INNOVATION
NATION

Ferro – Sticking to a progressive game plan

Capgemini launches new Virtual Company solution

Center Spotlight: Brazil

Interview with Hubertus von Manstein of Nokia Networks

At a glance: F&A as a Stack

People matter, results count.
A message from the **CEO**

Christopher Stancombe

Connect with Chris at Capgemini.com/expert-connect

@CJStancombe

uk.linkedin.com/in/christopherstancombe

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Today it seems almost as much energy is spent talking about business innovation as there is on actually doing it. Despite all the talk, many organizations still struggle to make the leap from generating new ideas to then refining and industrializing them out in the market. This issue of Innovation Nation contains some excellent examples of how Capgemini BPO acts as a partner to address this challenge.

Some of our recent co-creation work (with a particularly innovative customer) led to an approach that could transform the way organizations incubate innovation, and make the transition from pilot projects to Business as Usual significantly smoother.

It showed how the less ‘exciting’ business support processes like Finance and HR, for example, are actually critical factors that affect the success rate of innovation today.

The outcome is a solution that helps clients launch new pilot business ventures to market in a fraction of the time that it would have taken previously. We call it the ‘Virtual Company’, and there is a nice summary inside this issue. Essentially, it is a cloud-based service that runs on a pre-configured ERP system with standard processes and controls. Flexible pricing models make it easy to get started and scale up.

The Virtual Company is also designed to integrate with the parent group’s organization and technology, and to manage this relationship sustainably. I think this is a powerful illustration of how the capabilities and profile of BPO are evolving to drive more value for global enterprises.

At Capgemini, we pride ourselves on our innovation and delivering world-class outcomes to our clients. There are further examples to be proud of from our other recent work around the world: With Ferro, we applied our Global Enterprise Model (GEM) to bring in efficiency gains of 30-40% for the outsourced processes versus how they had been delivered in the baseline state. For Nokia Networks, we provided a 30% productivity uplift to their supply chain which translated into a 10% loyalty uplift from their end-customers.

Our efforts continue to be recognized by industry experts: most recently we received the Outsourcing Institute’s 2014 Best Outsourcing Thought Leadership (BOTL) Award. Horses for Sources have rated us among the top finance and accounting and supply chain outsourcing providers and Gartner have positioned us as a leader in their F&A Magic Quadrant.

This recognition comes because we really are breaking the mold of traditional BPO and encouraging people to expect more from the industry.

I firmly believe our process expertise and business understanding puts us in a position to solve some of the most pressing challenges in business today.
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The Outsourcing Institute awards Capgemini 2014 Best Outsourcing Thought Leadership (BOTL) award
Vendor ledger analyses and payments recovery project secures BOTL award.
Centers of Excellence:

A look at some of our centers’ innovations and achievements

SARASOTA
Met stringent requirements to achieve certification for Information Security Management (ISO 27001), Quality Management (ISO 9001), and Business Continuity Management (ISO 22301)

GUATEMALA CITY
Successfully implemented GEM-based transformation for a leading US-based retailer that reduced DSO by 6 days, increased accounts current to 86%, and improved working capital by over €1.95 m annually
KRAKOW
Cut the resolution turnaround time for a logistics giant by 20% with a proprietary dispute management tool

NANHAI
Meeting the growing demand to support Chinese supply chain and Finance and Accounting operations of global enterprises

ADELAIDE
Helped a leading metals company achieve 17% efficiency gain in Accounts Payable and savings in excess of €700,000 in category management

CHENNAI
Supply chain BPO portfolio boosted with two new clients to be served out of local center

BANGALORE
Enterprise Content Management team receives thanks for helping a manufacturing client achieve a top ranking in a product support survey
Center Spotlight: Brazil
Fast Facts:

Locations: Campinas and Blumenau

# FTEs: 1100+

Languages: Portuguese

Clients served: 10 clients across the manufacturing and consumer goods industries

Services:
- Finance & Accounting
- Master Data Management
- Human Resources
- Procurement
- Supply Chain Management

Our centers in Campinas and Blumenau provide an onshore hub for the Brazil market and serve Brazilian companies and branches of multinational companies operating in the country

Why Brazil?

Young, educated workforce:
- Home to five of the top 500 universities
- Universities in Brazil are most formidable across Latin America
- As of 2013, 62% of Brazilian population were aged 29 or under

Population:
- Fifth largest and fifth most-densely populated country in the world
- Estimated educated workforce of 83 million

Infrastructure
- The government has accorded top priority to infrastructure development
- Well developed system of roads and highways
- 300 airports and 50 major commercial ports in the country

Capgemini Brazil offers:
- A best in class, industrialized and mutualized solution for end-to-end Brazilian tax activities
- ISO certified delivery center
- Capacity for growth up to 2000 people within current facilities
- Robust security infrastructure and business continuity plan
- Strong Corporate Responsibility & Sustainability (CR&S)
Processing the processes

How far can you go in outsourcing an entire process? Guy Clapperton asks Hubertus von Manstein, head of business performance management, global operations, Nokia Networks, about revamping a huge amount of their delivery.

Professional Outsourcing Magazine:

The first thing I think about when I hear the name “Nokia” is phones, and of course that’s no longer your business. What is Nokia Networks’ business in 2014?

Hubertus von Manstein:

Nokia today comprises three units: Networks, which I work for, which delivers mobile broadband to customers, the second unit is called Here, about maps and location services, and Technology, which focuses on advanced research.

POM: As an outsourcing magazine we’re particularly interested in infrastructure and what’s happening in the supply chain. Tell me about how and why you’ve outsourced your own supply chain infrastructure and how that affects your end clients.

HvM: You can’t say enough about the changes in our industry and how the supply chain has contributed to it – and in particular how partners in BPO have contributed.

What’s happened over the last two or three years since we started the transformational journey starts with the order management process. In a lot of our operating units we had outsourced this. So we had more than 600 people in more than 150 countries with many different processes.

There was risk but we turned it into an opportunity for someone to step up and streamline the process. We wanted to put it into a global process framework.

POM: OK, but why did you have such a fragmented system in the first place?

HvM: We had mergers of different supply chains from Nokia, from Siemens, Motorola, where we had different systems and different practices. And of course we had different priorities to serve different types of customers. So we inherited a huge bunch of legacy processes and systems that were not easy to operate with. Meanwhile our customers were looking for something that was reliable, transparent and predictable.

We found that in a highly decentralized model you won’t get there. You need a global framework. People need to know, say, when you’re driving a car, what’s left, what’s right, red means stop and so on. It’s a no-brainer but to get there is a challenge. It was really a cultural journey that we took. We had more than 600 people in more than 100 countries with many different processes. We turned this into an opportunity.”
POM: So if we extend the metaphor a bit, you had a lot of cars that were perfectly good in themselves but some were driving on the left (correctly) and some were driving on the right.

HvM: Yes, and we had many “heroes” – everybody was handling exceptions. He delivered here, she was proud of herself there! But were the successes sustainable, were they rule-based, were they something we could trust to continue delivering something promised to the customer? No they were not, so we needed to do something.

POM: So, the need to move to a rule-based, consistent system is understood. But it’s easy to say and complex to put into action with so many operating entities. What were your first steps?

HvM: First we had to identify the issue. Complexity was itself an issue so we had to make it simple and straightforward: get people to buy into it and understand where their accountability was, and how they were contributing to the customer. That’s what you can do with a powerful process, where people have a clear role work with each other, know what happens now and what’s happening next. It was transparency, and it wasn’t difficult to convince people to understand there would be an advantage. That’s a transformational journey in which you really need facts and a compelling story that at the end everyone will benefit, particularly the customer.

So we started, like many others in our industry, to go through three or four years’ transformation. We found many pieces we could standardize quickly and equally we found pieces that made a difference to the customer. Every customer is different. For one, it’s the cost of supply that has to be very scalable and very responsive, so you need a very robust model where you don’t need to ask what to do until you deliver. Then you have the tailor-made, very customer-specific supply chain, in which every unique order is different from the next and needs engineering.

POM: OK, now that sounds like the polar opposite of centralising everything. I appreciate both approaches can work, but how do you balance the two?

HvM: With process controls and process models that allow for both you can be flexible; if you have transparency of the customer requirement you can configure your supply chain to the needs of particular segments of customers. Imagine, now, the big rollouts of many of the Asian countries of the IT networks. There’s an enormous amount of materials that have to be sourced and shipped to the customer, while in other markets customers want to leverage their own existing technology bases with some additional components such as software. That requires a robust process where at the beginning you ask what is needed and then don’t ask again, just be reliable in delivery.

A partner [like an outsourcing partner] who is engaged to run the machine, not asking “why” but being predictable, measurable and transparent, provides an enormous amount of freedom for your own organization to focus on customers.

“We had successes but were they sustainable, rule-based, something we could trust to continue delivering something promised to the customer?”
POM: So, was the realignment done because you wanted to prepare for an outsourcing deal or just because it needed fixing?

HvM: We did both in one go. We designed the model but we implemented it with the help of an outsourcing partner. If you hand the work over to someone else, you’re forced to have governance in place to control the process afterwards.

