Global Enterprise Model (GEM)

Which elements of global working are the biggest challenges?

As a global enterprise, the benefits of working across time zones with operations located where they make the most economic sense are obvious to you, as are the difficulties. Taking full advantage of global working requires a highly sophisticated approach with many enterprise elements interacting smoothly. Your most critical challenges at the operational level include achieving efficient, standardized processes across geographies and ensuring you have the right teams and technologies to support those processes and their interactions with each other – inefficiencies here are a major source of unnecessary, strangling costs. Strategically, you need data gathering and analytics that give you an uncluttered view of your operations, allowing you to make critical decision based on realistic models. Inaccurate data and poor analytics are a good way to make expensive mistakes.

Boost your efficiency, cut risk and costs and accelerate to your strategic goals with a Business Process Outsourcing and Shared Services methodology developed over 20 successful years – the Global Enterprise Model.
There is a model for global working that can transform your business

What if you could benefit from a mature, comprehensive model for highly efficient, low cost global operations based on hundreds of real-world business cases? Capgemini BPO has spent the last 20 years developing exactly that – we call it the Global Enterprise Model (GEM).

GEM is a complete rule book for transforming corporations like yours into leaner, lower cost, lower risk, more efficient enterprises that take full advantage of the potential of global working. It offers you a wide range of competitive advantages through GEM transformation programs in Finance and Accounting, Procurement, Supply Chain, Human Resources, and Customer Operations:

- A proven transformation methodology that takes half the time of traditional consulting engagements
- Cost savings and return on investment within the first 12 months
- The most cost effective technology for your sourcing strategy
- Lower risk with robust benchmarking and business operations analysis technology
- Business process models that have been refined over many years to deliver the peak of efficiency in any industry setting
- The dedicated work and expertise of hundreds of professionals with experience in your industry
- Measurable and sustainable outcomes that accelerate you toward your strategic goals.

The Global Enterprise Model has seven levers that can be set and fine-tuned to output the optimum overall solution for your goals. GEM asks fundamental questions about every aspect of your business, and provides the tools to fix any gaps between the current and optimum state.

Can you answer ‘yes’ to each of these:

**Question: Do you have the optimal mix of human resources for each of your processes?**

**GEM Lever 1: Grade Mix**
Grade Mix defines the most appropriate structure for your Shared Service Center or BPO delivery teams. We’ll assess the complexity of your processes and determine the skill and competency levels required to perform each function.

**Question: Are all your processes being carried out in the right locations?**

**GEM Lever 2: Location Mix**
Location Mix defines the best locations from which to service your business processes based on factors including language skills and cost.

**Question: Do your people have the right competencies and qualifications?**

**GEM Lever 3: Competency Model**
The Competency Model defines which capabilities are required at which proficiency level to service your specific business processes.
Question: Are your processes themselves efficient?

**GEM Lever 4: Global Process Model**
The Global Process Model is a library of best practices based on two decades of delivering world-class processes to more than 100 clients in varied industries. It is a key element of transformation within GEM because it ensures your processes are standardized and harmonized across global operations.

Question: Do you have the most appropriate and cost effective technology for all your processes?

**GEM Lever 5: Technology**
We offer a comprehensive set of integrated technologies covering all standard business processes and sub-processes. These include platforms for accelerated cash collection, Record to Report, invoice management, data analysis, travel and expenses management, Query to Resolution and many others.

Question: What's the best pricing model for the business outcomes you need?

**GEM Lever 6: Pricing**
The right price is key to driving the right behavior. We offer a range of pricing models including fixed; FTE, transaction- and outcome-based pricing; as well as gain-share solutions, among others.

Question: Does your governance structure ensure proper interaction and decision making?

**GEM Lever 7: Governance**
Our governance structures enable the right mix of people and interaction models for your Shared Services and BPO delivery set up. The Governance lever defines the right level of interaction and decision-making process at executive, management and operational levels.

Our Command Center platform ensures that the performance of any services we deliver to you is transparent and under continuous control. We also use the key performance indicators it records and reports to identify opportunities for improvement.

How GEM delivered for a global manufacturer

A global manufacturing company asked us to design a hybrid delivery model for their finance and accounting processes. We used GEM to design a Record-to-Report shared service center (SSC) in Europe and an APAC outsourcing model, putting our global BPO capabilities to best use for the client.

**Outcome**

Using GEM, we gave the client validated Record-to-Report processes within three weeks, and detailed desktop procedures within the following five weeks. Our technology also automated processes both for the captive SSC in Europe and the BPO solution for Asia, while GEM’s Grade Mix and Competency Model levers were employed to construct people solutions for the BPO solution and captive SSC elements.

We are delighted with Capgemini’s progress... their skilled leaders, respect for client culture, and problem-solving focus in BPO have been second to none. Capgemini has helped us to streamline costs and centralize our back-office operations. We look forward to continuing our work with Capgemini in supporting our growth strategy.”

Maurício Lemos
Algar Corporate Solutions Center (CSC) Director.
Are you underestimating the potential of outsourcing?

Not all businesses have realized the extent of the competitive advantage provided by current, fourth generation Business Process Outsourcing (BPO). Twenty years ago, BPO offered marginal savings gained from relocating back office processes to low cost locations – today’s BPO delivers profound improvements in the effectiveness of your business processes and substantial acceleration in the achievement of your business outcomes.

Delegating your business processes to Capgemini means that are not simply performed at lower cost, they are transformed in a way that adds new value to your business. This new value includes greater agility to cope with shifts in your market, greatly improved insights into the effectiveness of your business decisions and the benefits of streamlined, consolidated governance. The Global Enterprise Model is the foundation for this value.

About Capgemini

With 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 2014 global revenues of EUR 10.573 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.

Learn more about us at www.capgemini.com/BPO

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