

Next Generation Global Business Services

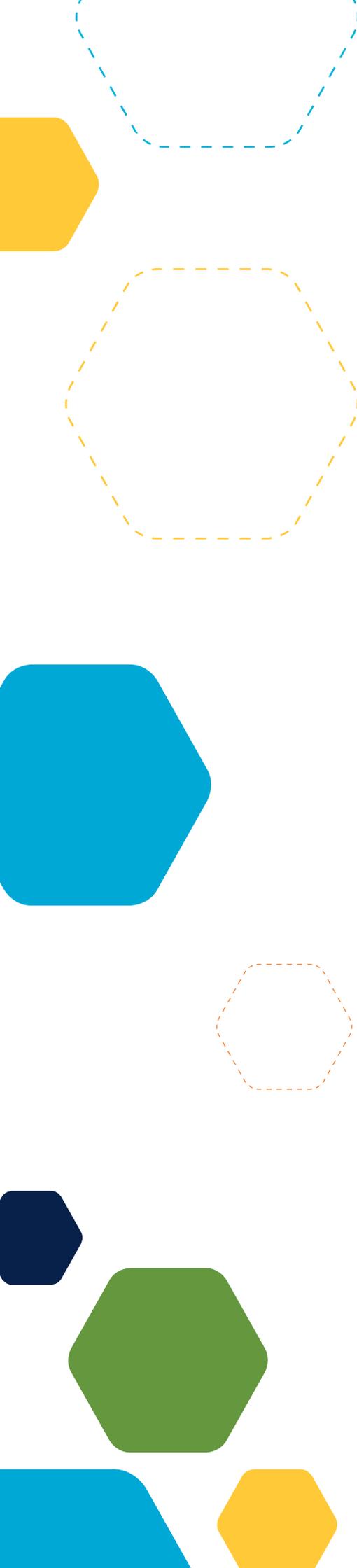
Achieving the goals of the enterprise by exceeding the expectations of the customer



People matter, results count.

Contents

Introduction	3
The challenge to meet	3
The opportunity to consider	4
The approach to take	5
Digital sophistication	5
Customer-centricity	5
Compliance	5
Digital Maturity Assessment	6
How it works	7
Digital sophistication	7
Customer-centricity	7
Compliance	7
Gamification	7
The wisdom of the crowd: why?	7
The benefits to achieve	8
How Capgemini can help	9
Digital Command Center	9
Insight 360° Center	9
Control Center	9
The Odigo All-Channel Experience	9
Innovation as a Service	9
The journey to Digital Business Services	10
Robotic Process Automation-as-a-Service	10
Project Management-as-a-Service	10
Digital Customer Experience – Understand your customer and your customer's customer	11
Digital Operations – Operate in new and efficient ways	11
Digital Organization – Empower through people	11
The conclusion to reach	11



Introduction

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 become Digital Business Services. This paper explains how.

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're the points that matter most. They're the reason you're in business to begin with. They're 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 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?

The opportunity to consider



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

Gartner 2014

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.

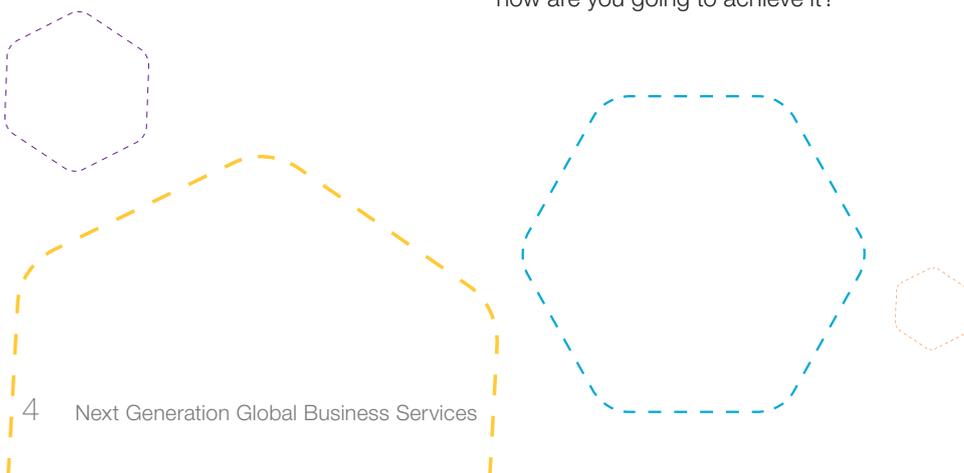
Some enterprises are developing their model for Global Business Services (GBS) in-house; others take substantial advantage of business process outsourcing (BPO), working with experienced global specialists; and others have taken a hybrid path. Whatever the case, GBS is in great demand. A recent survey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

- 61% of enterprise buyers with revenues over 1bn USD 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.

