of scale must be offset potential problems such as incompatible and clunky legacy processes, complex supply chains, tribalism between different business operations and the slow pace of change; it's hard for a super-tanker to alter its course in a hurry.

There's another problem with size: the bigger you are the further the center of your operations might be from its points of delivery. This is particularly significant because they are the points that matter most. They are the reason you're in business to begin with. They are your customers.

The customer experience is key. In large organizations where processes have evolved over time it can be easy to forget that what works for the enterprise doesn't necessarily work for the customer. A streamlined internal system may deliver administrative benefits, but if the result is that the customer is made to feel less important, it's sure to affect that particular customer's goodwill.

How can global organizations make the most of the advantages their size confers while lessening the disadvantages or, better still, reducing them to a bare minimum? How can they best take advantage of the improvements to customer experience that Digital can offer? In short, how ready are they for digital transformation – and how can they get there?

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**The bigger you are the further the center of your operations might be from its points of delivery.**

## THE OPPORTUNITY TO CONSIDER

What major enterprises need is an organizational approach that is comprehensive and consistent. Only if it embraces every part of the organization in the same logical and practical way can it deliver the insight, efficiency and value that will transform customer experience.

Some enterprises are developing their model for Global Business Services (GBS) in-house; others take substantial advantage of business process outsourcing (BPO), working with experienced global specialists; and others have taken a hybrid path. Whatever the case, GBS is in great demand. A recent survey from HfS (*From Global Business Services to Digital Business Services*) showed that:

- 61% of enterprise buyers with revenues over \$1 billion plan to increase the use of shared services
- 72% of such buyers plan to increase the use of outsourcing services
- 30% of major buyers aspire to implement a GBS model but are not sure how to get there

Different organizations have reached different stages of development. Some are implementing GBS at a transactional level, focusing principally on cost savings; some have moved to a tactical stage, seeking quality and efficiency improvements; while others have been able to progress to strategic levels at which they can meet and exceed their KPIs and boost profits and revenue. The question is how to make these practices part of a sustainable model – and whether it's possible to go further still.

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**Digitalization and the digital business are catalysts of change that are affecting the human-machine relationship and driving better customer outcomes.**

Gartner 2014

The opportunity for progress here lies not just in achieving organizational cohesion and customer responsiveness at transactional, tactical and strategic levels, but in taking it a stage further, to equip the enterprise to tackle its current challenges but also to transform itself into an entity that is quickly able to meet and beat anything the future flings, anticipating and satisfying market demands in the most cost-effective manner possible.

To do this, what's needed aren't just Global Business Services. They are Digital Business Services, and they are key to achieving real and sustainable improvements to the customer experience you deliver. But how ready are you for this shift – and how are you going to achieve it?

## THE APPROACH TO TAKE

A comprehensive Digital Business Services (DBS) model is the only way an enterprise can effectively manage its macro strategic issues while simultaneously meeting its individual customer expectations. It's about reshaping the organization to deliver value from which customers and hence the business will benefit. It's also about having streamlined and automated processes in place, supported by technology and delivered by top-notch talent.

What stage have you reached in this evolution? How ready are you? There are three key elements in moving from GBS to the Digital Business Services model.

### Digital sophistication

You can't plan a route anywhere until you know where you're starting from or what you might need along the way. A Digital Business Services model operating on an as-a-service basis and combining on-demand business processes and cloud technologies will give you the insights you need to achieve efficiencies and increase profits. Those insights will also show where and how you can innovate, and how you can improve customer experience in an increasingly mobile world in which access can be from anywhere and at any time.

A Digital Maturity Assessment (see separate box) will help you determine your organization's readiness.

## Customer-centricity

If business services are comprehensive and digital, it's easier to build new collaboration formats into your enterprise, engaging your internal stakeholders so they are better able to recognize, respond to and perhaps even exceed customer expectations. This collective digital approach also enables you to make best use of any spare capacity in goods and services. This too can be put to work on behalf of the customer, whose overall digital experience is the key success factor.

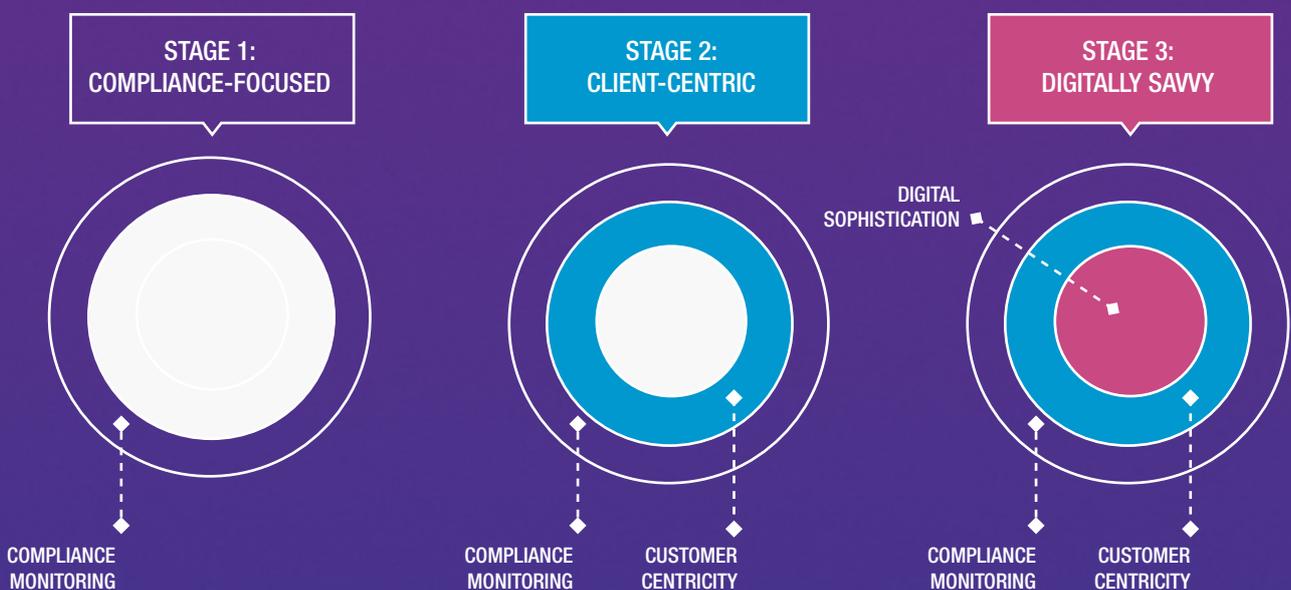
## Compliance

Governance, regulatory compliance and exposure to risk all require responses that are comprehensive and timely. A Digital Business Services model gives enterprises the flexibility to deal rapidly and effectively with shifts in the economy, in foreign exchange, in national and international policy and in global market forces. The model also helps achieve balance between on- and offshore operations and adapt to evolving technology threats.

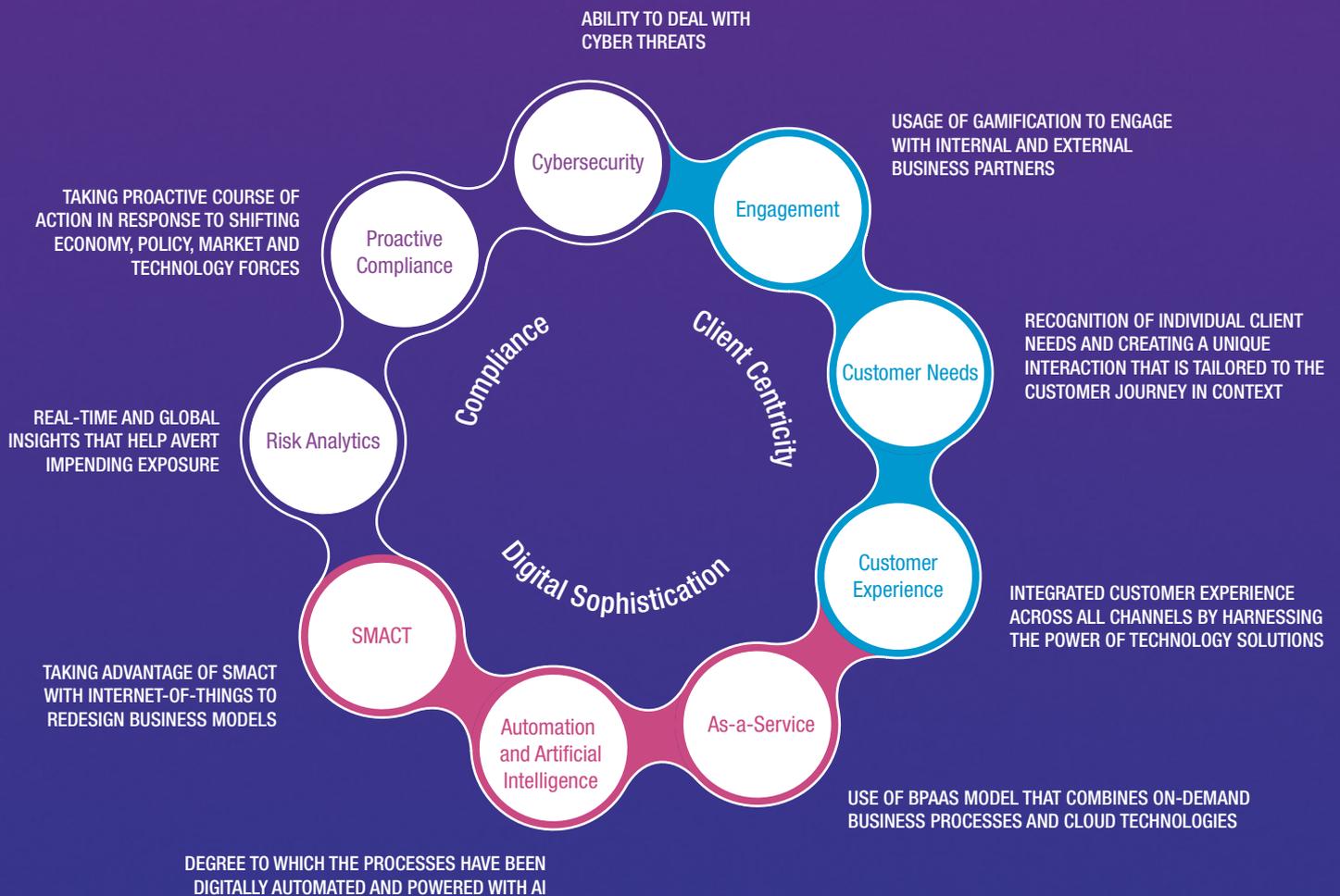
**Digital Business Services enable organizations to manage their enterprise-wide strategic issues while simultaneously meeting their individual customer expectations.**

## DIGITAL MATURITY ASSESSMENT

Digital Business Services maturity can be determined by a Digital Maturity Assessment (DMA) measured against several straightforward but important criteria. The DMA determines the maturity stage of the GBS. These are:



The DMA assessment focuses on nine measurement criteria centered around three key dimensions of the digital maturity: compliance, client centricity and digital sophistication.



## HOW IT WORKS

Let's look in a little more detail at how a Digital Business Services model can address these three key areas across the enterprise.

### Digital sophistication

A digital, mobile and real-time intelligence hub can provide all the insight you need. It can offer:

- **Operational monitoring** – to measure day-to-day efficiency and effectiveness.
- **Real-time analytics** – to deliver insights and predict outcomes on which the enterprise can act.
- **Effective GRC** – enterprise-wide governance, risk and compliance, monitored and managed centrally.
- **Key functions as-a-service** – including:
  - innovation
  - project management
  - robotic process automation
  - digital training

## Customer-centricity

Comprehensive and integrated solutions can be used to:

- Enhance the digital experience in this ultraconnected digital world so your customers are better informed and understood.
- Increase customer insights.
- Improve customer retention.
- Achieve a consistent customer experience across all channels, including social media analytics.
- Engage customers in real time, not only improving their experience but increasing revenue.
- Employ social media, gamification and crowdsourcing technology to improve processes and hence customer interactions.

## Compliance

Bedrock digital elements of any enterprise-wide approach to GRC will include:

- Cyber security services:
  - End-to-end advisory, protection and monitoring services to detect and guard against forthcoming cyber attacks.
- Risk analytics:
  - Timely and global insights that help avert impending exposure.

## THE BENEFITS TO ACHIEVE

Effective Digital Business Services enable enterprises to achieve outstanding benefits for the organization but more particularly for its customers, on whom success ultimately depends.

Every Digital Business Services benefit puts customers at the center. The list includes:

- **Customer loyalty** – enterprise-wide digital processes increase engagement with customers at every touchpoint to earn their trust and hence increase retention.

## Gamification

Gamification enables enterprises to apply game mechanics and game design techniques to engage and motivate people to achieve their goals. It can be harnessed within Digital Business Services to a number of useful ends including the training of employees, which will ultimately directly or indirectly make an impact on the customer whose experience will improve.

For instance, Capgemini has itself rolled out a game called Multiplayer to broaden the skillsets of employees, giving the organization flexibility in the roles people fill within the organization. In a series of "quests" and with the input of subject matter experts, they learn skills in finance and administration that are broadly used and that also consolidate their understanding of Capgemini's Global Enterprise Model® (GEM). The acquisition of these skills improves their career prospects and importantly also enhances the levels of customer experience they can facilitate.

The gamification principle is gathering momentum. Gartner has predicted that a gamified service for consumer goods marketing and customer retention will become as important as Facebook, eBay, or Amazon, and that more than 70% of Global 2000 organizations will have at least one gamified application.

- **Processes** – back-office functions are handled in a standardized way that is optimized to deliver best-in-class performance with a particular focus on the end customer.
- **Technology** – standard processes are migrated to a digital platform and automated with tools and technologies that eliminate manual work, improve internal controls and enhance the digital customer experience.
- **People** – processes are delivered by the right people with the right skills in the right location, complemented by a virtual workforce handling tasks that can be streamlined and automated, which ultimately is a benefit to customers.

- **Pricing** – Digital Business Services help enterprises to achieve cost structures that simultaneously improve margins and deliver great value to customers.
- **Governance, security and risk** – enterprise-wide visibility of processes improves measurement and control and provides advance warning of issues before they become problems, minimizing the possibility of any disruption for customers.

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## 2016 will prove to be the most consequential year for companies adapting to digitally savvy, empowered customers.

Forrester 2016

### The wisdom of the crowd: why?

Crowdsourcing can be another powerful element of Digital Business Services. Why? Because it can break down barriers between enterprises, their customers and other external audiences by engaging them in the development of ideas or in discussions about the direction the organization, its products and services should take.

The enterprise benefits in two main ways: first, people outside the enterprise (and customers in particular), develop a greater sense of kinship with the brand as a result of their participation; and second, what often emerges from the exercise is a tangible business benefit that may not have been realized if it had been left to the organization itself.

### For instance:

- MyStarbucksIdea has generated tens of thousands of customer suggestions to the business, 300 of which have been implemented.
- eYeka is a collective advertising agency that uses crowdsourcing to generate suggestions for new campaigns for global brands.
- Capgemini's own Innovators Race encourages students and universities worldwide to develop ideas that will help multinational organizations gain competitive advantage and improve customer experience.
- Zooniverse brings together over one million volunteers around the world to assist in scientific research.