POM: If you get it right.

HvM: If you get it right, yes! It’s something I believe you don’t find that often in this industry, that an entire internal process is given to somebody else with clear governance and not only contract management but performance management and commerce management. Having a team that is dedicated to the partnership is, to me, the second success story of what we’re doing here. The companies that worked with each other spent effort and time consciously ensuring that what they agreed was executed, to mitigate the risks.

POM: OK, so you started handing tasks over and eventually the whole infrastructure. What were the stages, how did you go through that?

HvM: First we agreed to stabilize and convert over one year. We established that a BPO provider is first set up to pick up the process and they do this by learning from the people who are doing it. For us this was a way to pick up the processes. When we started, we thought our processes were documented. We found that we had thousands of processes, while today we have fewer than 100.

We measure the quality of the process, that’s the second part. To get an efficient process our partner needed not only to manage the workforce but to evaluate the quality of the processes. So I believe this is an investment a BPO provider makes in any case; the benefit to us was the transparency it gave us. It helps us to get processes under control and improve them.

Let’s take an example. The BPO provider wants to execute orders, so they need information: what do you need, when, how, where. They need it complete, up to date, a simple report. So people sit down, Nokia and the BPO provider, every week and discuss the open items and solve them before they execute the orders. To get things right first time this is a very meaningful instrument to increase quality in the process. That is the risk mitigation we carried out for every transaction.

POM: OK. Let’s talk about the effect this has had on your end customer.

HvM: The customer loyalty index is something we measure every month. What we learn is what matters most to our customers, not only on a particular project but also on the technical, strategic level. We’ve found they are different by demand, and knowing this allows us to customize our supply chain to their needs.

So you have to decide where to put the competencies of your own organization when it comes to a tailor-made supply chain. What can the global people do, what can you do locally, how do you partner within the organization with the service people, the IT people, research and development. That is what we learned through this research and it focused our energies to get the set-up right, while on the other side the BPO provider was building the machine, not in terms of people but in terms of processes.

POM: And we understand you had a 10% increase in your loyalty index overall. Were you expecting that sort of change? Did you want more?
HvM: You always want more. There were important learnings that were negative, because constructive feedback was included. 10% is not the story, it’s the individual feedback from customers and how to focus on them that educates you.

POM: Tell us about the learnings.

HvM: One big learning was that we needed much more than the execution of customer orders. We needed a focus on collaboration in the demand phase; the earlier you know what you need to deliver and how to set the service, the better you can prepare for it. In our market, which has seen huge technology change, IT networks are growing in many regions, the complexity of products is increasing. So the software part increases, which helps the customer better manage networks, and all of that is part of the integrated supply.

POM: We hear a lot about transparency in the IT industry and in business overall. Does the customer actually care or is it just a buzzword?

HvM: Imagine you want to buy a book before Christmas for your wife, your daughter, whoever. You’ll want to know that it will arrive in time. So you’re buying a book from an internet store and you have different choices; if you get it faster it’s more expensive, or cheaper if you have more time. If you want to track it you’ll pay some more money or you can let it go. So you see, many industries in the consumer market already show how important it is to have transparency of what happens in the supply chain. In our case it counts as well. Take big network projects with people waiting for equipment to arrive so they can do the installation work, and it comes one day late. Imagine what the customer teams are saying. Imagine what the customer is saying. So you have to make sure you inform everybody in the process about any type of delay. Issues of quality like this are key in our industry.

POM: OK, so you’ve got your 10% loyalty uplift, which is obviously good, you’ve mentioned a 30% productivity uplift after four years: what can we expect to see after five or six?

HvM: I’m careful about giving figures out. We believe there’s much more, but for example cost benefit isn’t the only thing that matters. It’s about the quality and the time. Our industry is going through dramatic change. Take internet hotspots that you now find everywhere; they provide more bandwidth for your phone, or your tablet, and they need a very different type of supply chain in which we now need to invest. I believe the supply chain has to enable growth, and that requires dedicated investments in different segments and this investment needs to be managed in a cost-efficient way. I believe that in the BPO industry as well as the logistics market and electronic product industry, the better you partner with companies with strengths in the right areas, the better you’ll come to a very robust model. It’s a win/win case.

This is an extended version of an interview that first appeared on our website at www.professionaloutsourcingmagazine.net

"The earlier you know what you need to deliver to the customer, the better you can prepare for it."
We have been positioned in the “Winner’s Circle” in the HfS Blueprint Report: Supply Chain Management BPO.

As per the report, Capgemini was rated by customers for end to end services and its operational excellence in the delivery of supply chain BPO services including order, inventory, manufacturing, transport, and master data management and sustainability. Capgemini was also recognized for its continuous process improvement particularly as a trusted partner for customers helping to drive their transformational journeys when confronted by external market challenges.

Christopher Stancombe, CEO for Business Process Outsourcing at Capgemini, said: “We are delighted to be positioned in the Winner’s Circle by HfS. We believe there is a clear need for organizations to take a transformational approach to their supply chain model in order to attain higher growth, profitability and customer loyalty. Capgemini has proven its prowess in offering world class BPO Supply Chain Management services which enable companies to enhance their supply chain management operations and strengthen their capabilities in this competitive business environment. We are committed to delivering consistent excellent performance across the supply chain for all our customers globally.”

As stated in the Blueprint Report, winners were recognized for: “strong consulting and analytics capabilities, presence of visibility or control tower platforms, great account management as validated by customers and strong customer references or customer champions who have shared their inspiring and transformational journey along with the contribution of the service providers.” Criteria influencing service provider ratings included:

- Quality of Customer Relationships
- Vision for the End-to-End Process Lifecycle
- Integration of BPO and ITO
- Vision to Tailor Solution for Specific Industries
- Leveraging External Drivers

With over 14 global operation centers located in all the key regions across the world, Capgemini is a leading innovator within the Supply Chain Management domain. More than 8,500 Capgemini SCM experts are dedicated to driving transformation projects for clients, thereby contributing to redefining the Supply chain BPO landscape.

The comprehensive Blueprint study was conducted by HfS Research, the leading independent analyst authority and community for the global business services and outsourcing industry. Analysis was based on extensive interviews conducted in the second quarter of 2014 with more than 1,300 stakeholders including BPO enterprise buyers, service providers, sourcing advisors, and HfS analysts.

We have launched a scalable cloud-based solution with NetSuite to help organizations become more agile in disruptive environments. The new operating model called ‘The Virtual Company’ provides an integrated platform to help companies achieve a secure, fast start-up of back office operations to support innovation, new business start-ups, mergers and acquisitions, new product and market launches. It works by combining outsourced services, processes, technology and infrastructure.

This new bundled solution provides services and applications, such as in Finance and HR, which can seamlessly integrate with the parent company’s organization and technology. It offers a pre-configured back office in the cloud, drawing upon Capgemini’s Global Enterprise Model and the wealth of experience and BPO IP, including its extensive Global Delivery Network, Global Process Model. The platform also provides in-built governance risk and compliance services to assure governance without compromising innovation.

Phil Fersht, Founder and CEO at HfS Research, “Capgemini and NetSuite are ahead of the curve by creating a compelling suite of Cloud BPO offerings that are truly disruptive and breaking the mold of legacy BPO and ERP models. Capgemini has proven a breath of fresh air in the BPO and shared services industry in recent years by investing in its global process model, its suite of SaaS platforms to support BPO scale, coupled with its focus on talent and transformative solutions. This will surely be one of the first true Cloud BPO partnerships that helps bring new enterprises into a completely outsourced environment from the get-go to support clients’ growth and scalability where needed the most.”

Christopher Stancombe, CEO for Capgemini Business Process Outsourcing said: “We are delighted to be able to offer a service to facilitate customer innovation. Many organizations generate new ideas but struggle to industrialize them due to the challenges of the administrative burden. Our Virtual Company solution was created in response to this growing demand for outsourced technology platforms to aid speed to market and reduce set-up costs. This is where the BPO market is evolving – helping solve some of the most pressing challenges in business today, by understanding what really affects the performance and culture of an organization.”

Jim McGeever, NetSuite COO said: “We are delighted to be working with Capgemini on this Business Process as a Service offering, drawing on our unified cloud-based solution. Customers will benefit from a powerful operational support platform that is flexible enough to tailor to their specific needs, and can be deployed anywhere in the world at a fraction of the cost of traditional on premise ERP.”

The Virtual Company is available as service across all sectors and is currently being rolled out globally, with several multinational companies already interested in the packaged solution.
The story behind our

Virtual Company launch

Connect with Andrzej at
Capgemini.com/expert-connect

@AHutniczak

pl.linkedin.com/in/andrzejhutniczak
I've seen some great coverage of Capgemini's new partnership with NetSuite, and I'm a big fan of this quote from Phil Fersht, Founder and CEO at HfS Research: “Capgemini and NetSuite are ahead of the curve by creating a compelling suite of Cloud BPO offerings that are truly disruptive and breaking the mould of legacy BPO and ERP models.”