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're 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



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

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 DBS 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

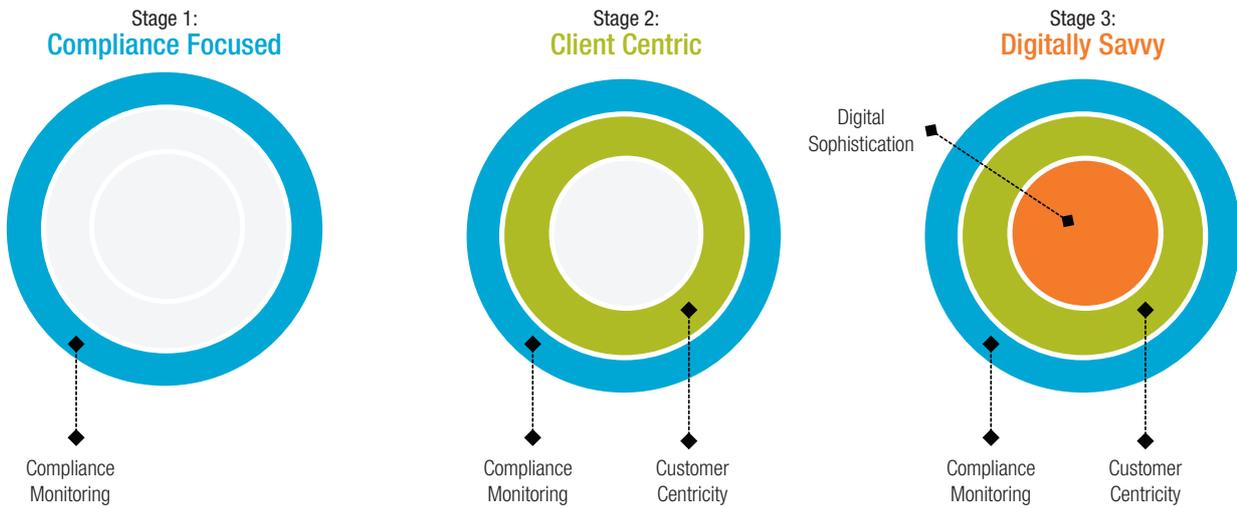
If business services are comprehensive and digital it's easier to build new collaboration formats into your enterprise, engaging your internal stakeholders so they are better able to recognize, respond to and perhaps even exceed customer expectations. This collective digital approach also enables you 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

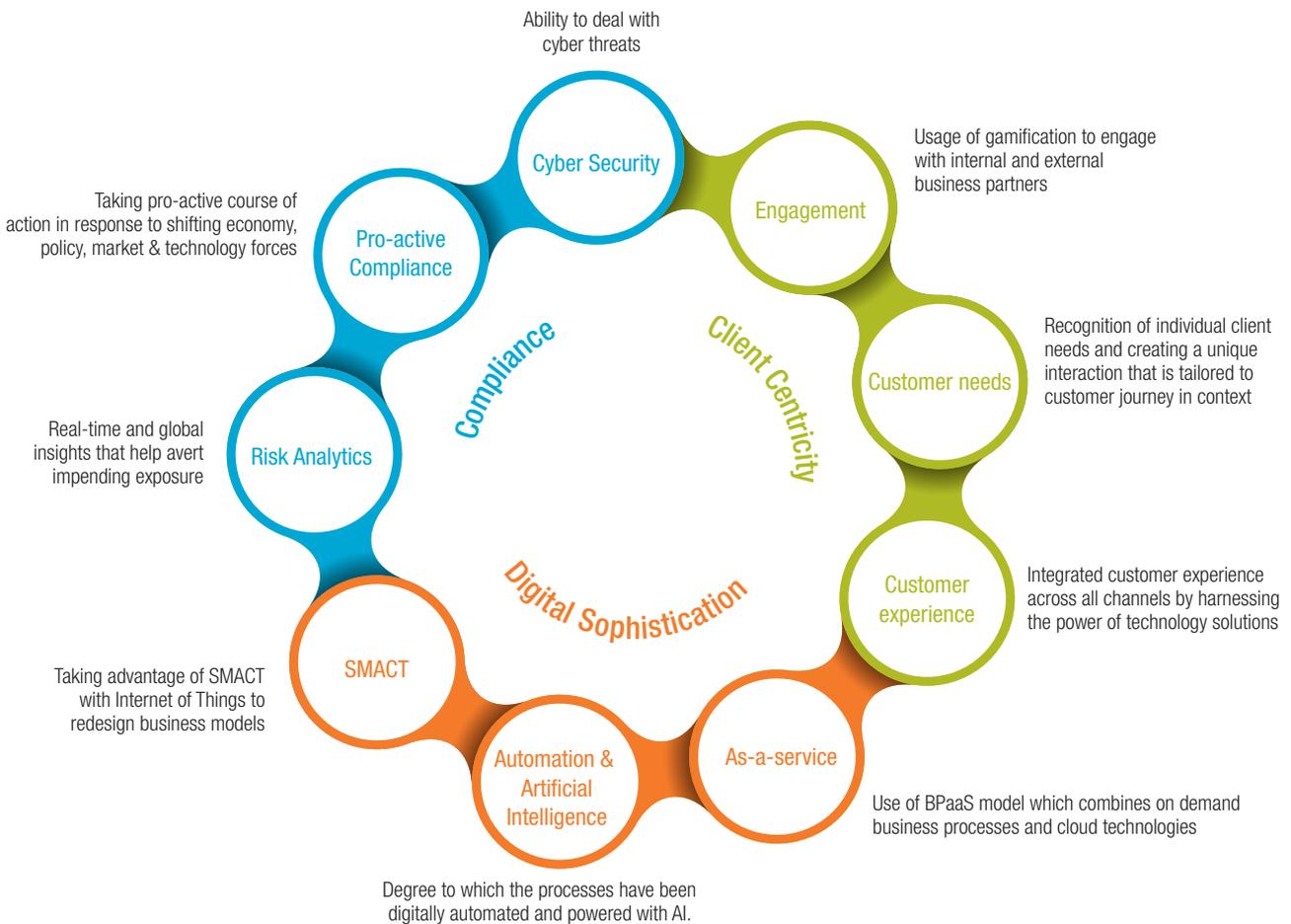
Governance, regulatory compliance and exposure to risk all require responses that are comprehensive and timely. A DBS model gives enterprises the flexibility to deal rapidly and effectively with shifts in the economy, in foreign exchange, in national and international policy and in global market forces.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