## HOW CAPGEMINI CAN HELP

Capgemini's Digital Business Services offer comprises portfolios in Digital Transformation and Digital Operations. It aims to improve processes within the enterprise at every level – from the macro down to granular detail – to deliver the best possible mechanism for meeting customer needs.

The three key modules of Capgemini's Client Intelligence Center platform are as follows:

**Digital Command Center** – measures the efficiency and effectiveness of operations to improve the customer experience:

- Ensures internal operations are constantly aligned to the external customer experience
- Provides measures and performance reports
  - Productivity and performance reports
  - Incident reporting
  - Financial reporting
  - End-to-end performance monitoring
- Visualization dashboards including process compliance
- Alerts designed and set up for relevant staff
- Data and KPIs aligned with process and management routines
- Mobile accessibility
- Measurements of employee performance.

**Insight 360° Center** – digital end-to-end analytics service to devise routes to a better customer experience:

- Focuses on value and business outcomes, and especially on better customer outcomes
- 360° visibility across business units and geographies
- Diagnosis across the value chain to identify immediate improvement opportunities
- Detailed action plan with quantified outcomes
- Continuous analytics for sustainable improvements.

**Control Center** – assures regulatory compliance, reduces risk and reassures customers:

- Introduces controls across the operational environment to address compliance and risk exposure associated with people, processes and systems
- Minimizes risk of fraud and other security breaches
- Reduces loss due to revenue leakage or control failure
- GRC products:
  - Continuous transaction monitoring
  - Continuous controls monitoring
  - Fraud risk management
  - Audits
  - Access controls and SoD
  - Cybersecurity.

**The Odigo All-Channel Experience** – give your customers something to love:

- Fully cloud-based and configurable
- Easy to intelligently manage multichannel interactions
- Natural Language that brings human touch to an automated system
- Speech analytics
- Smart call
- Virtual assistant
- Mobile private messaging
- Touchscreen monitoring
- Integration with Salesforce.

**Innovation-as-a-Service** – engages employees and partners in new design approaches – and engages customers:

- Involves innovation experts as facilitators
- Creates innovation platforms to engage employees and customers in achieving better customer experiences
- Focuses on transactions and outcomes
- Makes use of gamification techniques to increase participation and fresh thinking, and also to help employees learn through play:
  - Employees who feel more involved deliver a better customer experience.
  - Taps into the "wisdom of the crowd".
  - Engages employees in the wider Digital Business Services mission.

**Continuous process improvements are also possible:**

- Projects to develop lean and efficient processes
- Six Sigma implementations for further streamlining
- Eliminate waste before introducing a standardized process model that governs automation
- Link upstream and downstream processes, overcoming departmental boundaries to achieve end-to-end productivity and a better customer experience.

**Robotic Process Automation-as-a-Service** – automated processes improve efficiency, increase value and ultimately enhance customer experience. Areas include:

- Data entry, validation and processing
- Automated formatting
- Multi-format message creation
- Web scraping
- Uploading and exporting
- Downloading and importing
- Workflow acceleration
- Reconciliations.

**Project Management-as-a-Service** – standardized approach covering individual project management support functions, up to and including the direct management of projects:

- Streamlines processes to deliver a better customer experience
- Expertise and consistent methodology improves control and reporting
- Eliminates overtime and delays to meet deadlines consistently
- Reduces costs and achieves economies of scale
- Consistent deliverables help achieve on-budget projects
- Increases compliance and reduces operational and legal risk.

## THE JOURNEY TO DIGITAL BUSINESS SERVICES

Success in business has to be earned, and it's particularly true in the transition to Digital Business Services. In the Digital Business Services, only enterprises that have reached a high level of maturity with a strategic focus can make the move to DBS. Organizations still operating at transactional or tactical levels first need to mature to a point where a strategic focus is achieved.



## Capgemini's Digital Manifesto

### Digital Customer Experience – understand your customer and your customer's customer

- Stay ahead of your clients' needs
- Design new personalized experiences that make you remembered
- Reinvent and rethink how you serve your customers; engage in new ways

*Sense, engage and respond – Experience Digital*

### Digital Organization – empower through people

- Stimulate potential throughout your organization and enable your people
- Change the way your people think and act; open boundaries to foster digital
- Break with convention to inspire new ways to stay ahead

*Enable your people – Be Digital*



### Digital Operations – operate in new and efficient ways

- Learn from data to be agile to new frontiers; innovate in technologies, products and services
- Create a connected ecosystem of internal and external resources
- Deliver value and efficiency through automation

*Accelerate achievement – Think Digital*

## THE CONCLUSION TO REACH

In this digital age we are all customers now, and our increased expectations in terms of price, quality, availability and service levels should be matched by providers of goods and services. As customers, we have the choice to do business elsewhere; as providers, we need to demonstrate good reasons not to. Indeed, we don't just need to fulfil expectations; we need to exceed them wherever we can.

Digital Business Services can radically change, improve, and future-proof businesses to meet this challenge. It's a key factor not just for technology-oriented organizations but for companies in all types of industries, and those who address it successfully will not only consolidate their current market position but will significantly improve upon it.

Major enterprises that want to ride the digital wave and not be washed away by it must act soon – but first they must assess their readiness so they can plan effectively. To do this, a thorough and structured approach to that assessment, ideally with professional and expert help, is absolutely essential.

Digital Business Services is the only way organizations like yours can continue to run complex and successful global operations while maintaining a focus on that all-important factor – the experience of the individual customer.



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# MAKING ORDER- TO-CASH MORE CUSTOMER- CENTRIC

*Magda Matell*

Senior Manager, Transformation & Innovation Lead,  
Capgemini Business Services

# Every commercial organization needs to sell its product or service and collect payment for the sale. It's one of the most basic parts of any business.

But that doesn't mean the relevant procedures should be regarded as purely functional. It's not just about completing the transaction; it's also about the manner in which it's done. It's about how customers are billed and the way payments are pursued and concluded. It's about relationships as much as results.

In short, the journey is as important as the destination. This paper looks at the benefits of an efficient new approach to order-to-cash (O2C) – not just for short-term cash flow but with respect to longer-term effects also.

## THE CHALLENGE TO MEET

The product has been developed, or the service rolled out. The sale has been made. The order has been fulfilled. Which just leaves the final stage, and the point of the whole thing for any business – getting paid.

Even when there's no dispute, even when the customer is dependable, payment can be a time-consuming process – and when it's scaled up to hundreds of individual transactions per account among possibly thousands of customers, it can become still more cumbersome.

The challenge is not simply to complete every payment process but to do it efficiently and well. Do it poorly, and you'll tie up resources in needlessly iterative processes and disrupt cash flow. You'll also risk alienating customers – customers who live in a digital environment and who are perfectly prepared to take their business elsewhere and voice their dissatisfaction publicly if the product is not delivered on time, is not as described and is not supplied at the right price. What's more, you'll be inconveniencing them at the very point when dealings between you should be as pain-free as possible.

## THE OPPORTUNITY TO CONSIDER

Many business challenges also provide opportunities and this is one such case. Handled well, O2C practice can be streamlined and cost-efficient and hence achieve improvements to the bottom line. It can also deliver happier customers and business growth.

How so? Internal improvements to O2C form and function surely benefit the company, and the company alone. How can such improvements make customers more content – particularly when the key task at hand is collecting payment? After all, we're all customers in one capacity or another and most of the time we're not used to thinking of parting with funds as a positive thing.

In fact, what's good for the organization can indeed also be good for the customers it serves – even when it involves payment. The logic is as follows: O2C processes can only be properly streamlined when the entire ordering to payment cycle is handled holistically, and when that is achieved the supplier organization by definition has a comprehensive view of every customer, every relationship, and every transaction.

In these circumstances, anything that might normally represent an obstacle to smooth payment – for instance, conflicting views of pre-agreed pricing arrangements, of credit limits or of payment terms – can be seen, known, accommodated, and resolved before it becomes an issue.

The result? Your organization is happy and so too is your customer.

## THE APPROACH TO TAKE

The first step is to change mindsets. Payment collection has often been regarded as a discrete process, as a distinct function within the business as a whole and even as something separate from other elements of the O2C cycle. If instead we think of the enterprise as a single living organism and of collection as part of it, both relying on and contributing to the roles of other functions, we can improve outcomes in terms of collections success – and also in terms of the organization’s strategic goals.

As we’ll see later in this document, to do this we need to integrate the order-to-cash function with customer service, the supply chain and other parts of the cash conversion cycle.

But we don’t just need to change our thinking as far as the process is concerned. We can also change the way we think about the people who implement it.

Payment collection is seen by some as a task that has to be kept in-house. Getting paid is crucial, the argument goes. It’s our lifeblood. Why delegate it to anyone else?

It is indeed vital – and that’s why it’s worth considering entrusting it to organizations that can deliver the change that will help achieve better results. When evaluating potential partner organizations, look to those who can demonstrate:

- Absolute dependability – ideally evidenced by past and current experience of delivering a similar service for other major enterprises.
- The ability to deliver a comprehensive overview of the entire O2C function – only when every stage of the order-to-sales process can be seen and coordinated can real efficiencies be achieved.
- An understanding of the nature of difference – in payment collection one size doesn’t fit all. A service provider needs to demonstrate it has the experience to ensure the strategy it will bring to bear will be relevant to the market, to the peaks and troughs specific to that market and to the individual company case, and that its actions will be informed by full and current insight.
- Consideration of alternative perspectives – payment collection is not a mere task, and clients are not mere account numbers. Service providers and the people they employ and assign to O2C need to bring a great deal of the real world into the role. They need

to demonstrate that they too know what it is to be a customer, and to treat your clients in the manner they themselves would like to be treated.

In short, a comprehensive managed service approach to O2C can deliver effective short-term business outcomes while also maintaining and even enhancing the customer relationships that are so important in the longer term.

## HOW IT WORKS

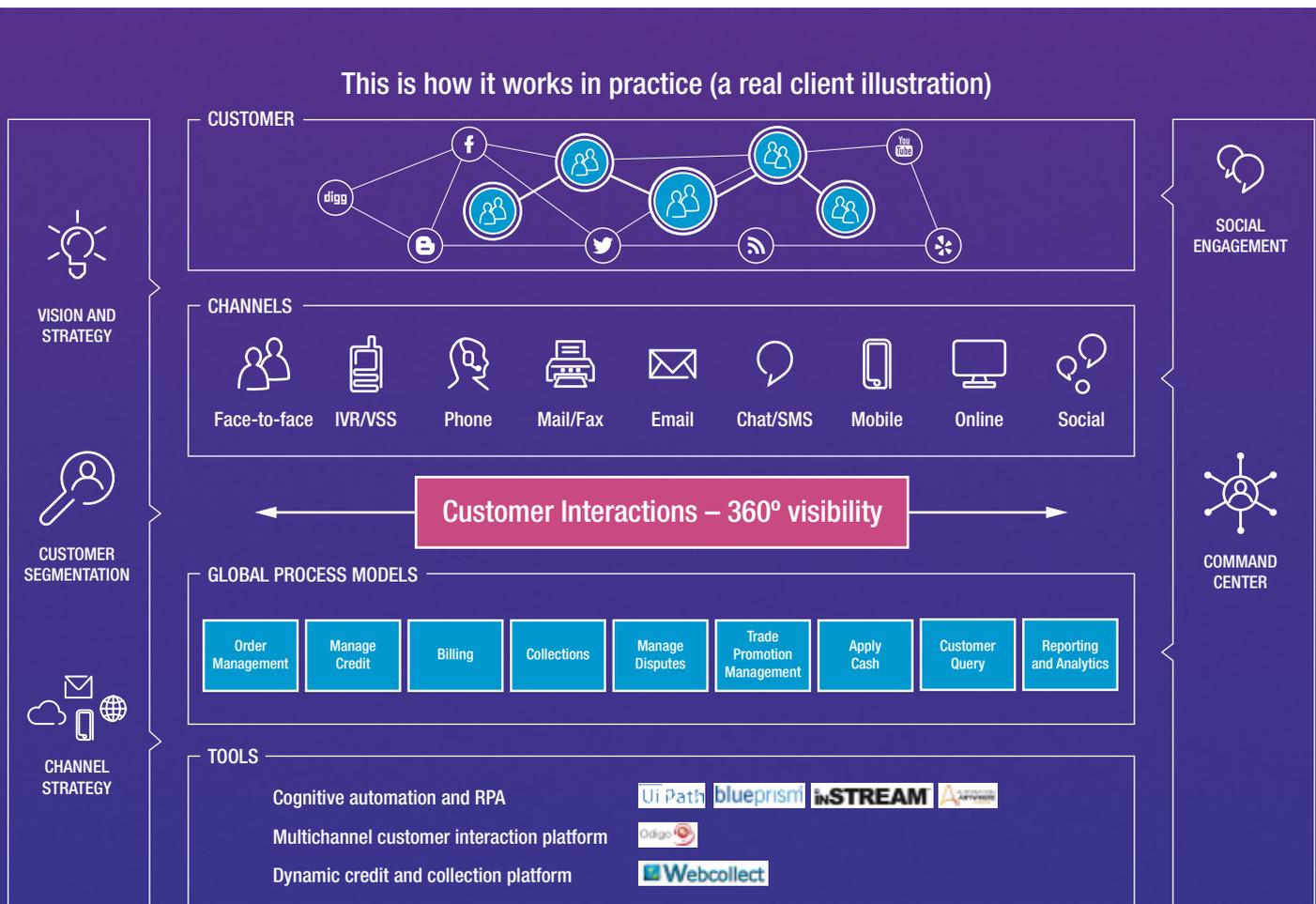
In general terms, constituent parts of an ideal O2C process should encompass:

- **A holistic approach that extends across all relevant major business functions** – from planning through to supply chain, and from credit, cash application to payment collection, dispute resolution, and trade promotion management.
- **High levels of customer insight** – O2C analytics should enable organizations to boost growth, retention and satisfaction.
- **Accurate robotic processing** – automated transactional processes should help reduce operating costs and improve working capital, enabling organizations to release funds for reinvestment.
- **Robust and sophisticated front-office services** – a comprehensive suite comprising a cloud contact center solution and carrier, telephony, and integration services should provide real-time, transparent interactions with customers, delivering outstanding business value.

## PUTTING CUSTOMERS AT THE HEART OF THE PROCESS

For your approach to O2C to be most effective both for your enterprise and the customers you serve, cash collections should be integrated into a comprehensive operation.

This means bringing together coordinated sales, order fulfillment, invoicing, cash collection and application, and dispute management activities. Recognizing the increasing importance of online sales and the growing expectations of online customers, the process should also combine with a robust, cloud-based contact center platform to provide an outstanding digital customer experience.