The headline message is very clear. If you're an innovator, an entrepreneur, or even a corporate launching into a new country, the last thing you want is to worry about setting up back office functions to support your new enterprise. So what we've done is package up all the services, processes, software and infrastructure that you need to switch on the back office functions that are a potential distraction from your core aim of building a business. And it can be switched on (or off) and scaled up (or down) in a timeframe that would be unbelievable in a traditional BPO environment.

So where did the idea come from?

The initial idea for this Virtual Company solution came in a workshop with one of our largest clients. They were looking for a way to take the pain out of turning their innovations into new businesses. Every time they wanted to launch a new product business or set up in a new country, they were faced with the issue of having to build back office functions like Finance from the ground up – and integrate them with the wider corporate structure.

That's an innovation killer, so we put together a solution to provide a complete outsourced service – everything from the people and process through to the supporting technology. It is all pre-packaged and ready-to-go when the new business unit needs it.

Sounds simple? Let's get into some more detail...

As I say, I like reading the press coverage but it comes to life when you start thinking about the real scenarios where the Virtual Company can be put to work.

Here are some examples of where the Virtual Company approach could work for a large corporate:

| Market Entry New "Complex" Product | • Entry of new "complex" product into existing market  
• Product configured and assembled in target country  
• Product costing to be performed in target country |
|------------------------------------|---------------------------------------------------------------|
| Market Entry New "Standard" Product | • Entry of new "standard product" into existing market  
• Product configured and assembled in producing country  
• No product costing to be performed in target country |
| Selling of Existing Product Into New Market | • Entry of existing product into new market  
• Product configured and assembled in producing country or in target country  
• Product costing to be performed in delivering or target country |
| Acquisition or divestment | • Acquisition: temporary solution until new company is transferred into corporate infrastructure  
• Divestment: creating autonomous back office for the business unit before sale |
The other question I’m asked is exactly which back office functions can be delivered as part of the Virtual Company. The answer is that there’s no theoretical limit – we now have the capability to bolt together the people, process and technology that’s needed.

Let’s take the first example above – taking a new “complex” product into an existing market. Here’s how the division of responsibility between the client and the Virtual Company could look:

<table>
<thead>
<tr>
<th>Market Introduction/Operationalization</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Marketing &amp; Sales</strong></td>
</tr>
<tr>
<td>• Selling and Order Entry</td>
</tr>
<tr>
<td>• Local Customer Interface &amp; Support</td>
</tr>
<tr>
<td>• IP Application</td>
</tr>
<tr>
<td><strong>Manufacturing &amp; Logistics</strong></td>
</tr>
<tr>
<td>• Internal and External Purchase Orders</td>
</tr>
<tr>
<td>• Warehousing &amp; Transport</td>
</tr>
<tr>
<td><strong>Human Resources</strong></td>
</tr>
<tr>
<td>• Hiring of permanent and temporary staff</td>
</tr>
<tr>
<td><strong>Accounting &amp; Controlling</strong></td>
</tr>
<tr>
<td>• Analysis of market introduction reporting</td>
</tr>
<tr>
<td>• Definition of actions where necessary</td>
</tr>
</tbody>
</table>

Activities owned by the client

Activities delivered by the Virtual Company

Order to Cash (O2C)  Procure to Pay (P2P)  Hire to Retire (H2R)  Record to Analyse (R2A)

Governance, Risk and Compliance Services

Analytics

Master Data Management

Integrated Service Desk

I think that illustrates the point perfectly. The client’s team are focused on the activities that are core to the market and the project, with the Virtual Company handling the rest.

So for the dreamers, the innovators, the entrepreneurs, I have a simple message. The future you always dreamt of, where you could concentrate on your product and your customers but have a smooth running business in the background, is finally here.
Virtual Company is tailored specifically for these business conditions

Capgemini Virtual Company offers comprehensive Finance and Accounting back office functions, minimising the amount of time and effort required in-house for the new operations whilst maximising the level of efficiencies, providing increased scalability and minimising operational costs.

1. Business expansion or provision of common ERP for small entities

2. Running business

- Small Entities
- Out-lying country or Division
- Acquisition or Divestiture
- New Product launches

Small to Medium company

New company
Sticking to a progressive Game-Plan

Ferro and Capgemini develop a value-based BPO relationship that goes beyond the basics

Authors:
Charles Sutherland
EVP of Research, HfS Research
Phil Fersht,
CEO, HfS Research

Introduction

Transforming business processes and creating a new way of working is one of the biggest challenges an operations function can ever face – which is why the BPO marketplace is littered with failing client/service provider relationships. New research from HfS’ State of Outsourcing Study clearly shows less than 50% of outsourcing clients are happy with their access to strategic talent, operational analytics and access to technology. In addition, a similar number are not happy with the level of process automation, standardization and transformation they have experienced to date:

Exhibit 1: Many Outsourcing engagements failing to deliver value beyond basic operations

<table>
<thead>
<tr>
<th>Service</th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neither Satisfied or Unsatisfied</th>
<th>Unsatisfied</th>
<th>Very Unsatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meet compliance / regulatory requirements</td>
<td>5%</td>
<td>48%</td>
<td>39%</td>
<td>7%</td>
<td>1%</td>
</tr>
<tr>
<td>Access to tactical talent</td>
<td>9%</td>
<td>44%</td>
<td>34%</td>
<td>10%</td>
<td>3%</td>
</tr>
<tr>
<td>Significantly lower operating costs (25%+)</td>
<td>6%</td>
<td>44%</td>
<td>31%</td>
<td>13%</td>
<td>4%</td>
</tr>
<tr>
<td>Greater flexibility to scale operations</td>
<td>8%</td>
<td>42%</td>
<td>34%</td>
<td>14%</td>
<td>2%</td>
</tr>
<tr>
<td>Better standardized processes</td>
<td>6%</td>
<td>41%</td>
<td>40%</td>
<td>14%</td>
<td>3%</td>
</tr>
<tr>
<td>Access to strategic talent beyond standard operations</td>
<td>5%</td>
<td>32%</td>
<td>41%</td>
<td>17%</td>
<td>5%</td>
</tr>
<tr>
<td>Improved analytics to improve operations</td>
<td>2%</td>
<td>32%</td>
<td>47%</td>
<td>16%</td>
<td>3%</td>
</tr>
<tr>
<td>Better transformed / reconfigured processes</td>
<td>4%</td>
<td>29%</td>
<td>45%</td>
<td>18%</td>
<td>4%</td>
</tr>
<tr>
<td>Access to new technologies</td>
<td>5%</td>
<td>30%</td>
<td>48%</td>
<td>14%</td>
<td>5%</td>
</tr>
<tr>
<td>Better automated processes</td>
<td>5%</td>
<td>24%</td>
<td>50%</td>
<td>17%</td>
<td>5%</td>
</tr>
</tbody>
</table>

Source: 2014 State of Industry Study, May 2014. HfS Research in Conjunction with KPMG (Sample 312 major enterprise operations leaders)
What is abundantly clear is that the majority of outsourcing relationships are only driving positive business outcomes in the table-stakes areas of providing tactical capability, compliance and cost savings. Moreover, outsourcing clients are finding success in leveraging outsourcing to improve their operational flexibility, which indicates that many clients are focused on using BPO to provide access to lower cost labor, as opposed to more strategic outcomes.

In short, for every BPO engagement that has succeeded, there are many more that are struggling because the goals were too ambitious, poorly defined, or the relationship between the client and the service provider was not correctly structured or simply that one or both parties lacked the will to stay the course through the tough transitional times to reach a desired state of operational effectiveness.

But it is also possible to get to the transformed state through BPO. With the right mindset, effective governance and a collaborative relationship it’s possible to transform business processes and deliver the required value, a state, which we at HfS increasingly see, realized when buyers and service providers approach the challenge with the shared mindset of “progressive operations.”

This case study examines why Ferro, a nearly one hundred year old manufacturer of performance materials including coating, ceramics and specialty plastics, was looking for an operational partner and how the relationship with Capgemini, which began in 2013, has helped transform operations and build a new foundation for value delivery inside of Ferro.

This case study will address:

- The attributes of a progressive operational relationship and how it differs from what has existed before
- What was ailing Ferro in the run-up to the beginning of the relationship with Capgemini
- How the approach and capabilities of Capgemini helped Ferro through a time of crisis
- The benefits that have been realized already as a result of this relationship and where it may go next

Opportunity: Building a progressive operational relationship

HfS believes that the outsourcing and operations industry is shifting from “lights on outsourcing” to “progressive operations” which entails a significant change in approach and mindset from both enterprise buyers and service providers for this new environment to be successful (see Exhibit 2). When the goals of the enterprise client and the service provider are to affect a significant transformative change program we believe that success of that effort is now dependent upon the adoption of a progressive operational relationship.

Taking a more lift and shift approach simply isn’t conducive to the successful achievement of transformative program. Instead, it is a model much better suited for delivering constant, steady state, stable processes at a lower cost.

However, the elements of progressive operations are so different from what have been the established practices of this industry in the past that there is a “chasm” to cross for clients and service providers in terms of the practices and expectations that they need to change before they can effectively operate in this new environment. Many legacy practices on both sides need to be abandoned and a new shared culture and set of operating practices and principles need to be put into place.