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 9 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
 - robotics process automation
 - digital training

Customer-centricity

Comprehensive and integrated solutions can be used to:

- Enhance the digital experience in this ultra-connected 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 crowd sourcing 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

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 DBS 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.

The wisdom of the crowd: why?

Crowdsourcing can be another powerful element of DBS. 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.



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

Forrester 2016

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 DBS 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.
- **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.

How Capgemini can help

Capgemini's DBC 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 insights as per process:
 - Productivity and Performance Reports
 - Incident reporting
 - Financial reporting
 - End-to-end performance monitoring
- Visualisation 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
 - Cyber security

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
- Touch Screen 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

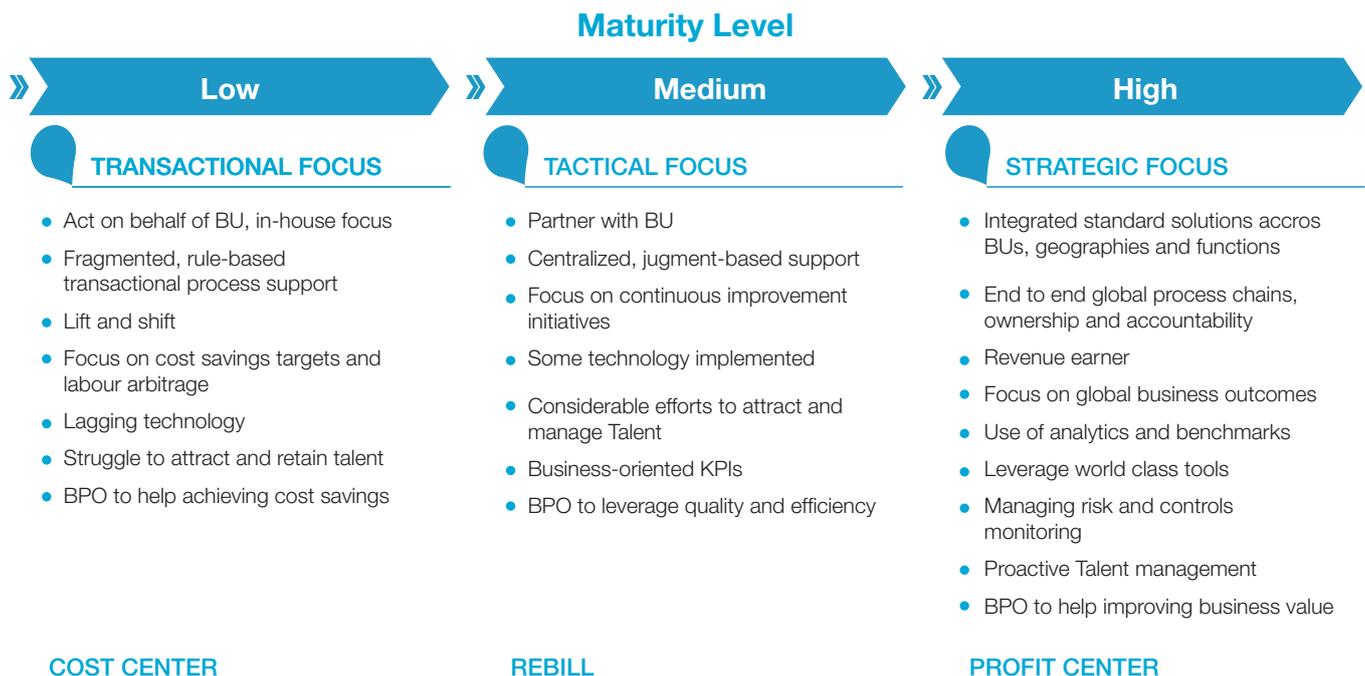
Project Management-as-a-Service

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 flowchart below, 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 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

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



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.

DBS 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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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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