Modular and non-intrusive design delivering business outcomes

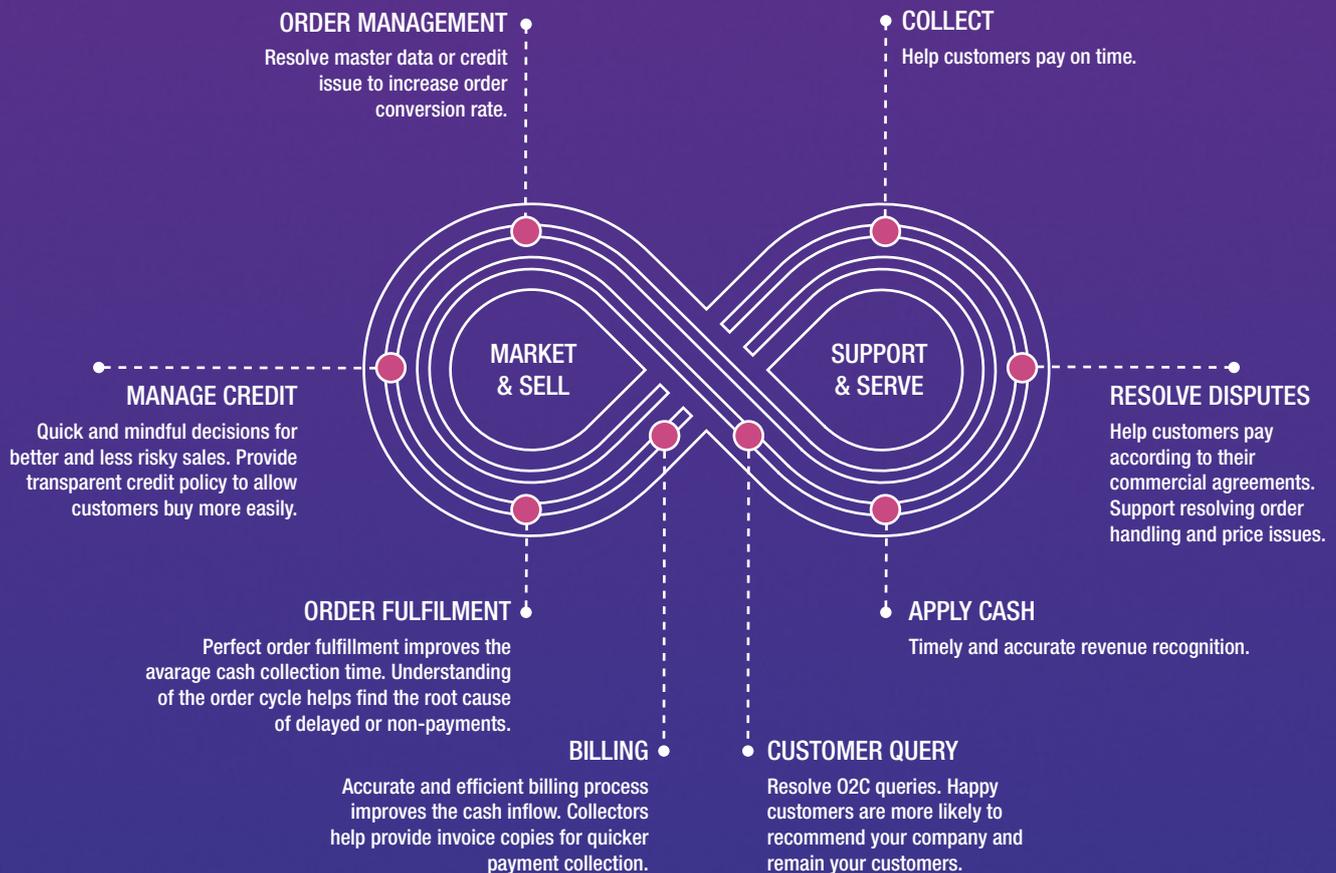
## GLOBAL COLLECTIONS TRAINING – A CONSISTENT APPROACH CARRIED OUT BY ALL SERVICE PERSONNEL

Processes are only as effective as the people who implement them, so it is important to consolidate best practices into a collection training program to help collectors:

- Realize the importance of their role and the extent to which they can influence client business.
- Unlock potential bottlenecks.
- Improve or extend their areas of competence.
- Feel empowered not just in terms of their familiarity with processes but in terms of the softer skills needed when engaging with customers.

**O2C will not only deliver dependable payment success, increased efficiencies and reduced costs – it will also create a climate in which customers will buy more, pay faster and be happier.**

## Collectors play a major role in the entire cash conversion cycle



An end-to-end order-to-cash (O2C) approach and customer 360° view enable customers to buy more, pay faster and be happier

## THE BENEFITS TO ACHIEVE

There are significant benefits to a comprehensive managed service approach to O2C including Collections.

### Internal benefits

Internally, the short-term benefits have been shown to include up to:

- 30% cuts in delinquent receivables
- 30% savings through operational efficiency improvements
- 20% savings from infrastructure investments.

In the longer term, the resulting improved financial position yields:

- Enhanced investment growth
- Flexibility and scalability to support business cycles and growth
- Significantly better analytics
- Enhanced risk management.

What's more, a holistic approach to O2C and to collection in particular means organizations can find out a great deal about their customers – the processes they themselves adopt internally, the character of their business and so forth – and this understanding can be of great benefit in consolidating and enhancing future relationships.

## External benefits

The insight and management control afforded by an all-round approach to O2C also brings significant benefits to customers, delivering:

### A better buying experience:

- A robust supply chain platform and predictive fulfillment enables organizations to meet customers' needs before they actually place an order.
- A powerful front-office platform that gives customers a choice of channels, making it easy for them to make purchases and increasing sales by up to 20%–50%.

### An easier payment experience:

- Multichannel payment options.
- Predefined strategies for different customer segments can enable collectors to optimize payment collection from customers in each segment.
- Assisted Buying options from front-office platforms and from supply chain platforms can reduce disputes and errors.
- Accelerated validation of deductions increases customer satisfaction and value from promotions.

### More satisfying customer engagement:

- Video and expert connect support channels from platforms provide built-in help to enable customers to take full advantage of available product options.
- An integrated approach bringing together a front-office platform with Customer Relationship Management (CRM) and a robust case management function can help enterprises resolve customer queries swiftly.
- Customer satisfaction can be monitored after each and every interaction through a range of channels including SMS, live chat and direct agent interaction at the point of service.
- Adaptable customer strategies and reporting enabling one customer view for collectors and dispute resolution team.

## APPLYING THE MODEL

A leading Nordics manufacturer was looking to standardize its collection process, from a decentralized operation involving multiple departments to a centralized function with best-practice ways of working, improved controls, and management insight.

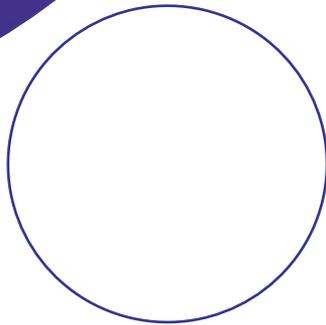
The company partnered with Capgemini to help resolve their cash collection challenges and together devised an action plan to transform the credit-to-cash (C2C) process, enabling them to:

- Eliminate country process specifics and implement a global process model.
- Establish a collection policy with customer segmentation.
- Fully automate strategies, reminder generation and dispatch, and disputes indexation and dispatch.
- Collect information about customers and their payment behavior.
- Inform customers about changes within cash collection services.
- Introduce an escalation procedure to highlight and address customer account risks.

With the turnaround of its cash collections with a technology-driven, world-class collection process, the company now has been able to reduce overdue receivables by 3% just three months after implementation thanks to:

- A dedicated and centralized collection team.
- Better visibility of portfolio performance thanks to better analytics and reporting tools.
- Improved ability to address disputed invoices and prioritize collection activity.
- Faster identification and mitigation of risk.
- Increased capacity for value-added activities.

With more and more customers streamlining their receivables and payables functions and incorporating technology to minimize manual process, it is anticipated that the market will continue to follow the manufacturer's lead with a view to reducing costs, improving cash flow, and managing risk while at the same time providing a professional customer experience.



## THE CONCLUSION TO REACH

The order-to-cash process is vital to the well-being of any organization so it's understandable that there is sometimes a reluctance to stray from the status quo.

But many enterprises have already come to see the benefits, for instance, of introducing a holistic and managed services approach to supply chain management or human resources – and these too can be of vital importance to the short- and long-term prospects of the business.

A comprehensive and managed O2C service can and should consist of a powerful and integrated portfolio of tools, processes, and channels. It can and should be implemented by collectors with an absolute commitment to the satisfaction of their customers' customers.

And it can and absolutely will deliver not just dependable payment success, increased efficiencies, and reduced costs – it will also create a climate in which customers will buy more, pay faster, and be happier.

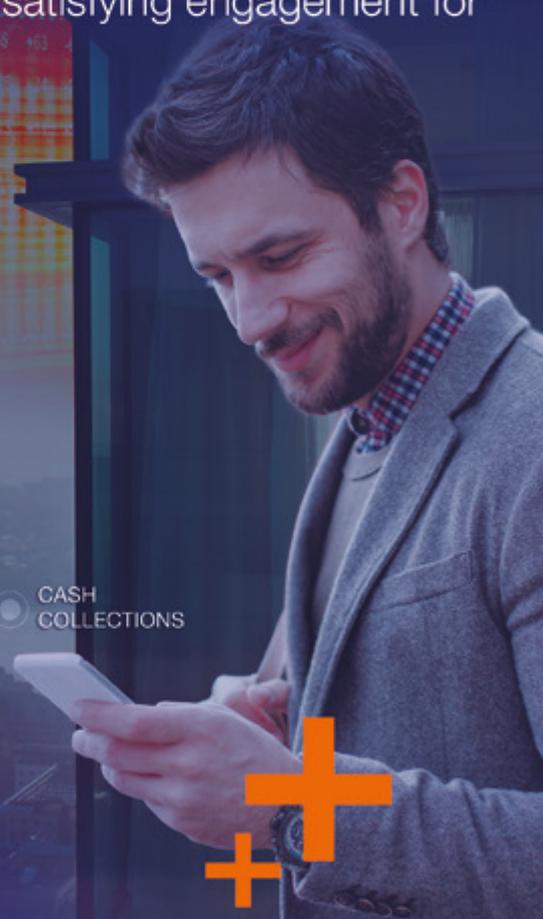
# New ways to provide a better buying experience, an easier payment experience and a more satisfying engagement for your customer

## Challenge

For many businesses, the Order-to-Cash process can be frustratingly inefficient and ineffective. Disjointed or manual processes combined with a lack of standardization can drive up costs and lower customer satisfaction – not to mention the ubiquitous pressure of driving down the Days Sales Outstanding (DSO) figure.

## Solution

Bringing together world-leading customer interaction capabilities with supply chain and credit-to-cash services, Capgemini's end-to-end Order-to-Cash offering empowers you with new ways to focus more on your individual customer. Our combination of business functionality, unrivalled customer insights, automated processes and award-winning front-office services provides a better buying experience, an easier payment experience and a more satisfying engagement for your customer.



For more information, visit us at <http://www.capgemini.com/business-services>



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# THE FUTURE OF CREDIT MANAGEMENT

*Fredrik Matell*

Finance Transformation Manager,  
Capgemini Business Services

**"Know your customer" is the credit managers' mantra. So when your customers jump on the digital train, should you? In my eyes, the traditional craftsmanship of credit management has come to a point where it needs to reinvent itself and travel down the digital route.**

The credit manager will continue to be a strategic business partner by balancing credit risk appetite with potential earnings. However, analyzing financial statements, making collection calls, and releasing orders is simply a bit backwards in the age of fast-moving social media, big data, and advanced digital fraud. I believe that evidence of the digitalization happening already is provided in some of the topics for the 2016 National Association of Credit Management (NACM), which includes: cloud solutions, social media, credit management automation, e-invoicing, and new payment solutions.

As a credit manager, there are now three different routes you can choose: expand the (digital) activities of the credit department, introduce new tools, and/or contribute to the Digital Customer Experience (DCX).

## **EXPANDING ROLE OF THE CREDIT MANAGER TO SUPPORT OTHER DEPARTMENTS**

New potential for credit management activities can be found around social media as new information about customers and companies can be posted online months before you can see the result in the financial statement. This makes you think. One might therefore need to integrate social media listening with the monitoring routine and feed sales with reports not only on payment behavior but also the financial and business status captured through social media. A simple way to integrate with sales and customer service is to provide the credit and collection department access to the customer relationship management (CRM)

system, and if you are on Salesforce using the Chatter application is a given.

Speaking of social media, LinkedIn is a great tool because it provides an array of information about companies and their employees, with possibilities to identify names, role structure, and even estimate retention rates. This information can obviously support you when estimating risk or collecting an outstanding receivable. The flip side is that if a credit manager can do this, so can the fraudsters. Fraud monitoring and detection, both internal and external, is therefore another area credit departments can become more involved and eventually play a key role protecting the company's assets.

## **TECHNOLOGY AND AUTOMATION**

Needless to say, the credit management tool landscape is changing. One example is the Dun & Bradstreet or Experian apps now available for integration with Salesforce. Another example is the emerging trend to utilize big data and analytics to drive risk predictability. Credit management is after all about speed to determine risk. Credit professionals therefore seek solutions that quickly pull data to help them make smarter and more informed decisions faster. Additionally, now there are new players in the market providing credit scoring based on completely different data sources and dimensions than the established firms do, with examples of such being quality of LinkedIn connections and home address patterns. Prepare to be surprised.

Credit scoring and rating is an area where most companies with significant volumes have already looked into automation. There are many ERP native tools available as well as bolt-on solutions. To my experience, the challenge for companies is to define a standard scoring model, and on top of that find the business case for the technology investment. Because of this, surprisingly few companies seem to have automated credit scoring and rating. Here Robotic Process Automation (RPA) could play a role, supporting data fetch from several sources and feeding multiple models, finally uploading results to the ERP.

## IMPROVE CUSTOMER EXPERIENCE

Enhancing the DCX is one of the elements of a truly digital company, simply because the digital customers would expect new and improved ways of communication. And even if DCX is a broad concept, including everything from virtual agents to mobile apps for tracking delivery status, the credit department can contribute a lot to this area from a finance point of view. The focal point is, of course, defined by the type of business. However, the credit department should look into opportunities such as:

- New online credit applications and payment options, facilitating easier and earlier payments.
- Email invoice for consumers and small companies, giving additional abilities to monitor read rates of emails can impact the collection strategy.
- Integration with any multichannel strategy and tools. If a virtual agent is used, the credit department should be incorporated and have (for example) a ready auto-response for standard questions.
- Customer portals for invoice and claims matters, where for instance invoices and document copies can be displayed, and payments and claims can be submitted. And don't forget that even the field sales force can benefit from this if extended to a mobile app!

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## Enhancing the Digital Customer Experience is one of the elements of a truly digital company.

### WHAT'S NEXT?

Businesses are more willing today to seek external support for more complex tasks around financial risk management. One way is to use third-party support for routine credit tasks, such as social media listening and fraud detection. Another is to bring in partners to support transformation and ease new technology implementation. I believe running a relevant process and digital maturity assessment is a healthy way to start. It is important that the skill set be assessed to ensure you have the right processes and competencies in governance to drive digital. Needless to say, the credit manager of the future may have more of a technical background than a finance profile.