It can be extremely difficult to shift an existing contract (and relationship) from being one based on the principles of lights-on-outsourcing to one of progressive operations. We have seen it done but that usually occurs either after the benefits accruing from the lights-on period have been realized and both client and service provider are willing to try something different or when the general business conditions of the client dictate a radical change in approach. Starting a new relationship fresh with a progressive operations approach is more common as there are fewer entrenched behaviors and expectations (on both sides) to be overcome when the relationship is new. That said, the stresses of challenging business conditions and with that the perhaps reduced likelihood of being able to stick to the demanding change management program that a progressive operations deal may require makes it hard to implement even on some new engagements. What’s therefore interesting about the Ferro and Capgemini relationship is that even though they started the contract in the midst of great challenges and stress they were able to begin with a progressive operational approach right from the start and stick to that through bad times and good.
Challenge: The crisis and the future

Harry D. Cushman established the Ferro Enameling Company in Cleveland, Ohio in 1919 to produce frit, a complex glass that is a core ingredient in the manufacturing of porcelain enamel. Over the next ninety years the company grew and expanded its product line across specialty glass, enamels, plastics and more. By 2009, the company had made a significant bet on providing components for the manufacturing of conductors for solar power. As the global recession hit and prices for solar power components collapsed, Ferro realized that its financial reporting mechanisms were flawed and the complexity of operations and the great variety of product types had created an environment where management didn’t fully know where value was being created and where it was being destroyed. To respond, the Ferro leadership team cleaned house in financial operations and took aggressive cost reductions and manufacturing rationalizations in order to improve the overall position of the company.

But that didn’t begin to solve all the challenges facing the company. Ferro while being the #1 manufacturer globally of porcelain and glass enamel still wanted to grow capacity while also maintaining its market leadership position. Ferro hadn’t opened a new manufacturing facility at that point for almost twenty years and lacked the infrastructure to supply the emerging markets with the greatest growth in demand. Meanwhile, core reporting systems still required upgrades, processes and systems were far too complex and too many manual efforts were required to convert back statutory reports and reconcile individual entity results back into US GAAP. With all this to be done, Ferro stepped back and brought in Jeff Rutherford as the new CFO in April of 2012 to lead the program to transform the company’s financial and IT operations.

A few months after joining, at an internal meeting in Germany, Jeff led a discussion of shared services and BPO as ways in which some of the required changes in capabilities and cost could be enabled. Ferro had looked at shared services for more than 15 years but had not gone beyond discussing the concept to taking the steps to make it real. However, shared services could not really address one of the key issues for Ferro, which was a lack of talent in financial operations and during that meeting it was decided that perhaps BPO could be the solution to that challenge.

So with the aid of a third party advisor, an RFP was released to evaluate outsourcing finance & accounting and IT. This was quite a lengthy process and in some ways went against the traditional approach of Jeff Rutherford and of Ferro, which was to take a single proposal and then use that to shop around to see if there was a better deal available.

From this RFP, the key objectives to be addressed by the outsourcing effort were:

- Consolidating and standardizing current processes and operations;
- Obtaining access to the level of talent that was not currently present in Ferro;
- Providing a platform to scale operations for the future especially in support of emerging markets growth;
- Delivering real and immediate cost savings to the business at a time of ongoing financial stress.
Decision: Selecting Capgemini and sticking with the program

As the RFP process progressed and the shortlist of potential service providers began to take shape, conditions at Ferro remained highly challenging. An interim CEO Peter Thomas, was in place at the helm of Ferro (the previous CEO having resigned in November 2012) and shareholders were becoming more restless after a 56% decline in the share price over the last two years and a year of net losses in the P&L. As the months passed in the late winter and early spring of 2013 Ferro became the target first of a takeover bid and then of an activist shareholder campaign.

The initial offer from another Ohio based plastics manufacturer was deemed as being a “low ball” bid by Ferro management and rejected but in response the activist shareholders pushed to overhaul the board of directors of Ferro and then compel the company’s management to negotiate a higher price from the bidder.

By April 2013, Peter Thomas had been confirmed as the new permanent CEO, and the takeover bid had been shelved and it was time to confirm that Capgemini had been selected out of the RFP shortlist as the service provider for the range of IT and Business Process services. (See Exhibit 3) in a deal that would later be announced at approximately $35 Million in total contract value and with the goal for Ferro of driving cumulative operational cost savings over 2013 and 2014 of $70 Million.

With all this turmoil and change, it was a moment when Capgemini could have stepped back from the deal and said that the risks were too great and that there was too much going on in and around Ferro to be successful. But instead of backing away, to the benefit of Jeff Rutherford and his team, the Capgemini team stepped up and without mincing words committed to the transformation program that had defined their RFP response. They identified the importance right from the start of being collaborative, responsive and driven by an aggressive consulting led change management program. Given the previous few months of shareholder activity and executive change, it was agreed by both Ferro and Capgemini that the program had to begin with a series of technology and business process “quick wins” if this program was to be successful over the next year. Within the first 60 days after signing, a significant transition of applications to Capgemini had to be completed both to set the stage for the BPO transition to come thereafter and to show to skeptical Ferro executives that this was the right program to undertake at the moment and that the benefits both of decreased operating costs as well as increased operational control and standardization could be realized.

So with these initial goals defined and the contracting completed, the rollout of this new program began in May of 2013.

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Exhibit 3: Current Scope of BPO and ITO Services to Ferro from Capgemini

BPO/ITO Scope at Ferro – June 2014

Managed Services

<table>
<thead>
<tr>
<th>Business Process</th>
<th>Infrastructure</th>
<th>Applications</th>
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<tbody>
<tr>
<td>Scope</td>
<td>Scope</td>
<td>Scope</td>
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<tr>
<td>• Order to Cash</td>
<td>• SAP Hosting</td>
<td>• L2/L3 Support</td>
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<tr>
<td>• Source to Pay</td>
<td>• Managed Cloud Hosting</td>
<td>• Corrective Maintenance</td>
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<tr>
<td>• Record to Report</td>
<td>• SAP Basis</td>
<td>• Preventive Maintenance</td>
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<tr>
<td>• Master Data Management</td>
<td>• SAP Security</td>
<td>• Perfective Maintenance</td>
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<td></td>
<td>• Service Desk</td>
<td>• Application Enhancements</td>
</tr>
<tr>
<td></td>
<td>• ITSMaaS</td>
<td>• Application Monitoring</td>
</tr>
<tr>
<td></td>
<td>• Legacy System Management</td>
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</tr>
</tbody>
</table>

Technology Services - complex systems integration and IT applications development

Consulting Services – transformational programs and advisory

Source: Capgemini 2014
Delivery: Progressive operations

Having taken actions to reduce costs and lean out the Ferro organization in late 2012 and early 2013 in anticipation of this move to an outsourced relationship, the Capgemini and Ferro teams’ right from the start had to work collaboratively to design and quickly initiate the change program with the resources available.

Right from the start the model was to be transparent in communications, adopt a consultative mindset and partner to get the ambitious change program of the first year in place so as to deliver the desired early wins. With three major transitions (IT, Apps and Business Processes) to three different centers each (Katowice Poland, Bangalore India and Nanhai China for BPO as well as Mumbai and Bangalore India, Lasi, Romania and onshore in the US for IT) within the first three to five months the scale of the program was significant. But Capgemini also didn’t want to overwhelm any one part of Ferro during this challenging time. So the approach was taken that no one function nor any one location or manufacturing plant should have to undergo all of the transition and transformation at the same time. The design instead was to smooth out the impact on operations across the 26 countries in which Ferro operates.

Making this smoothing possible was the use right from the start of the solution design of Capgemini’s Global Enterprise Model (GEM) which is a methodology for designing and rapidly implementing BPO and shared services solutions which seek to transform a client’s operations. By using GEM and being transparent in the results, the Capgemini team was able to define model the right grade mix of employees, the right locations for delivery, the required competencies and skills required by role while also defining the best in class processes that Ferro was striving to implement as early as possible in the transition. GEM also gave the Capgemini team a blueprint for integrating the technologies required to support delivery and helped shape the governance model with Ferro so that the shared culture and collaborative spirit would be enshrined in how the two organizations interacted over time.

The operating principals of smoothing and transparency were also brought to bear in the discussions with Ferro about the financial impacts both costs and benefits that would accrue as a result of the different transitions and operating decisions during the first year. The Capgemini team held to an approach of detailing how transition costs would roll in over time and what the various available options were to manage through all the different “gotchas” that are just part of the outsourced commercial model. This is a clear example of the progressive operations model being used in practice as it wasn’t about a “zero-sum” negotiation between two parties locked in an adversarial relationship but instead about solving in the best interests of both parties around some very practical issues and considerations.

If there are any doubts by now as to whether being progressive and collaborative pays off for the service provider those should be overcome by a quote from Ferro CFO, Jeff Rutherford who when asked about the experience of this first year of delivery said “Ferro will be loyal [for the future] as Capgemini never flinched in their support regardless of what was happening around them”. This is why HfS believes it is in the interests of all stakeholders in the outsourcing industry today to adopt the progressive operations mindset as it pays off for everyone involved in the near term and over the longer term as well.