And yes, there is quite a lot of hype around digital at the moment, but I am convinced that for the credit manager of the future, elements such as social media and big data will be their best friends to provide better insight, identify the best customers, and control risk. The challenge for many credit managers might be that the digital train has already left the station, with the customers on it. The good news is that there is still time to step up the game, reinvent, and utilize new opportunities for credit management and further increase your value as a key business partner.

# New ways to stabilize fluctuation in customer demand and increase visibility of accurate, time-sensitive information

## Challenge

With today's competitive business landscape continuing to increase supply chain complexity, the traditional supply chain model has resulted in rigid organizational structures, inaccessible data and fragmented partner relationships.

## Solution

As an integrated, intelligent, flexible and rapid solution for end-to-end transformation of your supply chain, Capgemini's Digital Supply Chain offering gives you new ways to stabilize fluctuation in customer demand as well as increased visibility of accurate, time-sensitive information – leading to a Cloud-based, real-time operating and decision-making environment that delivers more overall value to your organization.

**For more information, visit us at**

<http://www.capgemini.com/business-services/digital-supply-chain>



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# HOW TO ENSURE YOUR COLLECTIONS PROCESS BRINGS A POSITIVE CUSTOMER EXPERIENCE

*Magda Matell*

Senior Manager, Transformation & Innovation Lead,  
Capgemini Business Services

## Everybody knows that payment collection is a function of accounts receivable – the recovery of cash from a business or individual with which you have issued an invoice. But what do we really know about payment collection?

I have always held these truths about payment collection to be self-evident:

- The business depends on it. If we don't get paid, we're history.
- Because it's important, we need to have rules and targets that protect the interests of the business.
- Because it's important, it needs to be handled by a dedicated and discrete team ...
- ... and that team needs to be in-house ...
- ... because no one understands our business, our context, and our customers better than we do.

But wait. The thing about self-evident truths is that they exist to be challenged. Ask any reputable scientist, and you'll be told that whenever you develop a new theory your first step should always be to do everything you can to prove it wrong. Then, and only then, can you be reasonably sure you're right.

If we use that logic here, I don't think any one of us would need to challenge the first truth. Do we really want to forego being paid to find out what would happen? Of course not.

Equally, there's no question there have to be processes in place that serve the business's interests. But in this case it's not the whole truth – and in considering this and the other points that follow it, we might start to see many of these things aren't actually that binary.

Let's take that point again. Yes, rules and targets for payment collection of course need to protect the interests

of the business – but they also need to be mindful of the interests of customers. Why? Because customer relationships are a key asset on which the business needs to bank. If we ignore this when pursuing payment, we may lose the customer's goodwill and possibly future business – and that, of course, is not in our own interest either.

Now let's take the final three points together. Yes, it's vital that the collections team is dedicated, mindful of the importance of its role, and in command of all the information it needs to fulfill that role successfully. But should it really be discrete – and does it really need to be in-house?

### THE CONNECTEDNESS OF THINGS

Just as in the supply chain, general finance and administration, human resources and other areas of the enterprise, so in payment collection the importance of the connectedness of things is becoming ever more apparent. Receiving payment is an integral part of the entire order-to-cash (O2C) cycle, and the more the people responsible for it have insights into other parts of the overall process, the better able they are to do their jobs. For instance, knowing customers' order history, their credit status, their payment procedures, and the manner in which they have asked to be billed in the past can all help to streamline the collection process not just for the enterprise but for the customers themselves. Anything that removes obstacles or irritations from the point at which people part with money has to be a good thing.

## NO MORE CLOSED DOORS

Equally, organizations are increasingly realizing that credit and collections processes and indeed O2C as a whole need not be an in-house function and that there can be tangible business benefits to a managed service approach. At Capgemini, we've seen some impressive client gains including up to 30% savings through operational efficiency improvements coupled with significant working capital benefits such as lower Days Sales Outstanding (DSO) and overdue receivables reduced to less than 5%. On top of that, our clients realize up to 20% savings from infrastructure investments, as well as opportunities for enhanced risk management and investment growth.

Do these in-house benefits come at the expense of customer relationships? Not at all. It's really a question of how well the team responsible for managing the integrated O2C process and making collections understands how important the client's customers are and what's needed to keep maintain or even improve upon the status quo. At Capgemini, we even have a Global Collections Academy to ensure best practice is shared, so collectors feel empowered, not just in terms of their familiarity with processes, but in terms of the soft skills and customer experience focus they need when engaging with customers.

## A BETTER WAY?

So, do we still hold truths to be self-evident? Well yes, sometimes we do; but that doesn't mean we shouldn't challenge them every now and then and see if there's a better answer. In O2C, we work with several major enterprises that have done exactly this. They have found that new thinking can deliver not just dependable collections success, increased efficiencies, and reduced costs – it can also create a climate in which their customers will buy more, pay faster, and be happier.



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**O2C can create a climate  
in which your customers  
buy more, pay faster,  
and be happier.**



A person's silhouette wearing glasses is superimposed over a cityscape. The person's head and shoulders are visible, with their hair and the frame of their glasses clearly defined. The background is a dense urban landscape with numerous high-rise buildings, some with distinctive architectural features like curved facades or grid patterns. The sky is filled with soft, white clouds, and the overall lighting is warm and golden, suggesting a sunrise or sunset. The text ".02" is positioned above the main title, and the title itself is in large, bold, white capital letters.

.02

# CENTERS OF EXCELLENCE

# A LOOK AT SOME OF THE INNOVATIONS AND ACHIEVEMENTS FROM ACROSS OUR GLOBAL DELIVERY CENTERS

## SARASOTA

Taking only 10 days from solution design to deployment, we helped one of the world's largest furniture retailers better manage increasing call volumes by delivering a customer support solution that improved the speed of answering and handling customer calls.

## GUATEMALA CITY

Our team is running a large-scale Personal Assistant-as-a-Service (PAaaS) solution for a leading US food manufacturing that provides cost optimization, better visibility and more flexibility to adjust PA support as rapidly as their business needs change.

## CAMPINAS

As part of a major P2P transformation and ERP optimization program for a leading consumer goods company, we have automated over 50% of their accounts payable process, which is now performed faster, more accurately and with optimal controls.

## STOCKHOLM

The transformation of Eastman's digital procurement system resulted in better control and transparency over spend, higher compliance, a 50% automation rate, shorter lead times and increased user satisfaction.

## KRAKOW

With more than 40+ robots deployed in our Polish delivery center, we are processing over 300,000 transactions amounting to 13,000+ man hours per year.

## NANHAI

Building on a relationship that started in 2003, we've just extended our contract with a leading restaurant group to continue providing FAO services across 100 outlets in the APAC region including accounts payable, sales and general ledger.

## BANGALORE

Another successful "client awareness week" enabled our teams to continue enhancing their process knowledge to better understand the impact of the transactions they process on their clients' business and customers.

## NOIDA

The NOIDA delivery center has three Product Engineering labs that carry out cutting edge innovation research for future platform solutions, developing new applications and design solutions for clients in the Industrial Engineering, Automotive and Quick Service Restaurant industries.

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# Center Spotlight – Virtual Delivery Center

## LANGUAGES

All languages



## LOCATION

The Cloud



## # FTEs

140+ robots  
processing more than  
5 million work items



# WHAT IS THE VIRTUAL DELIVERY CENTER?

The Virtual Delivery Center (VDC) is part of Capgemini's Global Delivery Network (GDN) and focuses on driving greater automation of our service delivery in an industrialized framework.

The VDC consists of a virtual robotic workforce that undertakes repetitive manual activity, freeing up our people to handle exceptions and more complex tasks to deliver higher levels of efficiency, effectiveness, control and value to the business.

This is complemented by our BPOpen® App Hub of leading enterprise platforms and micro applications for greater machine to machine delivery and straight-through processing, which provide a step change in competitiveness and elimination of none value-adding work. The VDC offers:

- An Integrated Automation Solution covering Robotic Process Automation (RPA) and Artificial Intelligence (AI) technologies.

- A dedicated RPA Academy that provides a high level of training to the VDC team – from developers and support staff to PMOs and the robots themselves – to ensure a high level of quality of the services delivered.
- Our RPA Factory, which enables the remote agile development of artifacts that accelerates speed-to-value.
- A Design Authority process that focuses on certification, standardization, information security, knowledge management and best practice sharing.
- Our BPOpen® App Hub, with best-in-class applications for all process towers.

In addition, by employing a team of robots, the VDC has the lowest attrition rate of any business process outsourcing (BPO) delivery center in the industry.

## SERVICES

- Finance and Accounting
- Supply Chain
- Procurement
- Customer Interaction Management



## CLIENTS SERVED

All Business Services clients and over 500,000 users of our applications





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# INTRODUCING THE VIRTUAL DELIVERY CENTER

*Adam Bujak*

Global Head of Technology Transformation,  
Capgemini Business Services

## Adam Bujak, Global Head of Technology Transformation, Capgemini Business Services, talks to *Innovation Nation* about the creation of the Virtual Delivery Center and how it is using automation and robotics to transform the way we deliver services to our clients.

### Innovation Nation: We're starting to hear more and more about the Virtual Delivery Center (VDC) and its association with automation and robotics. Could you give us a bit of background on the VDC and how it differs from traditional BPO delivery centers?

Adam Bujak: Sure. The Virtual Delivery Center is our latest method of delivering global services. It has emerged from market demand and constitutes a structured framework for automation and robotics that are vital to deliver business process outsourcing (BPO) services. We are moving from a service delivery based on people-to-people interactions working out of traditional BPO delivery centers, towards more automated straight-through machine-to-machine (M2M) processing. Our VDC is based in the Cloud and staffed by robots that are hosted in our data center in Frankfurt.

These robots aren't the type of robots that we might think of that walk and talk, but rather robotic "artefacts" that use non-invasive human mimicking technology to automate everything on the graphical user interface (GUI), enabling execution of process steps. Work items are processed with an ever growing portfolio of advanced automation approaches, enabling autonomous robots to deliver straight-through processing without human intervention, except where there are exceptions to be handled. This technology is the digital workforce that can elastically scale up to meet any demand. This is Capgemini's new wave of digital transformation that includes Artificial Intelligence (AI), M2M processing via our wide range of enterprise

applications and micro apps in our BPOpen® App Hub, and Robotic Process Automation (RPA).

### Will robots replace humans?

It's clear that robots can and will replace certain job functions that humans currently do, primarily those manual, non-value adding activities. But I suspect that if you ask people that do these mundane tasks, they probably won't be terribly disappointed to give them up in favor of more interesting work. It's a bit like working in a factory and putting the same things in a box day after day for 20 years – it isn't very exciting. We want robots to focus on high volume, repetitive activities that support humans rather than replace them. In turn, this frees up human capacity to concentrate on high-end value-adding work that is much more stimulating.

As far as the role of humans is concerned, there are still a great deal of advanced services that require human judgment and complex decision-making. We're actually seeing opportunities for more human work as the demand for automation solutions increases.

### What type of training do you offer to both humans and robots?

Working with robots does require a different type of training than traditional delivery operations, so we have created the Capgemini Robotic Process Automation Academy. This program trains business analysts in charge of Opportunity Identification, which relates to searching for structured flows of information to enable robots to

digest and generate the structured data they post. We also provide the vision for wider process opportunities in order to implement enterprise applications from our BPOpen® App Hub for a step change in automation. We are also training RPA developers to build artefacts using UiPath (RPA) and Celaton inSTREAM™ (AI) technologies, for example.

The RPA Academy is not only about business analysts and developers. We're also training PMOs to ensure they have relevant knowledge to professionally execute a project involving automation. And there are other elements that need to be considered such as RPA support and maintenance. Furthermore, we are expanding the knowledge of our teams to embrace all components of our BPOpen® App Hub.

Finally we train our robots! We're currently developing Knowbots that allow us to create automation artefacts based on what they see. This will allow us to skip the element of opportunity identification and let the robot do it. The robot needs a cognitive element that allows it to learn. Learning is intuitive for humans. Robots need to be trained, so we're training them to learn.

## **It seems there has been quite an evolution from desktop to virtual machine hosted robots – could you explain why?**

There is definitely a movement from the desktop to a virtual environment. We want to take advantage of scale and optimize maintenance processes. This robust plug and play model, which is available to every customer engagement, makes our offering much more attractive to our clients.

In addition, we are shifting our focus from robots that require human intervention to those operating autonomously. These autonomous robots are not triggered by humans pressing a button, but rather by electronic events such as an email coming into your inbox, a file saved on a shared drive or data point being added to a database. For example, an invoice is created as soon as all necessary inputs appear in a SharePoint dedicated to storage of all invoice relevant information.

## **Are there any security risks in running business processes from a Virtual Delivery Center?**

The same security risks exist regardless of whether it's a people-staffed location or robots operating in the Cloud – but with the right security framework developed for our integrated automation solution, you can manage the risk. Capgemini's information security organization is involved in every step starting with testing and certification, up to granting clearance for a go live and monitoring in production. Robots execute strictly following rules defined by humans.

## **What is the advantage for business leaders in having their business processes delivered from a VDC?**

VDC provides increases speed to value in terms of integration of different technology components and multiple business advantages resulting from the combination of native functionalities of our applications at a very competitive Total Cost of Ownership (TCO). However, it's not only about money – moving our people to more value-adding activities is quite rewarding and helps address our attrition management. In addition, robots can't leave for a better offer, they don't get tired or sick, and can potentially work 24/7/365. When robots handle the mundane, repetitive activities at a higher quality through elimination of human error, it allows people to upskill, take on more responsibility and focus on value-adding activities that keep them motivated. This is a large "win-win" for us and, more importantly, our customers!

Finally, our clients know we have been implementing robotic automation solutions for quite some time now, and we have a robust technical foundation that delivers some amazing benefits. However, we are not standing still. As we drive the VDC forward we are continuing to innovate. Our technology portfolio is constantly evolving and we are already involved in a global rollout out of our cognitive automation products. The VDC is the home to this advancing portfolio of exciting technologies!



A man with a beard and brown hair, wearing a dark suit jacket, a light blue shirt, and a dark tie, is looking down and smiling slightly. The background is a blurred city skyline at night, with lights from buildings and a bridge reflected in water. The overall tone is warm and professional.

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# TECHNOLOGY TALK



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# ARTIFICIAL INTELLIGENCE – CHANGING THE WAY WE DO BUSINESS FOREVER

*Divya Kumar*

Director of Analytics and Research, Capgemini Business Services

Everywhere I turn, I seem to encounter discussions on machine learning and artificial intelligence (AI). The Nasscom conference on big data and analytics in June was heavily AI focused. The cover of a recent issue of The Economist reads "March of the Machines" with a special report on AI. Analytics websites are full of it. So why is the analytics community so upbeat about this technology?

### ARTIFICIAL INTELLIGENCE – AN ILLUSION OR A REALITY?

While the earlier phase of robotics was primarily driven by the technology community, the analytics community along with the technology one is equally evolving the AI landscape. The reason for this is fundamental:

*Robotics was about embedding rules into technology to automate processes, while AI is about embedding analytics into the process through technology. In a hypothetical scenario where every process has AI in it, there would be no need for analytics outside of the process because all data would be analyzed at source and the actions based on that analysis already taken!*

Take, for example, the recommendation engine in Amazon. The machine looks at what you have searched for, learns your preferences, stores it, compares it to others with similar preferences, analyzes it and converts all this data into action by showing you what could be of most interest to you next time you log in. Every time a user enters Amazon, the system learns. No human intervention, no analysis and no action outside of the system.

When I mention AI here, I am using it only in the context of machine learning and narrow AI. We went from automation to robotics based on rule-based learning. You tell the robot what to do and it does it. Now in the new world, you give the machine training data based on what humans have

done earlier and it learns and decides what to do; or you give the machine an objective and set the parameters and through millions of iterations, it decides the best way to do it.

While the former is something that humans can comprehend, the latter is somewhat mind-boggling. The reason is that the machine often finds ways to do things that humans have never thought of or could not do earlier due to "computational constraints." To take that one step further, the machine finds ways to reach the end goal that humans are not even able to comprehend after the fact, i.e., since it has done millions of iterations, humans cannot trace back to "how" the machine achieved the objective. It is no wonder then that when Microsoft's CEO, Satya Nadella, came up with 10 commandments for how humans and machines should work together, one of them was that AI must be transparent and intelligible rather than just intelligent!

So why is all this relevant to a normal enterprise? Is it all buzz like it has been for 30 years or is there something different this time?

The short answer is that after decades of lingering in the corridors of technology, AI has finally made its way into real life. I am not talking about the Google and Tesla cars or the chess and AlphaGo wonders, I am talking about basic functions such as online shopping, marketing,

supply chain, and manufacturing. Every time we log into Google Search or Google Photos, use Facebook, or shop on Amazon, we are encountering machine learning. Companies such as Siemens and Danone are using it in production and supply chain. So this time is different.

While technology innovations in cognitive, visual, natural language processing (NLP), neural networks, deep learning, etc., happened independently in diverse fields, it has all come together neatly to give AI the biggest boost in decades. Companies like IBM and Google DeepMind, Microsoft and Amazon have made breakthroughs that were once unthinkable. An amazing phenomenon is sparking rapid incremental innovation; in the past, companies invented alone. Currently, not only are innovative companies investing heavily to change the game, but once they do, they are putting their algorithms on open source platforms to enable brains across the world to develop it further.

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## Technology is here to stay and companies will have to transform to accommodate it.

This democratization of algorithms and technology, along with crowdsourcing of brainpower and the downward spiral of computing costs has made this time different – it's a geometric progression rather than an arithmetic one.

All the above is reality, not an illusion and we have entered a brave new world that is going to change the way we do business forever.

### HOW CAN ENTERPRISES PREPARE FOR THE INEVITABLE?

It is often said that "it doesn't matter whether you are a lion or a gazelle. When the sun comes up, you better start running."

As AI starts to become a ground reality, touching our lives and businesses, its use cases expand and the contagion spreads, it is important for businesses to not only watch it closely but to take certain steps to prepare themselves in the race for survival.

So what does this mean for the enterprise?

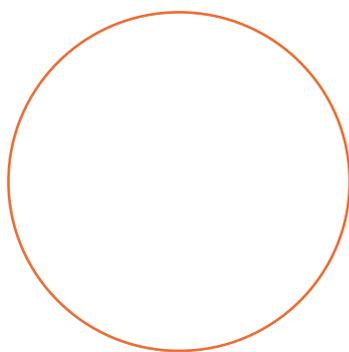
- **Watch** – this is not about "if," it is about "when." If companies do not watch for the wave and catch it in time, they will be left on the shore and will become extinct without even realizing it. While it is important to follow technology, it will also be important to follow its application in industry and the mobility of the use cases from one industry to another.
- **Lay the foundation** – the success of AI is heavily dependent on the data underpinning it. Feed it bad data and the machine will make wrong decisions. The organizations that succeed will be the ones with a very strong data fabric in terms of data availability, integrity, and integration. It's time to get the data right.
- **Prepare** – while technology is still evolving, now is the time to map the processes and see both where and how AI can be applied. This is also the time to train people and create awareness, especially for those involved in the process so they are not overwhelmed when implementation begins. Knowledge is going to be power more so than ever before.
- **Experiment** – enterprises can take small chunks of the process, experiment and assess the impact to see what works and what does not. Address problem areas, particularly those with the highest ROI first.
- **"Right-Invest"** – prices of AI are coming down and options are increasing. Over-investing at this stage may backfire, but under-investing can lead to a severe competitive disadvantage.
- **Take a holistic view** – all processes in the enterprise are interrelated and so is their data. Over time, AI implementation cannot be done in pockets since data is the food for AI and it needs to be wholesome for it to work properly. So it is important to plan for the future and look at implementations holistically.

As during any technology revolution, it is going to be a tough transition. Some gloomy reports like The Future of Employment estimate the probability of machines eliminating jobs as extremely high, e.g., 0.94 for accountants and auditors and 0.92 for retail sales people.

However, this is not about humans vs. machines. Technology is here to stay and companies will have to transform to accommodate it. As always in any evolution, it will be the survival of the fittest, and the fittest in this case would be those who embrace the change and are well prepared to adapt to it.

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**AI has finally made its way into real life. I am not talking about the Google and Tesla cars or the chess and AlphaGo wonders, I am talking about basic functions such as online shopping, marketing, supply chain and manufacturing.**





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# TEAM RPA: DIFFERENT ROBOTS FOR DIFFERENT PROCESS AUTOMATION ROLES

*Christopher Stancombe*

COO, Capgemini Business Services

**With a summer of sports behind us, I was thinking about the diversity of skills of those people that are competing. The adaptability of human beings is amazing, and I reflected on how this diversity is showing itself as we continue to embrace robots to help us in our daily lives.**

Robotic Process Automation (RPA) has grown rapidly to cover a broad portfolio of point solutions. They replicate a number of very different human activities. Hence, just as an Olympic team has runners, jumpers, riders, throwers, cyclists and so on, we're now seeing a variety of robots deployed in our business teams.

We still tend to bundle them all under the team name of RPA rather than the precise role they've been selected for. So I wondered whether, inspired by the recent Olympics, it's time to start defining robots in more specific terms. I suggest the following examples (but there are many more):

- **Probots:** these process data, following simple repeatable rules
- **Knowbots:** these gather and store data
- **Chatbots:** these act as virtual agents and respond to customer queries in real time

A clearer taxonomy for robots will provide some distinct benefits:

- **The right training regime** – different robot types will need different skills and experience to design, build, and deploy them
- **The right rules of engagement** – governance is very important and will need to be flexed to accommodate various types of activities
- **The right arena** – the deployment, environment and security – is also likely to vary

Therefore, the ability to implement RPA and transform businesses will be enhanced and accelerated by a common language adopted and understood by all of those involved.

Let the RPA games begin.





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# USING AGILE AUTOMATION METHODOLOGY TO AUTOMATE BUSINESS PROCESSES

*Daniel Dines*  
CEO, UiPath

## Daniel Dines, CEO of UiPath, talks to *Innovation Nation* about how UiPath's Robotic Process Automation (RPA) technology has become an integral part of Capgemini's Business Services solutions, as well as dispelling some myths about the hype around robotics and automation.

Welcome, Daniel. Could we start with a bit of background information on UiPath and your role in the organization?

**Daniel Dines:** First of all, let me start with disclaimer – I'm an engineer. I've been around automation for pretty much all of my life. Early in my career I worked with Microsoft automating databases for enterprise customers, and from there I became an entrepreneur working on the technology that would eventually become UiPath. Simply speaking, this technology serves as the eyes and hands of the robot. It's about computer vision, recognizing objects on the screen, detecting text, and all sorts of other types of interaction with the screen, all of which is at the core of RPA.

UiPath has been providing RPA technology since 2013 when we shipped our first product to help a client represent a business process in graphical form to make the automation easier. From there we started our collaboration with our friends at Capgemini, which has propelled our understanding of RPA. Since then, UiPath has become a world leader in RPA with an ecosystem of many large enterprise clients and partners.

UiPath has recently won an Aecus Innovation Award – congratulations! Can you provide an overview of the project you submitted?

I'm really glad we won the award. It was very much a team effort, with Dr. Marcus Esser of Capgemini leading the project. It started back in 2014 when the Capgemini Global Technology Innovation team contacted us about using RPA to automate their business process outsourcing (BPO) processes. Traditionally, most BPO processes were automated using Citrix, which tends to be more difficult, so Capgemini was looking for an alternative computer vision solution that would meet their key requirements around accuracy, user friendliness, and price.

I'm proud to say that UiPath scored high on all of these criteria and so the partnership began. Together, we have automated a number of complex accounts payable (AP) processes and now have 140 robots processing more than 5 million work items.

## What made this project so innovative and how is it different from the traditional approaches?

One of the key aspects of this project is that it uses an agile methodology to enable a rapid and industrialized implementation approach. What this means is that it allows Capgemini certified experts to build and deploy the automated business process in less than a week. And if the process is too big to be delivered in a single week, it can be split into smaller sub processes, each of which can be delivered quickly. This is a big departure over traditional automation projects that follow the waterfall method, where you start by defining the goal, followed by putting a team in place, then testing and finally delivering, which can take years and a great deal of cost, sometimes making it impractical.

Automation is more than a project – it's a journey that requires agility and constant delivery on a regular basis. Capgemini understood early on that to be successful with RPA, you have to be agile and approach it as a journey. They were also pioneers in building a center of excellence that brings together best practices with an enterprise grade infrastructure to support delivery of an end-to-end solution in an industrialized way.

## What does this mean for business leaders and how it can help them transform their operations?

There is clearly a lot of interest in RPA and the landscape has changed a lot in the last few years. The level of engagement and interest we've seen by the market has bypassed expectations. Robotics is here to stay and has proved to deliver tangible results in weeks not years. There is a clear path forward which will continue to bring value to business leaders.

## There's a lot of talk about the amount of hype around robotics and automation – from your perspective, what's real and what is yet to come?

This is absolutely true. I was amazed when the RPA movement started and people were already talking about cognitive bots working in data centers and expecting it to work like magic. There is a lot of hype happening to different extremes, both positive and negative, and the reality sits somewhere in the middle. On the negative end, some people see RPA as macros with no value. At the positive end, there are people that say cognitive bots are going to be smarter than people.

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## Automation is more than a project – it's a journey that requires agility and constant delivery on a regular basis.

RPA is more than a macro. RPA is about delivering automation in an industrialized fashion. At the same time, rule-based processes are here to stay. Robots are trained according to process maps and they are really smart at being able to follow the rules, which isn't always an easy task. There is a lot of intelligence built in along with Artificial Intelligence (AI) algorithms – and that's going to stay.

What cognitive is going to deliver will be more in the digitization and voice recognition, natural text recognition, etc. This is a great enabler for RPA, because once you understand what the customer wants, you can get the robot to deliver. The current hype is more about the big promise of what AI can deliver in the short term, and I don't think in the short term it will be that amazing – it's an iterative process.

## What can we expect to see next from UiPath?

Right now, we are working to continually improve the platform. This is an orchestrated platform that is completely API enabled to make integration with other technologies easy. Part of our strategy is to be a solid player in the digital enterprise, to make the developer's life easier and enable them to deliver faster, which is an important metric for everyone.

On the AI front, we are looking into automated decision-making, such as fraud detection and how to improve workflow between humans and robots. This is one of the key characteristics of RPA, especially when it comes to handling exceptions. We're also working on process auto-discovery to help enterprises identify which processes are best for automation and do this faster to increase time to market.

## Finally, do you have any words of advice for executives who are looking to bring automation into their business processes?

It's very important to understand that RPA is an enterprise technology and it should be a top-level decision with a dedicated budget. To be successful, executives should ensure they have the right framework, a global center of excellence and the right partners to deliver on their business agenda.



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**On the AI front, we are looking into automated decision-making, such as fraud detection and how to improve workflow between humans and robots.**



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# A WINNING APPROACH FOR IMPROVING THE CUSTOMER EXPERIENCE

*Erwan Le Duff*  
CEO, Capgemini-Prosodie

**Over the past 10 years, I've had the privilege of working with Darty, one of France's largest electronics retailers and a real innovator when it comes to customer service. So I was very exciting to learn that one of the key projects we worked on with Darty was selected as a winner of the 2016 Aecus Innovation Awards – Le Bouton Darty© (The Darty Button). In this article I describe how our Odigo offering has enabled Darty to reinvent and enhance its customer service and experience.**

With 298 stores across the country, Darty is the leading multi-channel electrical retailer in France (household electrical appliances, multimedia and TV). Famous for its "Contract of Trust," a program launched more than 40 years ago, Darty creates and develops a customer service strategy that focuses on delivering high service value to its customers, including free home delivery, aftersales service and support.

While Darty has an excellent understanding of the challenges that continue to arise from the digital age, and are constantly developing, innovating and finding new ways to better help its customers, how does the company do to consistently deliver exceptional customer experience?

## **IMPLEMENTING CUSTOMER-FACING TECHNOLOGY**

As a pioneer in the field of remote assistance, Darty has created a connected button that represents "physical" contact between the company and the customer – enabling digital customer service via a digital channel. Launched in October 2014, Le Bouton Darty©, or the "Darty Button," is an Internet of Things (IOT) device that is reinventing Darty's customer experience by providing a more efficient, faster and economic way to access customer service.

Once installed in the customer's home or mobile (via the digital version), Le Bouton Darty can be pressed to automatically alert the customer service platform. This immediately redirects a call from a customer service operator to the customer's home or mobile phone, delivering immediate customer service and enhanced customer experience via a digital channel.

## **PERSONALIZED, ON-DEMAND ACCESS**

Le Bouton Darty enables customers to connect with service agents easily, quickly, and using their preferred communication method for fast, personalized, on-demand service and support in real time, seven days a week, 24 hours a day.

The service Le Bouton Darty delivers is premium (immediate and on-demand customer support without extra cost), unlimited (providing customer service on all household products, irrespective of age) and universal (including customer service for Darty's retailed and distributed products, and those not originally purchased from Darty).

## PUTTING CONTROL INTO THE HANDS OF THE CUSTOMER

Le Bouton Darty is not only a unique and unparalleled service on the market, but also represents a new dimension to Darty's customer relationship and a new communication channel to reach out to its customers.

Through getting physically closer to its customers and putting control back into the hands of the customer, Darty has created a new privileged relationship with its customers that delivers a more efficient, faster and economic way to access customer service.

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**Le Bouton Darty enables the company to provide efficient solutions remotely via phone, reducing onsite product maintenance and replacement costs.**

## WORKING WITH PARTNERS THAT SHARE THE "CUSTOMER FIRST" MINDSET

When a customer presses the Le Bouton Darty, the customer's profile is identified prior to immediate call back from one of Darty's customer service operators. This enables the operator to access the customer's purchase, call and request history.

All of this is managed by our Odigo platform – a comprehensive, multi-channel Cloud contact center solution that provides carrier, telephony and integration services to Darty.