Results: Realizing value in a year

The relationship between Ferro and Capgemini may still be little more than a year into operations but there have already been significant early wins on both the IT and BPO efforts which have allowed Ferro to realize direct savings and to improve the operational state of the business. These early wins also delivered credibility for the effort given the whole effort had been announced during the period of the activist shareholder revolt.

The principal results realized in year one for the IT effort included:

- A reduction in IT running costs from $35 million to $18 million.
- Rapid buy-in to the transformation program from IT staff
- The roll-out of an improved operating model for IT based on ITIL processes
- Much greater visibility into IT operations for audit and oversight
- An enhanced ability to flex the scale of resources up and down and in response to increased needs in emerging markets
The principal results realized in year one for the BPO effort included:

- Initial efficiency gains of 30-40% for the outsourced processes versus how they had been delivered in the baseline state
- The realization of service level agreements that brought about higher than baseline effectiveness in:
  - Order to Cash management
  - Record to Report functionality
- Improved business outcomes for:
  - Days of Sales Outstanding
  - Bad Debt levels
- Expanding the scope of services delivered to include coverage of spend management and sourcing which was added an additional contract element in September of 2013

Lessons for others

Even though this relationship between Ferro and Capgemini is still in its early years, HfS believes that there are a number of lessons to be taken from this relationship, which will stand other clients and service providers in good stead as they too try to manage through operational crises and deliver transformative value and results.

- Identify what need to be done and stick to it. Capgemini really listened to what needed to be done at Ferro and stuck with the plan and never flinched in their support regardless of everything else that was going on around this program. With so many distractions and early challenges it would have been easy to have stepped back but instead both parties were persistent and drove to what needed to get done to bring in results and to convert the skeptics and non-believers in Ferro.
- Find a cultural fit with your service provider. Both Ferro and Capgemini found a common cultural fit which was reinforced by a transformative consulting mindset that enables this program and makes sure that the shared interests between both companies come through consistently.
- Value your transition teams. It’s hard to be transformative if the transition/mobilization teams from the service provider (and their client liaisons) aren’t at the top of their game right from the start.
- Institute change-management processes and keep to them even when the going gets tough. Invest in the development of the change management processes and reinforce them with the use of a process methodology to support delivery in the way that Capgemini did with their Global Enterprise Model.
- Push back on local processes and drive to true global models. Just because your corporate environment may have grown up with local processes does not mean that those should be retained. Don’t let a de-centralized culture and history prevent you from realizing the benefits from process standardization at the global level.

About HfS Research

HfS Research (www.HfSResearch.com) is the leading independent global analyst authority and knowledge community for the business and IT services industry. HfS is unique in that it serves the research and strategy needs of business operations leaders across finance, supply chain, human resources, marketing, customer management, IT and core industry functions.

More information is available at:

www.hfsresearch.com
Meet the Expert

Subir Sarbabidya

Title: Vice President, Capgemini BPO
Area of Expertise: Analytics, big data, business insights

Connect with Subir at
Capgemini.com/expert-connect
@sarbabidya
in.linkedin.com/in/sarbabidya/
A bit about me:

I am an evangelist of analytics and Big Data apart from being a part-time photographer, marathon cyclist, down-hill biker and fitness manic. I am a retired street theatre artist who enjoys socially relevant theater and music.

Background:

I have a strong track record in program management, solution development, consultative sales and delivery in diverse outsourcing focus areas like F&A, procurement, engineering services, insurance & healthcare, market research and analytics. I have built market research and analytics practices and sold multi-million analytics-only deals in developed and emerging markets. At Capgemini, I focus on building and taking to market the Insights 360° brand of analytics solutions along with a few other notable analytics practices and services.

What do you see as some of the most significant changes/trends in analytics?

With agility increasingly becoming a key differentiator between businesses, analytics has taken center-stage as a winning capability in a mercilessly competitive environment. Add to this the complexity brought about by the Big Data revolution. Less than 1% of the 32 ZB (1 ZB= 1 million GB) data available to businesses across the world is being analyzed in any form, though enterprises are incurring CAPEX and OPEX costs to manage this data. Gartner predicts that 30% of the world’s businesses will have regular initiatives in monetizing their data assets with analytics in 2016 up from just 10% in 2013. This means we can expect a three-fold increase in the demand for analytics products and services in the near term.

Outlook:

The future is about “analytics everywhere”, at every point of interaction between customers, enterprises and public services, and on every important decision. And we’re already seeing this come to fruition as we’re able to provide enterprises with better time to insight, scalability and ubiquity of data infrastructures as well as with the capability of marrying intuitive visualisation with clever analysis to derive insights that point to the right actions to be taken to maximise value.
The 2010’s are increasingly looking like a decade of consolidation and convergence. Large M&A deals leading to industry consolidation, merging of business units within corporations to create leaner enterprises, generating scalable shared service strategies – all of these seem to have helped the cause of effectively responding to competition as well as building innovative and differentiated products and services and tighter customer engagement.

Inside the enterprise, functional boundaries have been breaking to make way for heightened collaboration as well as morphing of traditional functional roles to more evolved ones. The Chief Procurement Officer (CPO) and the procurement function have been no exception. In a recent survey of 273 CPOs conducted by supply management research firm Ardent Partners, a number of new functional responsibilities emerged as those wherein procurement now plays increasingly critical role as illustrated in the figure below.

Christina DeLuca, CPO for the Refining & Marketing business of British Petroleum was quoted as having said, “There has been a change in context, speed and risk. It’s time for procurement to be the hero.”

To deliver to the new expectations from the enterprise, the CPO and the procurement function need to continue to deliver on the following on the following objectives:

- Increase spend under management – have clear visibility of what the enterprise is spending on and bring more and more spend under centralized and process driven controls
- Find more savings – here the perspective seems to have changed from, “do more with less” to “do better with the same”, nonetheless there is a relentless squeeze on known budgets as investments shift to newer ones. Better category management, sourcing and price discovery and identifying opportunities to do them better is of paramount importance.

59% 52% 32% 27% 26% 24% 23% 22% 21%

© Ardent Partners - 2014
• Improve supplier performance and supplier management – better visibility and assessment of the supply base, supplier groups, spend thresholds as well as supplier profile and risk helps to lend the right perspective here.

• Enhance overall effectiveness, compliance and functional influence – better visibility and control of maverick spend, better transaction management and lean spend operations lends the sheen to the CPO’s domain which gives him or her added influence in enterprise management.

It’s quite needless to mention that the one answer to all the above objectives is better spend visibility. Spend analysis and insights hence, quite rightfully occupy center stage in the CPO’s agenda.

A recent APQC (American Productivity & Quality Center) study reveals that the average organization with an active spend analytics program spends about 12% less on procurement costs compared to a similarly-sized one without it.

The study also states that the average organization with an active spend analytics program has 2.5 times higher productivity in purchase order processing per FTE than an organization without one. The one answer to all of these objectives? Better spend visibility. Spend analysis and insights, hence, quite rightfully occupy a prime place in the CPO’s agenda.

The one answer to all of these objectives? Better spend visibility. Spend analysis and insights, hence, quite rightfully occupy center stage in the CPO’s agenda.

Its time that a packaged analytics solution that gives the CPO a 360 degree view of spend under management, category and supplier portfolios as well as contract and payment terms, finds a rightful place in the CPO’s arsenal. Such a solution should deliver:

• A customizable UNSPSC spend categorization engine, ideally with artificial intelligence and self learning abilities

• A pre-built repository of spend reports and dashboards Dashboards that provide actionable insights in areas such as category & supplier management, supply base rationalization, transaction management, spend compliance, contracting and working capital effectiveness

• Savings calculators and estimators.

Equipped with such tools and powerful insights on how to “do more with less”, a CPO would be sure of becoming a hero for the enterprise and his ilk.

<table>
<thead>
<tr>
<th>Total Cost of the Procurement Cycle as a Percentage of Revenue</th>
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<tr>
<th>Total Number of Active Vendors in the Master File per $1 Million Purchase</th>
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Have initiated spend analysis (N = 493)

Have not initiated spend analysis (N = 25)

Have initiated spend analysis (N = 587)

Have not initiated spend analysis (N = 38)
Contract Lifecycle Management:
A Team Sport
I love lawyers. Some of my best friends are lawyers. Lawyers are skilled and precise and detail orientated. They approach problems in a unique and value way. But lawyers are not the answer to every problem.

Technology is great too. But as I wrote before, tools are not the only answer. Commercial or Operations people are terrific too. They possess a great perspective rooted in the mechanics and drivers of deals. But again, they are not the only answer to every problem.

Contracts today are sophisticated, multi-dimensional and multidisciplinary documents encapsulating rights and obligations on a multitude of vectors. Contracts are created by operations, delivery, commercial, legal and technology experts. As such, doesn’t it follow that the management of the contracts should be by a team of professionals who have that sort of experience?

Often time in contract lifecycle management, you will see solutions that are technology heavy or even purely legal. Legal Process Outsourcing is a known item and those processes have great value. However, for the CFO or CPO or GC who has a need to manage a portfolio of contracts, one view is not effective in today’s market.