By linking to Darty's CRM, Odigo not only collects information and analytics related to the customer, but

actually carries out, manages and prioritizes the call. It also has a 15-year knowledge database that enables the customer service operator to access the fault and solution history of particular products owned by the customer – providing immediate and detailed solutions.

Partners that understand and effectively apply their offerings to enhance the customer journey are essential to any company wishing to reinvent their customer experience.

## THE PROOF IS IN THE PUDDING

Two years since the launch of Le Bouton Darty, 300,000 customers have chosen to benefit from this service through installing the connected object in their homes or its digital version on their mobile phones.

This has created a new, exciting and innovative communication channel, which enables the customer to interact with Darty in a more intimate and personalized way – delivering enhanced customer experience and service through immediate processing of customer demands.

In terms of the value delivered to the business, Le Bouton Darty enables the company to provide efficient solutions remotely via phone, reducing onsite product maintenance and replacement costs. The consistently high quality of service provided by Le Bouton Darty helps generate customer satisfaction and loyalty, service and sales.



# Intelligent Automation



## Challenge

Whatever your industry or service, your ERP system may not meet all the challenges you demand of it. This can translate into massive costs, poor productivity and a significantly reduced level of business process accuracy.

## Solution

Capgemini's new wave of Intelligent Automation solutions combines Robotics, Artificial Intelligence and Analytics to dramatically increase your capacity to do work, replacing many of the repetitive tasks delivered by outsourced services in a cost effective manner and with a heightened level of accuracy.

For more information,  
visit us at:

[https://www.capgemini.com/business-services/  
robotics-process-automation](https://www.capgemini.com/business-services/robotics-process-automation)



People matter, results count.



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# MEET THE EXPERT



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# MEET THE EXPERT

*Craig Conte*

VP, Head of Contract Compliance and Optimization  
Services, Capgemini Business Services

## Craig Conte is the head of Capgemini's Contract Compliance and Optimization Services. *Innovation Nation* caught up with Craig to ask him about the impact the digital revolution is having on Contract Management.

### Innovation Nation: Could you tell us a little bit about yourself?

**Craig Conte:** First of all, I am an American living in the UK. I used to be a "big firm" lawyer in NYC for 10 years before joining Capgemini, where I've developed our Contract Compliance and Optimization (CCO) capabilities together with an incredibly talented team of legal professionals. My lovely wife is a reformed lawyer who became a teacher and we have two wonderful children who now sound more British than American.

### What are some of the biggest areas of impact that the digital revolution is having on Contract Management?

With the power of processing, tagging, recognition and organization, I can go on the Internet at any time and find all of the Darth Vader's lines across multiple movies, the person who played Darth Vader, where he was born and the other movies he has appeared in within a few clicks.

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## The ability to manage information based on the "Google" model is dramatically changing how contracts are managed.

Now imagine applying this concept to something useful like Contract Management – to know where your contracts are kept, which ones are in a particular country or with a particular vendor, which ones have the clauses you like and the clauses you don't like. The ability to manage information based on the "Google" model has come to contracts and it's dramatically changing how they are

managed. People who use this the right way are going to be leaps ahead of those who have yet to get on board.

### What does the future hold for Contract Management?

Contract Management is increasingly being adopted by organizations of all sizes as an extension of traditional business process outsourcing (BPO). And as the digital revolution continues to disrupt business as usual, managing contracts will be ever more important for optimizing operations.

We're already seeing a change in the way contracts are created. For example, technologies exist today that enable you to add all of the preferred terms you want to include in a contract with the click of a button, as opposed to hiring expensive lawyers or using your own staff. Going forward, all your contractual information – service levels, payment terms, etc. – will be mapped out on a heat map based on what is important for your business outcomes. Those companies that adopt a more digital approach will have better information for decision-making, so much so that it will make them look like spacemen as opposed to cavemen.

### What has Capgemini already achieved in the Contract Management space?

NelsonHall has acknowledged Capgemini's CCO services for our great ability in standardization. But what really gets me excited is finding solutions for clients – we found 40% efficiency gain for a UK Public Sector entity, we saved a US retailer \$1 million in four months through spotting overbilling, and we saved \$5 million over five years by fixing a long-term contract for an IT provider of a financial services company. We are also up for an award with relating to a new contract management hub we built for another UK financial services company.



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# CONTRACT MANAGEMENT — HERE COME THE ROBOTS

*Craig Conte*

VP, Head of Contract Compliance and Optimization  
Services, Capgemini Business Services

## I'm often asked about Automation and Robotics, to which I respond: "Robot lawyers, isn't it obvious?" My cavalier response aside, this really is a fair question: how can automation and robotics help Contract Lifecycle Management?

A number of key articles have recently been published on the role of Automation and Robotics in the transformation of legal and commercial functions, and how law firms are starting to use legal robots.

For example, two law firms in the UK are using artificial intelligence to sort through large amounts of information around regulations and client data at much greater speed and veracity than a junior lawyer, and without the cost of training. In addition, a large global law firm is using IBM's Watson to be a researcher for legal precedent.

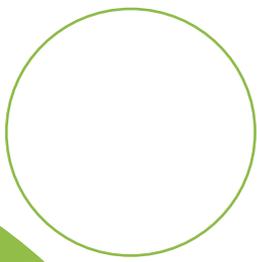
If you've never researched legal precedent in a common law country, this is a process where you often have to use search engines to review laws, regulations and case law to show what a "material breach" really is.

While research is good, analysis is better, and robots can do a lot more in legal and commercial activities. There are several tools currently available on the market that can "digitize" all of your contractual information and make it searchable in an intuitive way.

### THREE WAYS AUTOMATION AND ROBOTICS CAN HELP CONTRACT MANAGEMENT

One of my colleagues once told me: "If you can teach a 10-year old, you can teach a robot." But put another way – there are some really great tools out there today, but to be applied to this space you need a great teacher. And I believe this to be true and have seen it in action. So here are some ways automation is helping in this space:

- **Document search** – many contract management processes are built upon metadata. Basically the idea is that we take 40-50 topics in a contract and log those so we can report and search later. But what happens if you guess wrong in your 40-60 terms and a new term suddenly becomes important, such as "cyber security"? If you have not logged it in metadata then you need to search again. Well, technology has helped us here. There are tools or robots that will search documents for terms whether or not you have logged them in metadata.
- **Parsing** – if you remember your grammar studies from when you were 10, there was a concept of breaking a sentence down by noun, verb, object. There are now tools or robots that understand this basic syntax and can breakdown sentences. A little bit of training and then document search becomes a lot more intelligent. Instead of just searching for every time it says "supplier" we can now search for when supplier has a deliverable or obligation. This may not seem like a lot, but when you consider the alternative is humans sifting through hundreds of pages of contracts doing "control F" searches, this is a giant leap.
- **Invoice validation** – so you've searched and you've parsed the language in contracts and we have key elements about contracts. Imagine a world where we could take these calculations and run invoices through them and tag contracts to search for whether or not discounts were applied to invoices? Not far off. The right teacher and tool, and this can happen.



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**Activities that were once administrative and could be sourced differently can now be sourced through technology alone.**

But going back to the topic of robot lawyers – I’m afraid they aren’t a reality. But with the right processes and teachers the tools on the market can be used to solve a lot more problems than expected.

However, the key takeaway here is that activities that were once administrative and could be sourced differently can now be sourced through technology alone. This is a big jump for a profession that has a huge need for expertise. This expertise can now be focused on value-add activities on the high-end of the spectrum, enabling solutions that require fast data processing to be done without putting too much burden on humans.

## **BUT WHAT DOES ALL THIS MEAN FOR US MERE HUMANS?**

- **Target operating models need a refresh** – if you haven’t done this, you should. Organizations that are still using the same staff for every task will soon discover that this model is about to look really old very quickly. We already have proven processes across sectors, regions and expertise that show how the total cost of ownership can be lowered by using different resources for different tasks. Add robots to the mix for a proper target operating model (TOM) that is suited for the 21st century.
- **Drive towards standardization** – the power of Automation and Robotics (for now) is limited to the extent to which the problem is based on standards and rules. Rather than being protectionist, we should embrace this approach because the fact is that more standardization in templates, rulebooks, etc., allows robots to do their job in an orderly and efficient manner.
- **Train your staff** – although we should all welcome this, it can be scary for many in the industry when they see the statistics about jobs replaced, eliminated or owned by robots. But robots need guidance, information, customization and an aligned approach. And there are still jobs that robots can’t or won’t have.

My advice is to follow Johnny Cash and walk the line. Make sure your business adopts this technology so that you don’t lose out – and don’t forget the importance of change management when introducing robots into your legal processes.



A man with a beard and long hair is smiling, looking towards the right. He is wearing a white shirt and a dark striped tie. The background is a cityscape with many tall buildings. The overall color palette is blue and white.

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# EXPERT INSIGHTS



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# EVERYDAY LIFE IN A DIGITAL WORLD

*Magda Matell*

Senior Manager, Transformation & Innovation Lead,  
Capgemini Business Services

## How excited are you really about traveling to work and going grocery shopping? Your daily logistics are just one of the areas that will look very different in our digital future – this is where digital starts to get really exciting.

Imagine the following scenario: your refrigerator places a food order, a mobile app sets up a notification about the delivery schedule; the food is then delivered by the autonomous driving car that is smartly scheduled to avoid traffic jams. The order is paid by Bitcoin and the money is received and booked automatically by the seller.

What makes this possible? IoT, big data, robotics, artificial intelligence (AI), 3D printers, a sharing economy and more. These innovations are defining how our future will look; think about the possibilities when they are all combined and in use by your household. Let's imagine how a typical day might unfold for Digital Anne.

It's Saturday morning – Digital Anne gets up at 8am as she expects her food shopping delivery to arrive soon. Her fridge is programmed to notify her via the mobile app on her, just to make sure she won't miss it.

In the digital era, every modern household has a fridge that is able to monitor the stock levels of the goods according to the previously programmed patterns, like Digital Anne, for example, who only drinks orange juice on the weekend but likes to have milk available every day.

Her fridge has placed an order on Thursday for the usual goods including the orange juice to be delivered on Saturday morning. The order was placed through an online shop where it was assembled and packed by robots working in a warehouse based on an Automated Shelf Recognition mechanism.

Digital Anne does not have to worry about the payment because when her fridge ordering system was set up, she allowed the online shop to debit her Bitcoin e-wallet and the banking portal to deliver the invoice automatically upon completion of the transaction.

The shop is happy because the money appears in their account immediately and she gets a loyalty bonus for timely payments. The shop's accounts receivable department receives a notification that the transaction is paid the same day and it's posted with help of AI. An autonomous driving car transports the order, and once delivered, Digital Anne receives a hologram message confirming delivery.

After breakfast, Digital Anne usually pays her bills. Her banking portal receives all the invoices and she sets up payment schedules accordingly. Any ad hoc bills can be paid by the digital wallet on her phone. Digital Anne then starts planning dinner for her family. She loves experimenting in the kitchen so she has programmed her 3D printer to print delicious sauces for the meal.

After her morning routine, Anne is ready to leave on a trip she planned with her family and friends. Their private cars are too small to fit everyone but she has found a larger one that she rented through a car-sharing portal based on her very high "trust" score. After their trip, her family enjoys a delicious dinner followed by an evening of exciting adventures they experience through digital glasses.

Digital Anne's life has changed considerably since she implemented these digital technologies. Everything is simpler, more streamlined and user friendly. The paperwork has been eliminated, and she can order bread from her local bakery through a mobile app. Robots are present in almost every part of our life, at home, at work, in the shops. Anne has more time to spend with her family as she is no longer stuck in the traffic, and whenever she buys something she only chooses companies that make her life easier and excel in customer-focus.

If Digital Anne can accomplish this at home, imagine what she can do at the office.



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# HOW TO REALIZE THE BUSINESS VALUE OF A PROCUREMENT SOLUTION

*Nicklas Brändström*

CEO IBX Business Network, Vice President,  
Capgemini Business Services

Very often it is difficult to assess the current state of procurement efficiency, let alone what potential business value and savings could lie ahead: What is the benchmark? What is the most suitable assessment methodology? We might think we know where we want to be, but we need to ensure the vision is achievable and that we know how to make it happen.

## WHY EMBARK ON AN E-PROCUREMENT TRANSFORMATION JOURNEY?

Before you start on your transformation journey, it is important to understand why you want to change. So the first question to answer is: What are your goals? In my experience, the main reasons that procurement leaders launch a change initiative is to drive improvements in three areas – quality, efficiency, and effectiveness – and here's why:

**Quality** – having a focus on quality and being outcome-driven leads to less defects, errors, and exceptions. These benefits may be difficult to compare to industry benchmarks because of differing assessment methodologies, but examples of improved KPIs include internal stakeholder satisfaction, staff retention, supplier satisfaction (improved relationships), and improved results from risk and compliance audits.

**Efficiency** – the drive towards increased efficiency means shorter cycle times, shorter waiting periods, increased automation and lower process cost. Improved KPI examples include reduction in PO process times, increased automation rate, reduced operating cost vs. managed spend, and lower cost per PO lines.

Savings and spend compliance have always been part of the procurement agenda, but in the last few years I have seen a growing interest in measuring efficiency and an increased focus on automation. One reason for this

is that there are better solutions on the market to enable automation. Another reason is that the consolidation into shared service centers (in-house or outsourced) has streamlined the operational costs and made it possible to realize savings with process automation.

**Effectiveness** – being effective comes down to having a lower total cost of ownership (TCO). This means increasing procurement's contribution as a key business function and demonstrating your ability to achieve improved value for money. Increasing efficiency can help fund effectiveness while increased automation of operational processes frees up your resources to be reinvested, which will drive more savings. Examples of related KPIs are improved PO and spend compliance, and increased cost savings as a percentage of managed spend.

This list is not mutually exclusive and is certainly not exhaustive, but I think these areas represent the most important reasons to embark on a procurement transformation. The moment when such a program becomes financially feasible and will reap the benefits depends on many factors.

It's important to confirm whether a change initiative will help you be better, faster or cheaper – and remember that any change comes with a cost of adoption and cost

of implementation. So if you can't justify your initiative with measurable improvements in at least one of the three aforementioned areas, then maybe you shouldn't change at all. However, if you have reached the "tipping point" where benefits outweigh investment, delay only incurs needless costs. Using the flexible, piece-by-piece principles of Lego® – IT concepts, the investment might not be as big as you might think.

## WHAT IS THE BEST WAY TO ORCHESTRATE THE CHANGE?

I strongly recommend being clear and specific; in fact, use specific, measurable, achievable, relevant, time-bound (SMART) objectives. I am still surprised how often I see unclear goals and objectives set by prospective clients. Don't be vague with your targets because this will mean that you are unlikely to reach optimal efficiency with your transformation.

Start by asking yourself "why" and "how" the transformation should take place. Stakeholders want to hear your justification, including your direction and plans. They want to listen and understand, to ask questions and raise concerns. They want to know why they are supposed to change and how the change will happen. Last but not least, they want to know what is in it for them!

Set up a program to implement the changes using a wave-based approach. Change management activities are critical to implement the transformation properly. This applies to both the tools to increase automation levels and for the processes intrinsic in the e-procurement solution.

Do not forget your suppliers. Getting your most important suppliers on board early is an important success factor. Each wave of a user rollout should be accompanied by a wave of supplier enablement. An empty shop turns your casual users away, and it is better to prioritize process compliance first, and then gradually shift focus to contract compliance as your sourcing activities bear fruit and you can start to consolidate the supplier base.

Transformation requires discipline and perseverance. A purchasing transformation program is not a short sprint – it's a marathon. Typically, such projects will span at least six months to three years, depending on the scope of your transformation program. One of the hardest aspects is the ability to prioritize during this time. Fortunately, you should be able to call upon the experience and expertise of your e-procurement partner to support you.

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**Transformation requires discipline and perseverance. A purchasing transformation program is not a short sprint – it's a marathon.**

If you consider these ways to orchestrate your transformation journey, you will be better able to become more efficient and effective while delivering higher quality, ultimately ensuring that your transformation program brings positive business value.

This is the third, and final blog post in this series about selecting a suitable procurement solution. In the first part, *The Buyer's Guide to SaaS Solutions*, I talked about the type of "reading between the lines" that is necessary when considering solutions and providers and the precautions to take. In the next, *Replace or reinvest? Three considerations when upgrading your procurement system*, I questioned whether it always makes sense to commit to a full end-to-end e-procurement package.



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# HOW THE RIGHT PLATFORM CAN HELP YOU MEET A 100-YEAR COMMITMENT

*Barbara Grassie*

Director – Solutions and Consulting,  
Capgemini Business Services

## In a recent survey conducted by Celent Research, 80% of life insurers listed the inflexibility of their applications and the difficulty of bringing new products to market as their top challenges.

In the Life and Annuities business, where even a single policy could translate to a 100-year commitment, several issues are being generated by this combination of legacy technology and ageing policies:

- Inaccurate and incomplete data from older, less mature systems
- Data being stored in someone's desk or in other improper places leading to manual-intensive policy administration
- Users being forced to utilize the system in incorrect ways that may bring on risk and are not scalable
- A multitude of platforms gathered through acquisitions with products requiring almost dedicated platforms.

As the skillsets required to maintain outdated systems become scarce, and technology investment fails to keep up, insurers are struggling to meet expectations in terms of customer experience, new product development and legacy product management.

Insurers have the option to either undertake the technology transformation for policy administration in-house, or to hand over the whole process to a third-party administrator (TPA). TPAs often have the agility to keep pace with rapid technological changes that a large insurer might struggle with. In either case, a few key points should be considered to ensure a future-proof solution:

- A migration and implementation process that allows the correction of data anomalies and which supports best practices
- A platform that supports the correct build of products and which allows for complete flexibility through business rules and formula-based configuration. The platform should also have the ability to communicate with most applications or tools used in the organization. This allows the insurer or TPA to support the current policies as well as all the historical varieties built and sold over the last 50 years.

- Consolidation of all client policies onto fewer platforms, even down to one. This has huge cost and efficiencies savings.

For our own wholly owned TPA subsidiary, we have partnered with Oracle to use their OIPA platform. OIPA's configuration and rules-based system not only addresses the issues created by legacy platforms and ageing policies, it also allows for putting up a new product in three to six months, and updating it with new features very quickly. New products can even be built off existing products through OIPA's template concept.

We recently had two experiences where we were able to significantly reduce the time to market. The first scenario was with a client who wanted to put their toe in the water and try a new product. Their current platform could not support this product and they did not have the expertise and domain knowledge to do this in less than 18 months. We were ready to go live with the product in three months.

The other situation is happening now: a client who wants to experiment with different versions of a product and see which one does best in the market. They want to create a "sandbox" to play in. They know it will take them over a year for the original and almost a year each for every new version, or changes they might make. We could get the main product up in six months and are looking at three months or less for the features they wanted to test.

An added bonus is the ability to add new features that emerging targets like millennials expect at a minimum such as apps and an integrated digital experience.

So regardless of whether insurers choose to overhaul their technology backbone or whether they opt to bring in a TPA, the solution should keep the commitment to the customer at its heart and aim to be future-proof.



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# AUDITS: TIME TO CHANGE THE RULES?

*Frank Giannetta*

Global Head of Risk and Compliance Services,  
Capgemini Business Services

**Standard practice is generally a good thing. It means you're dealing with a common set of circumstances in a manner that's been adopted before. You know how the process works, you know what the outcome was last time, and the approach is now so well known it's become both instinctive and practical.**

Sometimes, however, standard practice isn't so sensible. It's simply the way we do things round here – and doing things a certain way just because it's become the norm doesn't always make it right.

### **COMPLETE AND REPEAT. AND AGAIN. AND AGAIN ...**

I can think of no better instance than auditing. Consider this example. An insurance company in the US does business and reports its figures in all 50 states and has to report to regulatory bodies twice a year. Each state has to conduct its own audit – so that's 100 audits a year in 50 states, each of which carries significant overlaps in reporting criteria and possibly also in values.

Think how much work is involved here. In fact, think how much unnecessary work is involved – not just for the insurance company but also for any outsourced service provider that's engaged, and also for the federal and state bodies to whom it reports.

Here at Capgemini, we work for a number of national and international organizations so we have a broader view than any one of them – and we see instances of this all the time. The effort required and the costs involved are eye-watering. What's more, because they work with us, our clients have to be assured that we have effective controls in our environment as well.

### **THE WAY AHEAD?**

Isn't it time for us all to work together to create a new standard practice – a practice that is no less rigorous in terms of governance but way less cumbersome?

A workshop involving federal and state governments, business organizations, and service providers could establish a framework to reduce the number of audits needed. Involving representatives from the Big Four accountancy firms would enable all parties to develop a list of checks for certification that could be universally applicable across state lines. Even if such a framework had to carry caveats for exceptions – and that's likely – it would still be far less onerous than conducting multiple audits in their entirety. It would save time, reduce costs and effort, and increase productivity for every business. What's more, those same benefits would be felt by government too.

Or we might consider another approach instead of or in addition to this one. Continuous control monitoring gathers auditable information at higher frequencies – perhaps every day, week or two weeks. If auditing becomes part of everyday accounting practice, in this way it's less of an effort than gathering information in retrospect at one or two set points each year. It also reduces risk of error because information is fresh at the point of capture.

A comprehensive alternative report could, with government approval, be signed off by a Big Four firm to ratify a service provider across its whole business instead of on a case-by-case basis.

I suspect the reason this entire issue hasn't been addressed may be because current processes have made too many of us too busy for too long to be able to stand back, call time-out and think about it.

But what do you think? Isn't it time for a change? Or do we simply preserve the status quo because, well, that's the way we do things round here?



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# HOW LEGO®-IT CONCEPTS CAN IMPROVE THE BUSINESS VALUE OF YOUR PROCUREMENT LANDSCAPE

*Ame Klewitz*

Head of Account Management, IBX Business Network,  
Capgemini Business Services

## When adopting or expanding your e-procurement capabilities, the idea of a full suite end-to-end solution with the huge investment of time and money (thereby risk) might not be as attractive as an alternative, Lego®-IT or brick assembly approach.

One overriding feature of the procurement technology landscape over the past 15 years, which is often understated, is change; not so much in what solutions are being offered (of course fantastic, game-changing products have evolved over this period) but how the solutions are offered.

What I am referring to is the fact that at around the beginning of this century, the approach being championed by many providers of indirect procurement solutions was a single solution, from source-to-contract, integrated into procure-to-pay, ideally as a cloud solution. In particular, the closed-loop source-to-pay was key for technology players in the market, and some of them are still driving that agenda.

However, if you take a closer look at how procurement organizations have evolved in the last few years and what is really needed to address the clients' desire to drive business outcomes, the demand for specific solutions for different processes, or brick assembly, upgrade or adaptation, pulls sharply into focus. This is becoming an increasingly attractive option, which I think is due to a few prominent factors:

- Procurement organizations have been investing in processes, technology, and change management for a long time and would like to reuse these investments. A new, one-size-fits-all, end-to-end solution represents a huge investment, which many companies are trying to avoid. The priority these days tends to be given to smaller investments designed to bring faster ROI along with greater flexibility and ease of build.
- Procurement still needs to comply with IT strategy and roadmaps. As such, large companies are increasingly looking for solutions to address gaps in the existing process and technology landscape instead of trading in completely for a new end-to-end platform.
- Strategic procurement planning is seen more and more as one single function to obtain a holistic view over the whole supplier base, direct and indirect, to predict risks and opportunities for the whole organization, not only for indirect products.

Operational procurement for indirect purchasing is also moving more and more into focus as a business outcome driver through automation and industrialized spot buy and tactical buying scenarios.

In many cases, spend and supplier management is moving into on-premise solutions that are tightly integrated into vendor master and production systems, to have a real, 360-degree view of the supplier and spend base. On the other hand, smart solutions for operational and tactical procurement need to be able to drive user adoption, automation, and industrialization quickly, not by exchanging existing solutions, but rather by enhancing them. This enables procurement to avoid huge IT strategy discussions and to gain quick time-to-value and quick ROI, thereby improving business outcomes.

This trend was predicted and indeed started before 2008 and can be described as a Lego®-IT approach. It has long been predicted that this approach will become more and more important in the coming years, in particular for non-IT-related functions, specifically: procurement. I think this prediction is being born out as an increasing number of businesses discover the obvious benefits of fast ROI and flexibility.



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# TWO EASY STEPS FOR CFOs TO DRIVE VALUE FROM CUSTOMER SATISFACTION

*Christopher Stancombe*

COO, Capgemini Business Services

**I used to be very dismissive of customer satisfaction metrics. Perhaps this is my audit background and my desire to quantify and check everything. I was suspicious of the sample, the questions, the analysis and the conclusions. It was hard to prove or disprove, and a lot of the feedback was qualitative. All very uncomfortable for a CFO.**

Yet, CFOs – and other senior business audiences – are supposed to use all of the data available to them to assess past performance AND predict future business performance, while also influencing and driving outcomes in a positive direction. Hence, I decided to challenge my own prejudices and see how measuring and acting on customer satisfaction might be able to help the CFO community.

## **STEP 1: CHOOSE A METHODOLOGY**

I considered a number of options, including the Customer Effort Score – explained in a recent Harvard Business Review article. It is an interesting technique that ties well to promoting action to streamline the customer's experience of dealing with your business.

However, in the interests of simplicity, adoption, and proven results, I felt that the Net Promoter Score (NPS) was a clear winner.

It uses a simple premise to measure the health of your customer relationship. Customers are asked how likely they are, usually on a scale of 1 to 10, to recommend your service to others. Those who give a score of 9 or 10 are your promoters, and those who score 6 or less are detractors. Scores 7 and 8 are neutral. Subtracting the percentage of promoters from the percentage of detractors gives your NPS.

NPS has become very popular, and its promoters believe that it correlates well with revenue growth. For example,

a study by Bain & Company found that relative NPS explained "most of the differences in relative growth rates of retail deposits" in North American banks.

Here are a few other of my favorite examples:

- Philips, the electronics manufacturer, has really drilled down into what drives NP score and has even linked NPS performance to executive compensation.
- T-Mobile, the telco, focuses on detractors, who can have a disproportionate negative influence on growth.
- And finally, American Express has seen customer spending increase and churn decrease since it began to focus on NPS.

## **STEP 2: SPEND LESS TIME DEBATING, MORE TIME ACTING**

Having made the decision to use NPS, businesses should now stop the debate around methodologies and focus their effort on reporting results, analyzing that information, and using the insights to design and implement action plans to positively impact their customer experience. I am concerned that too many businesses are spending over 80% of their effort on collecting, auditing, and analyzing data but less than 20% of their time drawing insight and taking action.

I wonder if the old adage "the customer is always right" is something that should not be subject to an audit opinion.



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# THE TOP THREE BARRIERS TO LEGAL PROCESS OUTSOURCING AND HOW TO OVERCOME THEM

*Agnieszka Chmiel*

Head of Contract Support Services, Senior Manager,  
Capgemini Business Services

**More and more, organizations are realizing that transforming legal processes based on an industrialized legal target operating model is good for business. And while the CFO sees the value of lower costs, standard processes and a balanced workload, many legal teams struggle to get past some common barriers.**

## COMPLEXITY

This is the word I hear the most when people talk about legal processes. And I agree. I am a lawyer so I know how difficult and complex things can get in the day-to-day job. I also understand why some lawyers feel that their processes are too complex to outsource.

But are all activities that complex? There are, in fact, a number of repetitive and simple activities where industrialization, standardization, and best-in-class processes can help legal teams allocate resources more effectively and at the same time reduce costs.

I realize that there is no "one magic model" that will fit all needs, so it's important that each organization develops its own "to-be model" depending on their unique business environment. Partners like Capgemini can help you define the right model based on experience from working with other organizations across multiple industries.

## TIME

Lawyers are extremely busy people. This is of course not helpful when time is required for workshops or process reviews in order to deconstruct your activities and analyze and shape a new target operating model.

Yes, it takes time, but if time is not dedicated then what happens is ... nothing. And the cost of doing nothing will continue to build due to inefficient processes, even

more complex contracts, and increased pressure from the business to get things done faster.

Believe me, making the time will bring value. For example, I recently facilitated a workshop with a legal team and during the short timeframe we spent analyzing their processes against a best-practice Global Process Model<sup>®</sup>, we reallocated resources to streamline and focus the teams, which resulted in huge savings in external legal spend.

## CHANGE MANAGEMENT

Change management is key in legal transformation. I often hear companies ask for support in this area, not only because many lack experience in such projects, but they also see the risk of not having the team aligned to the overall goal, which will cause them to struggle in the new environment.

Having change management experts lead the transformation will ensure the project runs smoothly and on schedule. This will deliver a successful project with tangible benefits, not to mention industrialized processes for running the legal department.

Yes, barriers will remain; to be honest, they exist in everything we do. They make the effort more challenging, but also more exciting. The key is to assess the situation, consult experts, consider the alternatives, and take action!



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# IS THE AGILE METHOD OF PROJECT MANAGEMENT RIGHT FOR ALL PROJECTS?

*Justyna Piwowarczyk*

Business Transformation Director,  
Capgemini Business Services

**We should first agree on what it means to have an agile approach to working. To me, this is about being effective, fast, reliable and communicative, as well as optimizing whenever possible, focusing on individual tasks, and maintaining control of the final outcome. While speed is as important as constant focus on quality, it's all about finding the right balance between speed and precision.**

Now let's look at an "agile methodology." Agile methods are mentioned in the Guide to the Project Management Body of Knowledge (PMBOK Guide) in the Project Lifecycle definition: "Adaptive project lifecycle, a project lifecycle, also known as change-driven or agile method, that is intended to facilitate change and requires a high degree of ongoing stakeholder involvement. Adaptive lifecycles are also iterative and incremental, but differ in that iterations are very rapid (usually 2–4 weeks in length) and are fixed in time and resources."

Agile aims to enable new product or service development in a highly flexible and interactive manner. It requires capable individuals from the relevant business to be consistently open to customer input and non-hierarchical forms of leadership. It's a bit like bees. There's no team leader, no manager, just a high level of interaction and commitment by all to the allocated task. The queen bee just makes sure there are enough bees to do the job.