Think of a contract of as a house. A house has plumbing, electricity, architecture and basic foundation building. If there is a problem with the house, do you always call the electrician regardless of the problem? What would a plumber do with a roof leak? As such, if you want to manage your portfolio of contracts or vendors, you need a team that can handle all problems. Specialists are great as long as the problem is in their specialty.

This is why we attack things as a team. Contract compliance and optimization services should use the collective knowledge and skills of lawyers, technologists, accountants and delivery managers to maximize the value of client contracts. We recommend investing in a tool box as opposed to just buying a screwdriver.
At a Glance: **F&A as a Stack**

Enabling CFOs to minimize their total cost of finance by optimizing all facets of the function from talent to processes to technology. Using our proven Global Enterprise Model (GEM), Capgemini provides the optimal configuration of leading F&A services, best-in-class processes, plug-and-play applications, and robust infrastructure to help clients achieve world-class business outcomes that align with shareholder value.

**The Layers Explained**

**Layer 1: Services**

Consistent global governance and standards must be applied at this level to ensure consistently high-quality outcomes across the entire BPO stack. This is where services are delivered to you (internally and externally) and the ability to reach consistently excellent performance levels depends on what we term Customized Standardization.

**Layer 2: Processes**

In order to deliver world class outcomes to you, and to act as an integrated part of your enterprise’s own operations, it is essential to deliver processes that are end to end in scope and fully interconnected with your business systems. In the past there has been a fundamental difficulty in building BPO processes of this kind, caused largely by the fragmented nature of existing applications landscapes.

**Layer 3: Applications**

Capgemini’s FAO Applications Store approach is used here to enable flexible deployment of applications and application components as a way of configuring services in a targeted way, while also reducing the Total Cost of Service.

The FAO Applications Store contains a growing number of options, all based on modular components, suitable for fast deployment.

**Layer 4: Infrastructure**

This is a key factor in removing the burden of legacy from your organization. Core technology can be virtualized and delivered either from a dedicated private Cloud or from a multi-tenant platform (public or hybrid Cloud). The infrastructure platform available to you is always future-proofed and scalable by design, bringing a higher level of flexibility and cost-efficiency to the service than ever before.
Examples of F&A as a Stack

GEM-based Operating Model
- Unified governance model and integrated service delivery management across F&A, applications and hosting in Bangalore, Nanhai and Katowice

Global Process Model© (GPM©) for F&A Processes
- End-to-end process control and F&A best practice

Centralized application support
- Global information technology solutions, including support of the company’s enterprise-wide IT environment running SAP solutions

Global information technology solutions:
- Multilingual Service Desk in Romania
- Data Center hosting in the US
- NA hosting right Cloud solution and SAP hosting services for SAP environment

GEM-based Syngenta TOM:
- Global, multi-process end-to-end model implementation for BPO and retained
- Capgemini as multi-service integrator for Syngenta

Capgemini-based Syngenta GPM©
- Optimal end-to-end process configuration
- Process blueprint for ERP configuration
- Reduced TCS (BPO + IT bundle)

Syngenta application environment
- Full F&A Netsuite module per user
- Mobile and flexible, filling gaps in existing ERPs
- Ready solution for newly acquired companies: supporting rapid growth

Syngenta Virtual Company:
- ERP in the Cloud
- Always current version
- Fast to implement

Evolution towards the optimal total cost of service
Unlocking the value of your Participations data

Connect with Kent at Capgemini.com/expert-connect
@genevatexan
www.linkedin.com/in/jameskentbrackendallas
We have found that one of the challenges Media and Entertainment (M&E) companies face in the participations space is the difficulty of synthesizing large volumes of data from multiple sources into actionable information which can drive management decisions. And when we talk to some companies they are unaware that mature BPO providers can provide deep experience in synthesizing and structuring leading edge executive dashboards with truly actionable decision support data.

Unfortunately, M&E companies have traditionally relied on manual processes to get this data into a centralized, simplified and useful view. Experienced financial staff with long pedigrees have been used for accumulating financial data and driving out answers using systems like Excel and Access. But at what cost? Insightful decision support data should be available to executive leadership at reasonable cost and without distracting financial talent from critical deliverables. When I have spoken to clients on this capability, I see genuine excitement, almost like dessert had just been served.

Contract data, revenue and cost information, key terms and conditions, outstanding exposure on ‘ultimates’, and evergreen forecasts for quarterly payout exposure seem to be difficult for M&E companies to collate and feed back to management in a succinct format. This is further complicated by manual processes, a wide range of source systems and heavy data schema that make consolidating this information daunting, and costly. I have personally seen situations where companies are actually unaware of their talent contract terms and the resulting payment liability.

However, through an exciting new project, we recently tackled this challenge by compiling a prototype dashboard for participations leadership and executive management. We started by developing innovative views that informed management of the periodic budget of participations payments and the actuals paid against that budget over time. We then added an updated “forecast” which allowed us to display the more recent updates that came from performance data of the actual production. We then began to target questions that leaders would ask: “where do I stand on Film A, with respect to actress B?” or “we have an opportunity to make a film like Film A, what participations payout can I expect based on similar terms and conditions for the participants?”

This directed us to more talent-specific questions: “How are we doing with total payout on all projects to actor C?”; “or what do we generally do with Actor C, are those gross after break even deals?” “Can I get a list of the terms and conditions on all of Actor C’s projects?”

We also demonstrated how to aggregate data from multiple sources and produce top quality dashboards to provide client leadership with actionable data. This exercise served as a good example of how media and entertainment companies can expect more from BPO and the response so far has been extremely positive.

As channels multiply, markets shift, legal challenges arise, and the industry seeks new footing in an environment of increasing volume and complexity, M&E companies cannot afford to build deep and broad teams of domestic financial expertise in order to provide dashboard data to leadership. Instead, they should expect more from their BPO providers and look for creative forward thinking on how to tap into the appropriate systems and generate critical analytics at an affordable cost, which liberates onshore financial talent to focus on mission-critical deliverables.
Taking the pain away from growing a business in Latin America

Connect with Carina at Capgemini.com/expert-connect
@carinacapgemini
uk.linkedin.com/pub/carina-smith/1/1a4/727
For someone based in the UK, I spend a lot of my time thinking about Latin America. Increasingly, I’ve seen clients who are looking to Capgemini to support their growth (or new market entry) in the region. Given our experience, there are some interesting lessons to share...

The Latin America growth story

Over the last decade, Latin America, and its biggest economy, Brazil, have enjoyed the kind of economic growth that that much of the developed world can only dream of. In fact, thanks largely to their rich natural resources, South America’s largest economies did pretty well during the global recession, with overall shrinkage only in 2009. Brazil is now the world’s seventh largest economy, although it is neck and neck with the UK, and has been sixth largest in recent years.

In the past, Latin America has been a difficult place to do business. But now many countries have become far more open to investment and more politically stable; infrastructure has improved and the economic boom has created large middle classes with significant disposable incomes. It should come as no surprise then that many companies are looking at expanding into Latin America.

The challenges of growing a business

However, the continent does have its challenges, particularly for those doing business there for the first time. Many countries still have very wild, very remote areas where infrastructure is poor and logistics can be tough. There are cultural factors too: in a world where email is ubiquitous, in parts of Latin America, business is still very much phone-based. Indeed, it is entirely possible to find the developed world and the developing world within a few hours of each other in the same country.

If you are doing business Latin America as a whole, it is a highly fragmented market and standardisation can be difficult. Across the 14 countries and territories, there are different legal, statutory and accounting regimes. Tax can be complex and if you are working across several countries you will often have to deal with a number of highly volatile currencies. Indeed, one of the single biggest challenges for many firms operating in Latin America is running slick finance and accounting operations.

BPO is a way of dealing with these potential problems. Functions such as F&A, Procurement, Human Resources and Supply Chain can all be outsourced to experts who know Latin America inside out and who can offer you enormous cost, time and hassle savings.

To take one example of local knowledge in action, because of tax considerations BPO is often done “in-country” meaning you get the so-called Brazil to Brazil BPO. Here you move operations from the higher cost regions to the lower cost regions of Brazil. So work that was once done in Sao Paulo, which is expensive by any standards, can be shifted to Campinas which is lower cost – or Blumenau which is lower cost still.

Latin America (and Brazil in particular) has been a real strength for Capgemini, supported by our acquisition of Unilever’s financial shared services centres in Chile and Brazil in 2008 and CPM Braxis in 2010 as well as our acquisition of Guatemala to service Spanish in the region. With clients including Unilever, Avon and Nokia, we are the largest BPO firm in Latin America.

In the coming months, I’ll be sharing some other stories from our work in Latin America along with some tips on the biggest pitfalls to look out for if your business is looking to grow in the region.

by Carina smith
Improving Agrana’s Supplier relationship management

Agrana, the largest producer of juice concentrates in Europe, uses the concentration process to convert natural fruit juice into concentrated juice. Once the juice is in a concentrated form, it can be shipped to the fruit juice manufacturers.