This means that Agile Project Managers should be fluent in so-called soft skills: connecting people, interacting with them, and quickly spotting and closing communication gaps. This is also about team building and coaching, which is closely aligned to the skills and methods required for Organizational Change Management.

Going further, the project managers should act as facilitators and "servant leaders" to empower their teams to reach their own conclusions. These skills enable project

managers to accept input from team members and project stakeholders while gaining their commitment to deliver project outcomes.

Thinking about my own experience and the projects I've managed, I know how incredibly difficult it can be to take the position of a coach, or, as some might call it, a servant to the project team, rather than an individual contributor. Taking a backseat to the team and letting them shine in the spotlight does bring impressive results – and that's what matters.

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**Agile aims to enable new product or service development in a highly flexible and interactive manner.**

So coming back to my question: Is every project relevant for the agile method? I think so. Of course, in some cases, agile methods will be followed 100% while others will just apply a small portion of them.

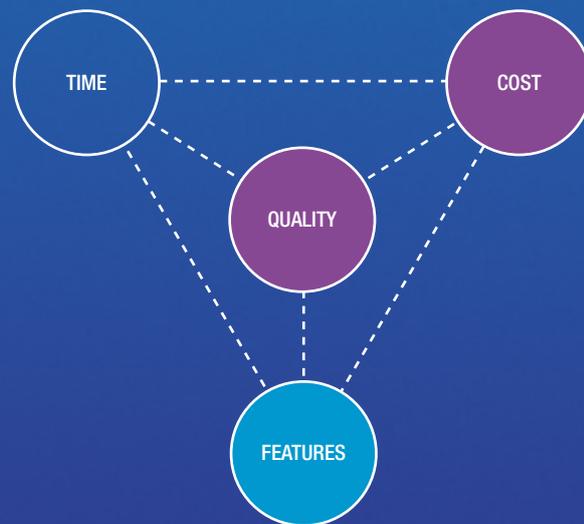
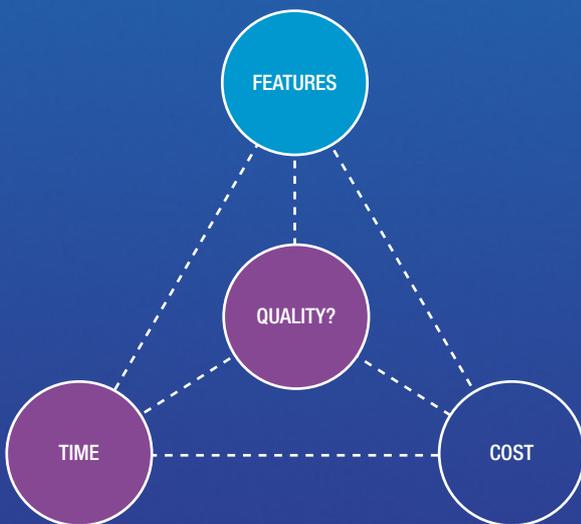
To understand the main differences between the classical and agile methods of project management, I find the comparison below to be simple and straight to the point.

WATERFALL

AGILE

### Traditional Approach

### Atern Approach



Launched in 1995, DSDM (Dynamic Systems Development Method) is the longest established Agile method, and is the only Agile method to focus on the management of Agile projects. DSDM Atern is the latest version and delivers the right solution at the right time.

Agile methods use expressions like: timebox, daily stand-ups, scrum, extreme programming, increases, and "must have, should have, could have, want have" (MoSCoW). Without jumping into the definition of each of these, you can tell it is all about speed and making sure everything is delivered within the agreed time and cost and with assured quality. It does not require linear thinking about features and deliverables. Algorithms are linear, and PMBOK provides linear steering. Agile accepts the changing ecosystem and goes in circles and iterations rather than taking the traditional linear approach where a task is completed and approved before moving to the next task.

The market says agile is mostly for software development, but Capgemini finds tremendous value in using it for transformation and transition projects.

The project managers who support our transformation projects are shifting their thinking about managing time, cost, and scope constraints, and taking a new approach to managing uncertainty, risk, and change. The combination of such project managers and transformation consultants is our recipe for success.



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# HOW TO REDUCE COSTS ON INDIRECT SPEND THROUGH SPOT BUYING

*Regine Böhm-Gams*

Head of Product Management IBX Platform,  
Capgemini Business Services

**Spot buying is still a relatively new topic for many businesses despite contributing to almost half of all indirect spend. Done right, I've seen organizations use spot buying to reduce purchasing costs by 15% and increase productivity by more than 50%, proving that the positive aspects definitely outweigh the initial effort in taking control.**

Let's start with a definition. A spot buy (tactical purchase) is a purchase that is not planned strategically. It can be an entirely unplanned purchase or one that, due to circumstances such as special project work, is planned but still not strategic in nature.

Understandably, most organizations avoid the subject of tactical purchasing of indirect spend. It is not seen as a strategic advantage, and the time taken to find a reduced price is often considered not justifiable given the relatively low level of spend. However, this is changing as organizations look at boosting cost savings and new technology enables a leaner process.

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## **The user experience is essential in ensuring adoption of a spot-buying tool.**

Choosing the right tool for managing tactical purchases is of the utmost importance. In order to circumvent the difficulties associated with managing the spot buying process, it's best to implement a high-quality tool that does most of the legwork for you as well as your

procurement department and your users. The user experience is essential in ensuring adoption of a spot-buying tool. This might seem obvious, but based on research by Capgemini's IBX Business Network on user reference groups, user surveys and usability testing, many organizations tend to forget casual buyers, focusing instead on professional users.

Today, casual buyers expect the same level of user-friendliness and functionality from technologies within their organization as they are exposed to in their private lives. Ease-of-use is paramount because it leads to high user adoption and reduces training and support needs. The spot-buying tool should provide casual users an easy to fill-in request form that prevents ambiguous orders to ensure an easy and efficient purchasing experience.

Casual users expect to have a quick response from the procurement team if they cannot find the product or service they require. Users also want the ability to track the progress of their requests and have the option to negotiate a final decision with the purchasing department on the selection of the final product or service. To ensure user satisfaction and accuracy of information, the system should provide a direct communication channel between the end user and the dedicated procurement team.

For professional buyers, leveraging competitive prices is of course a key benefit of adopting a spot-buying tool. To ensure that the best pricing options are available to professional buyers, the tool should provide RFX and real-time auction capabilities to achieve competition-based prices through bid-based negotiations and reverse auctions with contracted suppliers.

Every spot-buying tool should not only optimize the buying process, but also eliminate the need for making a tactical purchase wherever possible. The tool should be able to identify and prevent repetitive requisitions for the same product or service and requests where a product or service is offered within an existing catalog. The user interface should guide casual users through predefined value thresholds and a list of preferred suppliers. Where an existing contracted supplier and product or service is identified by the system, contract rates should be enforced by the tool. Finally, the distribution process should be fully automated for maximum efficiency.

In the end, finding and implementing the right procurement tool is the key to taking control of the spot buying process. Although it might not be the procurement department's favorite topic, spot buying should be taken seriously in order to ensure your business is realizing all possible cost savings within their procurement function. Reducing the cost of what amounts to close to half of all indirect spend can mean significant cost savings for your organization.

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## **Finding and implementing the right procurement tool is the key to taking control of the spot buying process.**

However, requisitions that are above threshold value still need to be managed by the tactical purchasing team, often in the form of a shared services center. Team managers will want an informative overview of the workload across their teams in order to delegate accordingly. It is also important for them to be able to identify bottlenecks and performance issues before SLAs are compromised. Therefore, the spot-buying tool needs to have strong documentation features for reporting and auditing.



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# HOW THE DIGITAL REVOLUTION IS AFFECTING PAYROLL MANAGEMENT

*Ann Schwemler*

Senior Vice President, Capgemini Business Services

**I recently shared my perspective on emerging trends in payroll with *Global Payroll Magazine*, the official magazine of the Global Payroll Management Institute. In the interview, I discussed the future of payroll along with emerging trends and the changes that digital has brought to the way that payroll is managed. The highlights from the interview can be found below, along with insights on what the changes in payroll management mean to our industry.**

### What emerging trends and issues have your attention?

In recent years, I have found that the focus on the end-to-end hire-to-retain processes is a catalyst for transformation and the manner in which both our clients as well as our workforce now operate. This process-centric focus is now driving productivity and operational improvement. By enabling the greater workforce with more self-service tools and apps while encouraging and allowing mobility, we have not only been able to create but provide insight into the total cost of human resources for employers. This has allowed companies to better manage talent and continue to improve less-than-efficient processes based on these insights. Perhaps the largest payroll movement in recent years is the shift to digital payroll management and automation. These features address workforce productivity as well as support the mobile nature of the large organizations. The shift to digital allows employers to be compliant in real time and monitor for any fraud that may occur within HR-/payroll-related processes.

### What major shifts and changes do you foresee?

A major shift will soon take place within compensation packages. They will soon include more creative incentives and become more outcomes-based. A shift will also come as companies consolidate HR and Payroll functions to drive

standardization. This will help regional hubs focus on local legislation and statutory requirements. The move to cloud-based payroll solutions will greatly accelerate a company's ability to meet requirements and be compliant.

### What changes do you envision in regulatory compliance?

Soon, there will be increased governance, risk, and compliance relative to policies and process governing employment contracts, compensation, benefit packages, and employee safety. This will bring a heightened awareness and focus on employees and employer privacy and confidentiality. Taxation and employment authorities will soon intervene to address changes in labor laws, as well as disclosure of compensation, benefits, and employee business expenses.

As global shifts to a digital sphere, many changes will soon come to the way we manage payroll operations. While these changes will meet the needs of country compliance and regulations, it will bring benefits to employees in their mobility and workforce safety. I look forward to seeing the changes and meeting the new challenges as we shift to a digital focus within payroll.



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# MEANING WHAT WE SAY

*Erwan Le Duff*

CEO, Capgemini-Prosodie

## Is there a company anywhere – anywhere at all – that doesn't say its customers are its first priority? Probably not. A business without customers is like a bus without passengers. Keeping people happy or better still exceeding their expectations is vital.

But these are just words, and they're something everyone can say. It's not that organizations are hypocritical; it's simply that putting those words into practice can be a real challenge. When your customer base is measured in tens of thousands, when you serve people around the world and around the clock, when you offer them a broad and changing portfolio of products and services, it can be very difficult to focus on your commitment to and understanding of each individual Audience of One.

So how can companies mean what they say when it comes to customer service –and what's more, how can they mean it on a global level? What's needed is a means of forming a picture of people as individuals, of understanding your history with them and of meeting their needs at the time and in a way that suits them. It needs to be scalable too, and it needs to operate on a cost and administrative basis the business can sustain.

### BRINGING IT ALL TOGETHER

The answer is an Interaction Management solution seamlessly integrated into a comprehensive CRM platform. When you have this, everything is working to your and your customers' advantage from both ends. From the back-office CRM, information is being retrieved and presented in real time to the contact center executives who need it; while from the sharp end, the point of interaction with the customer, communication is handled smoothly and effectively. Just as a car brings together hundreds of components and functions for one principal purpose, so these integrated technologies deliver a customer service that's as responsive as stepping on the gas.

Having a customer interaction management platform that is integrated into the CRM, such as Odigo for Salesforce, is no longer a nice-to-have but a must for organizations

to have a 360-degree view of their customers. In today's consumer-driven world, customer service agents must be able to manage interactions, including calls, emails, SMSs, chats, etc., from their desktops as well as their mobile devices. But that's not all ... most of us have little patience for outdated touch-pad menus when we contact customer service, so why subject your customers to that when high-quality voice recognition (IVR), including natural language technology, can route them to the best answer to their query and even detect stress in their voice and prioritize the call.

The combination of these capabilities integrated with your CRM will not only capture all interactions with your customers, but also deliver powerful analytics based on a complete data set of your clients so you can enhance your customer's experience.

What's more, using a cloud-based platform is good for the enterprise because it is easier to roll out nationally and internationally than an on-premise solution. And being cloud-based is good for customers too, because it means customer service representatives can serve them from anywhere. Not just from a call center, but from a branch and even from home. The cloud platform also makes it easier to roll out upgrades to the service, and this too of course brings benefits to customers.

In a world where now, more than ever, customers are kings and queens, cloud-based contact center solutions like Odigo for Salesforce makes sure they are routed to the right destination and that they are recognized, understood, and satisfied. It reduces abandon rates and reduces average handling time, and it improves operational efficiency, meaning more of your customer-facing team members can serve more people more often.





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# MAKING A DIFFERENCE



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# CAPGEMINI GUATEMALA TEAM TAKES SERVICE TO A WHOLE NEW LEVEL

*Gustavo Tasner*

Vice President, Head of Americas Delivery Network,  
Capgemini Business Services

## As the head of Capgemini's Business Services delivery centers in the Americas, I am fortunate to work with an amazing group of people who are committed to not only delivering value for our clients, but also for the local community. Here's one amazing example from our Guatemala team that partnered with United Way to help build a school for the children of Bosques del Quetzal School.

Bosques del Quetzal is a small town located in a poor and marginal area of the country. In 2014, it was flooded by heavy rains and the existing teaching facility, a meager, one-room classroom, was destroyed. And because Guatemala has one of the poorest adult literacy rates and lowest education investment of any Latin American country, erasing the chance for the young people of this village to learn even the basics would be devastating.

Understanding the seriousness of the situation, Capgemini's local team decided to take action. Hundreds of employees contributed a percentage of their monthly pay, which was matched by the company. Within nine months, we raised the funds needed to re-build the school and were ready to put the well-considered plan into action.

The volunteer construction team consisted of 334 individuals who were supervised by a professional building company that sourced the building materials. Our one-and-a-half-hour journey to the village by bus began at 7 am, and the work continued non-stop until evening.

On the first day, the children of the school greeted us with "welcome" signs and a little boy handed me 150 letters written by the students telling us how grateful they were.

Over the course of the weekend, volunteers were distributed in groups to work on different commissions: block transportation, construction walls, construction of the perimeter wall, painting, and installation of windows and doors. The finished concrete building had four

rooms (instead of the original one) with a sturdy metal roof, and a protective perimeter wall. The combined effort of the Capgemini team was remarkable and the school now supports the academic development of more than 250 children.

For me, it was an exceptional moment of pride to see the dedication of this team to take personal time to spend with their co-workers for the purpose of helping others.

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**One of the students of Bosques Del Quetzal School said: "Thank you for helping us build the classrooms of our school. Thank you for coming to support in this construction. We need your support to be able to have classrooms for each grade, to learn and so we can be taught without problems".**



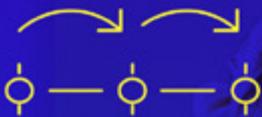
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**The Bosques Del Quetzal School now supports the academic development of more than 250 children.**



# New ways\_

## to Disrupt with Digital



FOR MORE DETAILS CONTACT:

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## About Capgemini

With more than 180,000 people in over 40 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2015 global revenues of EUR 11.9 billion. Together with its clients, Capgemini creates and delivers business, technology and digital solutions that fit their needs, enabling them to achieve innovation and competitiveness. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

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