Different factors play a major role in the process of producing high-quality concentrates. The ability to find the right fruit varieties, the freshest products and the best areas of cultivation as well as efficient post-harvest processing are key factors. The main challenge for Agrana is relying on good and reliable suppliers. This is because the company must purchase high-quality raw materials and ensure that the production process is not affected by any late shipments. To minimize delivery problems or delays, Agrana had to implement an efficient Accounts Payable (AP) process to ensure that each supplier is paid on time.

Optimizing and automating the AP process

Juice concentrate producers’ main challenge is building sustainable and trust-based relationships with suppliers through an efficient AP process. Producers must ensure that their outstanding invoices do not progress into overdue invoices as a delay in payment can directly impact their production chain. Keeping track of suppliers’ payment terms and ensuring that invoices are processed and paid on time is crucial. One of the most time-consuming parts of the AP process is matching supplier invoices to purchase orders (POs) to assure that all payments can be authorized. This process is even more complicated when the manufacturer has to deal with a multitude of POs at the same time.

Producers usually take the following actions to reduce the AP departments’ workload:

- Using “Blanket POs” to shrink the number of POs to be matched: long-term POs, typically created for a one-year period, which cover all expected purchases from a supplier
- Applying automatic three-way matching: the auto-matching engine compares the data appearing on the vendor’s invoice with the information on the purchase order and the quantities actually received. Thus, it automates the matching process so that the company only deals with exceptions
- Implementing simplified procedures for ad hoc invoice payments: a no-match procedure that requires only appropriate signature authority to log an invoice for payment within stated terms
- Setting tolerance for processing variances: we refer to variances in unit cost, quantity and due dates

Keeping track of suppliers’ payment terms and ensuring that invoices are processed and paid on time is crucial.

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Agrana faced a problem: it used to frequently book invoice to the wrong PO number; this was because suppliers used the weighing ticket number on the invoice instead of the PO. As a result, it was very time-consuming for Agrana to find the correct PO numbers in SAP and enter them manually while posting the invoice. To make Agrana’s AP process easier and more efficient, Capgemini proposed Agrana to implement a new feature: “create with dialog”, in the SAP Workflow. The aim was to connect the weighing ticket with the PO number through an automated process to reduce manual work.

Capgemini’s main challenge was to help Agrana minimize back office delays and achieve more efficiency by automating the entire AP process. Automatically connecting the weighing ticket with the PO number in the SAP Workflow was a crucial step of our improvement plan. The data from the purchase order was automatically uploaded to SAP, automating the whole matching process. Thanks to this improvement, the time of processing invoices has been reduced and the posting accuracy increased.

Capgemini successfully completed the project with Agrana. Some of the benefits include:

- **Data accuracy**: weighing tickets directly connected with correct PO numbers through an automated process
- **Payment delays**: invoices paid according to agreed payment terms
- **Time-savings**: implementation of efficient task management

**Agrana was able to achieve significant benefits:**

- Building sustainable and trust-based relationships with suppliers
- Paying invoices on time and negotiating better conditions with suppliers
- A strengthened brand image

Our successful transformation optimized and automated Agrana’s AP process and enabled the company to build good supplier relationships – an essential part of ensuring the business’ health and growth. As a result, Agrana has become a valued customer that is able to authorize payments on time. This transformation had a real impact on Agrana’s daily business, as the company can make better deals with its suppliers, while negotiating favorable delivery times and payment terms. Above all, it eliminates the risk of late shipments that could potentially affect the whole production process and Agrana’s capability to deliver products on time.
BPO Executive Recognized with

Presidential Award for Social Commitment
Marek, please tell us about the actions you have taken towards improving community engagement.

Well it’s something I believe strongly in – but it was our local team that deserves the credit. I simply channeled their energy and directed their good will. After a few years of top-down community engagement projects run at our Center to address different social issues, we grew up to create a long term strategy. The objective is to inspire employees to become active towards social problems and thus build a leadership culture. And so we have introduced a long-term voluntary program for employees. Each year, within our “We Invest in Good Ideas” program our employees run 15 projects for local communities. Also, we keep finding ways to improve our Project Theatre initiative - an annual charitable performance in support of an organization that works with at risk children which we started in 2008. Last year we made it accessible for people with sight disabilities.

Why do you think this is important?

It develops people in a way that Capgemini values. La niaque (‘fire in the belly’) is what we expect from people: the ability to set challenging objectives, responsibility, energy, and team work – la niaque is 100% present in people who run community engagement projects. And what is more important, we can help at least some of those around us who need support.

Do you see a link between community actions and employee engagement?

Of course – it builds relations, supports team work, and enables competency development. It is not a coincidence that we are asked each year in the Group Employee Survey how we assess the social responsibility of the firm. However, do not think that you will build employee engagement just through CSR. Everyday employee engagement is much more, it is the way we reflect the Capgemini values in daily tasks – taking pride in the services and outcomes we deliver, building client relationships, managing teams and projects and communicating with each other.

What are some of your future plans?

My future bet is on sharing our competencies. Our biggest asset in Capgemini Poland is a team of almost 6,000 professionals who have fantastic skills and a lot of passion for what they do. And I hope senior managers will set an example. I would also like to ensure a diverse workplace and continue to be recognized as an employer of choice while extending that further to people from different backgrounds to become a more and more inclusive employer. And maybe one day I’d like to showcase our Project Theatre to a much bigger audience outside Poland.

Marek Grodziński, Head of European BPO Delivery Centers and Member of the Capgemini Poland Board, was honored for his philanthropic activities. He received the President of Poland’s Silver Cross of Merit in recognition of his commitment to responsible business ethics. The award ceremony formed part of the event “25 Years of Freedom. 25 Years of Socially Responsible Business,” which was held at the Presidential Palace in Warsaw. It was the first time the Polish government had recognized the role of business leaders in influencing social change.
Innovation and BPO

‘A Way of Doing Business’ Mindset

Connect with Rob at Capgemini.com/expert-connect

@RobSherman

www.linkedin.com/pub/rob-sherman/2/520/598
The evolution of the outsource market has transformed over the last 15 years. From its initial footprint as a task oriented, labor arbitrage model, outsourcing has reinvented itself into a substantial business model, providing innovative solutions to some of the most intricate business processes. With a background in many facets of the outsource delivery model, I have had the opportunity to see this reinvention occur and over time the partnerships across our broad landscape flourish.

Innovative companies, and the people who comprise them, see the world around them as more one of possibility than of limitation. In its most basic form, innovation focuses on creating, developing, and transforming the essentials of business, whether they are completely new solutions or improvements over existing ones. By collaboratively innovating (or co-innovating), we unlock the potential to create new opportunities such as designing new services to enable businesses to ‘digitally’ connect with their customers, while others help improve performance, competitive advantage, working capital and the employee growth derived from pride of ownership.

Whether aspiring or established, mature, innovative companies like ours do not shrink from challenges. Regardless of our market category, product or service, we realize that it is through the application of emerging technology and the challenging of commonly-held assumptions, that the creative power of the individual will be realized, knowledge harnessed, value created and possibilities made real. The innovative mindset of our Capgemini culture is apparent when you visit delivery centers, engage with solutions architects and transformational leaders, and shift from the idea that labor is all there is to outsourcing.

We are in a new era, where technology-led market disruption is creating a different kind of competitiveness in various business segments. The question clients need to be asking us is not one about talent and technology, rather ‘are you able to architect innovation in your organization through people?’ Innovation and BPO is not about platforms and solution sets. It’s about a cultural mindset sparked by innovation. It’s about “we” vs. “me” and the singularity effect which is harnessing all the factors of process.

My current position with our clients is one whereby I view BPO as more than simply deploying people to automate business processes. Rather, I look at what we do as being differentiated by engineering to deliver innovation through a transformative approach that sets ourselves apart from the non-BPO adopters. Collective expertise and business understanding puts us in a position to solve some of the most pressing challenges in business today.

Throughout the recession and anemic recovery that followed, successful companies in any sector - and especially in ours, the services sector - have embraced innovation to thrive in this new economic reality. While we deliver BPO solutions fueled by know-how and technology – the process is only as powerful as the people it enables, the creativity it un-leashes and the possibilities it makes real. The key is not only embracing innovation, but internalizing it so it becomes a mindset – a ‘way of doing business’ mindset.
The Outsourcing Institute announced Capgemini amongst the winners of this year’s Best Outsourcing Thought Leadership (BOTL) Awards for BPO Innovation. The BOTL Awards highlight the most innovative business process outsourcing (BPO) work from providers across the outsourcing industry. They recognize the best thought leadership pieces that showcase real world use cases that encompass innovation, creativity and results within their existing client engagement. The awards were presented at the BPO Innovations Conference which was held on Thursday, October 30th in New York City.

A judging panel of eight senior sourcing executives and business decision makers from Fortune 1000 enterprises selected the BOTL Award winners in each award category: Speed, Cost Reduction, Innovation and Best in Show. Each case study submission was evaluated on its purpose - client’s concern, issues and tasks, the significance/innovation of the case study approach and solution, the results, and positive effects to the client’s bottom line.

**Show me the money - Cost Reduction**

Capgemini & Client - Capgemini developed a highly efficient and innovative solution for vendor ledger analyses and payment recovery, enabling their client to collect an additional 1 million Euros. The project has also helped analyze internal controls within the AP process and enabled the right control mechanisms to be implemented. The collaboration between the client and Capgemini serves as a great example of a partnership that drives value beyond transaction processing, contributing to business strategy while proactively managing risk, control and compliance.

**About The Outsourcing Institute**

Founded in 1993, The Outsourcing Institute is the largest neutral professional association dedicated solely to outsourcing, comprised of more than 70,000 professionals worldwide and providing information, research, networking opportunities and customized outsourcing solutions to the industry.

For more information, contact us at info@outsourcing.com or visit us online at www.outsourcing.com
Duplicate Payments

Vendor ledger analyses and payments recovery project brings €1M additional cash

**Business objective**

A leading beverage company launched a business transformation initiative at a global level that included its organizational structures and business operating model. The overall goal for the outsourcing project was to increase effectiveness and efficiency to bring the company’s F&A function to “world class” performance. One of the most important goals of the project was to deploy a global unified solution across all business units to support the business to deliver standardization and process improvement while maintaining high standards of control and compliance.

The set of solutions summarizes Capgemini’s specialized approach to each main process: Procure to Pay, Order to Cash, Record to Report and Document Management. The objective was to deliver value elements including improved controls, continuous process improvement and common and global processes by delivering services for the client’s operations in Great Britain, France, Belgium, Netherlands and Luxemburg. Leveraging our integrated Global Delivery Network, we provide services from Poland for customer facing activities and India for back office functions.

**Capgemini delivered value elements like:**

- Improved Controls
- Continuous Process Improvement
- Common and Global Processes by delivering services for the client's operations in GB, France, Belgium, Netherlands and Luxemburg
Capgemini solution

Capgemini’s Audit and Analytics team provides a number of services which are designed to analyse data to identify financial leakages – be it overpayments, duplicate payments or under invoicing or overpayment of schemes and discount. The team has designed and implemented such solutions for a number of clients using self built state of the art tools and procedures.

The client engaged the team to provide duplicate payment review services for 3 years of historical data. Historical payments data were analyzed with 30 different parameters rigorously to identify probable combinations of invoices which could be duplicates. Each combination was then verified with its supporting documents to confirm whether the payments were actually duplicates or not. The communications were adapted for the different regional languages of the vendors and included letter packets with supporting invoice copies that were sent to vendors by email, post or fax and followed up with phone calls. Queries received from the vendors were resolved and communicated to the vendors. The recovery process was tracked with bank accounts and then reconciled with supplier ledgers. As a governance model, Capgemini provided a weekly update on the project to the client and meetings were conducted to review and discuss the next steps on the project.
Benefits

Thanks to the collaboration on the project, Capgemini helped the client:

- examine the internal controls within the AP process using tools and methodologies to cover gaps,
- streamline a root cause analysis for any duplicate payment,
- achieve tangible monetary benefits,
- generate key messages for the organization’s team involved in the process:

#1 Do not forget this is a promise to pay until it is cashed on a bank account.
#2 Do not assume: “It’s a big company, they must be well organized.”
#3 Your vendor master file may not reflect valid contact details.
#4 Most vendors do not come back when they receive a duplicate payments.
#5 High PO coverage does not prevent you from having duplicate invoices.
#6 Use the right channels to contact the suppliers, the procurement teams too.

Above all, the project brought tangible monetary benefit to the client as actual monies were either recovered and credited to the client’s bank account or the duplicate payment was adjusted with the future payments to the vendor. The project also helped to analyze the internal controls within the AP process and identify gaps.

- €2.06M invoices of value €23B were analyzed for possible duplicates.
- 418 cases of value €1.50M were identified as potential duplicates.
- €1.01M has been recovered and reconciled with entries in accounts books.

A catalogue of the “in scope” activities is now broader for BPO with a proven track of €1M recovered and the right control mechanisms implemented. The collaboration between the client and Capgemini serves as a great example of a partnership that drives value beyond transaction processing, contributing to business strategy while proactively managing risk, control and compliance.
Meeting Today’s BPO Challenges by Driving Automation with Multi-Tenant Solutions

Connect with Nicklas at
se.linkedin.com/pub/nicklas-brändström/10/10/601
Over the past decade, we have seen rapid growth on a global scale in the BPO marketplace. As expected, with significant growth comes disruption. The business is now at a critical turning point – customers demand for higher levels of profitability while competition continues to flourish. Consequently we, as outsourcing partners, must find new approaches to deliver continued and improved process efficiencies and client value.

Herein lies the BPO conundrum: as outsourcing providers, there is only so much we can do with processes and labor arbitration to meet the client’s expectations – drive down costs while driving up quality of delivery.

Unfortunately, the market is also complacent – many companies already have systems in place to drive some automation but are resistant to change. Many times these systems are inefficient or only address subsets of what can be automated. On the procurement side, this is largely due to lack of oversight on change management and not getting enough suppliers and content into the tools, in combination with an unpleasant end user experience (UX). In reality, this means you have a more or less empty department store and an overall failure in procurement technology.

For innovative organizations, this is where automation through technology and robotics can advance the BPO process. In fact, the BPO industry has been humming lately with talk and anticipation around Robotics Process Automation (RPA) as this emergent, game-changing technology has the potential to serve as a vital efficiency tool. RPA is already making gradual in-roads as it transforms how back offices are managed, changes how businesses operate, and plays a critical role in how labor is distributed.

However, what I am seeing with other BPO providers is a reliance on third-party application and software providers, making attempts to collaborate with them to address the needs of their customers. Naturally, this is rarely aligned with the third-party software providers’ agenda or product roadmap. In essence, this means that the BPO provider lack control over the evolution of the technology, while at the other end, IT departments which are tied to BPO delivery capabilities, are rolling out point solutions for individual engagements. While this strategy might drive some sense of automation, let’s ask ourselves a critical question – at what cost is this brand of automation worth, and what is the output in the long run?

The most practical and efficient strategy that nurtures long-term value is created when the BPO-provider bring in their own IP; their own technology. And I’m not referring just to point solutions. I’m referring to point solutions and multi-tenant solutions. Not only is this approach aligned with the process models that are provided to clients, the technology will develop and emerge through innovation driven by customer insights, learnings and best practices, aggregated by BPO, for BPO. Naturally, multi-tenant solutions truly drive automation in a very cost efficient way.

In an ideal scenario, multi-tenant solutions off the shelf should take automation to the next level through an adjusted fit for the provider’s BPO capabilities. Moreover, if the solution is cloud-based, it will be able to address the automation and usability issues that the BPO industry must start delivering on – whether it is in the Procurement or Finance and Accounting Outsourcing (FAO) space. Let me give you some examples:

- In a multi-tenant system, the invoice status portal that drives productivity in FAO help desks can redirect most help desk queries to a portal and self-service solution. This solution also makes suppliers happy as they now have their invoice and payment status readily available at their fingertips.
- ERP procurement systems like SAP SRM, Oracle iProcure and SAP MM tend to be clunky. The biggest reason for lack of compliance in companies operating these systems is that users go elsewhere to shop. They make an extra effort not to use the system. A Cloud-based, user-friendly and ERP-agnostic eProcurement “skin” solution on top of these back-end systems, fill out the shopping content and consequently attract users. And since system compliance is the first and necessary step towards doing it right, not only will this drive up usability, it will also increase contract compliance, spend capture rates and drive up the levels of no touch POs. Outcome: Superior savings results through automation and compliance.

The current trend of relying on ad hoc point solutions and third-party software providers will in the long run outweigh the intermediate value. Ultimately, the client will bear the burden of the cost. In a scenario where the BPO-provider own the technologies, such as Capgemini’s IBX Shop, the BPO-provider is able to evolve BPO automation products while driving automation and robotics-based multi-tenant solutions.

In summary, you can buy this from five different providers, but it will only be as good as it came across at the point of purchase. But it will never be more than perceived value, when the ink is on the paper you are on your own. This is why clear accountabilities are much more important than artificial synergies when selecting your next BPO-provider. Make your pick.

by Nicklas Brandstrom
Is your business process transformation reaching its full potential?

Cost savings are table-stakes when outsourcing business processes. Capgemini believes that clients should expect more than first generation outcomes, and thanks to our powerful Global Enterprise Model (GEM), they can. Our team of 15,000 talented professionals has a passion for innovation and a commitment to achieving world-class outcomes that drive top-line growth. We pride ourselves on exceeding client expectations, which we do every day through the following services:

- Finance and Accounting
- Supply Chain
- Procurement
- Analytics

With an in-house consultancy team, proven business transformation methodology, dedicated sector and function specialists, and technology expertise at your disposal, you can expect more from Capgemini BPO.

People matter, results count.
Expect more from BPO

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www.capgemini.com/bpo
About Capgemini

With almost 140,000 people in over 40 countries, Capgemini is one of the world’s foremost providers of consulting, technology and outsourcing services. The Group reported 2013 global revenues of EUR 10.1 billion.

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

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

Learn more about us at www.capgemini.com