Capgemini

Innovation Nation

Helping to reimagine your business operations

SUMMER | 2019

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CEO, Business Services

Welcome to our summer 2019 edition of Innovation Nation. This edition leads with a dedicated feature on Capgemini's new Intelligent Process Automation offer –part of the Capgemini Group's flagship Perform AI portfolio. The issue also shares insights from our experts across finance and accounting (F&A), human resources (HR), and supply chain, as well as showcasing our China delivery center.

In a recent report entitled "Reshaping the Future: Unlocking Automation's Untapped Value," the Capgemini Research Institute wrote: "Among organizations implementing automation at scale, back-office functions, such as finance and accounting, drive cost savings of 13% compared to 7% in the front office." With this in mind, Adam Bujak (Global Head of the Intelligent Process Automation Offer, Capgemini) talks to *Innovation Nation* about how our new Intelligent Process Automation offer puts the client at the heart of all activities, stimulating the erosion of organizational silos around front, middle and back-office processes, resulting in a new, borderless, highly-automated client-centric organization that can optimize the way value creation is executed. On top of this, Marek Sowa (Intelligent Process Automation Expert) provides a short guide to demystifying intelligent automation, in which he shares 10 of the most common misconceptions about intelligent automation.

In our Technology Talk section, Manuel Sevilla (Chief Digital Officer) talks to NelsonHall CEO John Willmott about Capgemini's B2B platform initiatives, while Xavier Hochet (Head of Europe) writes about how organizations can benefit from a new alliance between humans and machines in this new age of hyperintelligence. The section also features recent thought leadership on the intelligent automation from our experts across F&A, HR and supply chain.

Ken Poon (Center Director, Capgemini China) and Laura Luo (HR Head, Capgemini China) talk about how our China delivery center is supporting our clients across north and south Asia, and their role in developing the competencies of our people to deliver enhanced value to our clients. In addition to showcasing our China center's capabilities, Violet Liu (Engagement Director) also writes about how a pan-Asian leader in retail has changed its approach to finance and the significant benefits it is enjoying as a result.

There's something for everyone in our Expert Insights section, including a perspective on topics such as the evolving role of the demand planner, how Open Banking is giving users an easy and secure way to understand their finances, what customers expect from data analytics in contract management, and the impact of RPA and automation on technical debt.

The issue concludes with a look at how volunteers at two of our centers in LATAM are empowering young people in the region – building classrooms in Guatemala, and teaching automation to young people in Brazil.

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Focus on Intelligent Process Automation

Shaping the future of business through intelligent automation

Adam Bujak

Global Head of the Intelligent Process Automation Offer, Capgemini

Innovation Nation talks to Adam Bujak – Global Head of Capgemini's Intelligent Process Automation Offer – about how our new Intelligent Process Automation offer puts the client at the heart of all activities, resulting in the emergence of a new, borderless, highly-automated client-centric organization that can optimize the way value creation is executed.

Welcome Adam. Could you start by telling us a bit about yourself?

Adam Bujak I Absolutely. I joined Capgemini in 2007 and am responsible for helping our multinational clients implement an augmented workforce through applying intelligent automation to operations, combining core processes in their back, middle, and front office. I lead a team that delivers intelligent automation solutions – consisting of artificial intelligence (AI), robotic process automation (RPA) and smart analytics – at scale to our global clients.

I also have the pleasure of changing my perspective for five days a year in my role as an Adjunct Professor of Strategic Management at Reutlingen University in Germany.

Recently you've been busy leading development of a new offer called Intelligent Process Automation. Could you tell us a little more about it?

Yes, these are really exciting times! Our Intelligent Process Automation offer is part of the Capgemini Group's Perform AI portfolio, which has the ambition of becoming the premier AI-infused IT services and consulting company in the world.

Our research shows that less than a third of organizations currently promote data-driven decision-making, apply AI to improve their customer experience, or use AI in their operations. We can achieve this by embedding AI across all dimensions of our offering, not only augmenting our clients' business processes or redesigning them with cognitive components, but also infusing AI into our business applications play, boosting our existing data and analytics services by turning them into mission-critical data and AI powerhouses, and further fuelling business model innovation opportunities for our clients.

Coming back to the Intelligent Process Automation offer we are building at Capgemini, our vision is to put the client at the heart of all activities and stimulate the erosion of organizational silos around front, middle, and back-office processes, resulting in the emergence of a new, borderless, highly-automated client-centric organization that benefits from cost optimization, quality improvement, and high operational efficiency.

What would you say is unique about Capgemini's Intelligent Process Automation offer?

That's a very good question. Our ambition is to help every one of our clients create an augmented workforce, keeping in mind their varying maturity levels. In order to do this, our offer is built on five key services – IPA Advise, Transform, Deliver, Operate, and Innovate. As an organization, you can also move all of these aspects under our roof and benefit from our Augmented Delivery Platform, which combines our talents, profound process expertise, and Intelligent Automation Platform to focus on fast outcomes without the hassle of developing, managing, and operating critical components yourself.

We are realistic, pragmatic, and aligned with where most clients are with intelligent automation today. Our added value is built on our strong reputation as a trusted partner with focus on the transparency of our solutions.

I should also say that we're walking the talk and have adopted our Intelligent Process Automation portfolio across our own business, including our delivery, human resources, finance and accounting, and supply chain functions.

> *"Our vision is to put the client at the heart of all activities and stimulate the erosion of organizational silos around front, middle, and back-office processes, resulting in the emergence of a new, borderless, highly-automated client-centric organization."*
>
> **Adam Bujak**
> Global Head of the Intelligent Process Automation Offer, Capgemini

> *The execution of intelligent automation requires a combination of modern transformation consulting driven by design thinking and strong transformation methodology such as Capgemini's ESOAR approach and our "Five Senses of Intelligent Automation."*

Adam Bujak
Global Head of the Intelligent Process Automation Offer, Capgemini

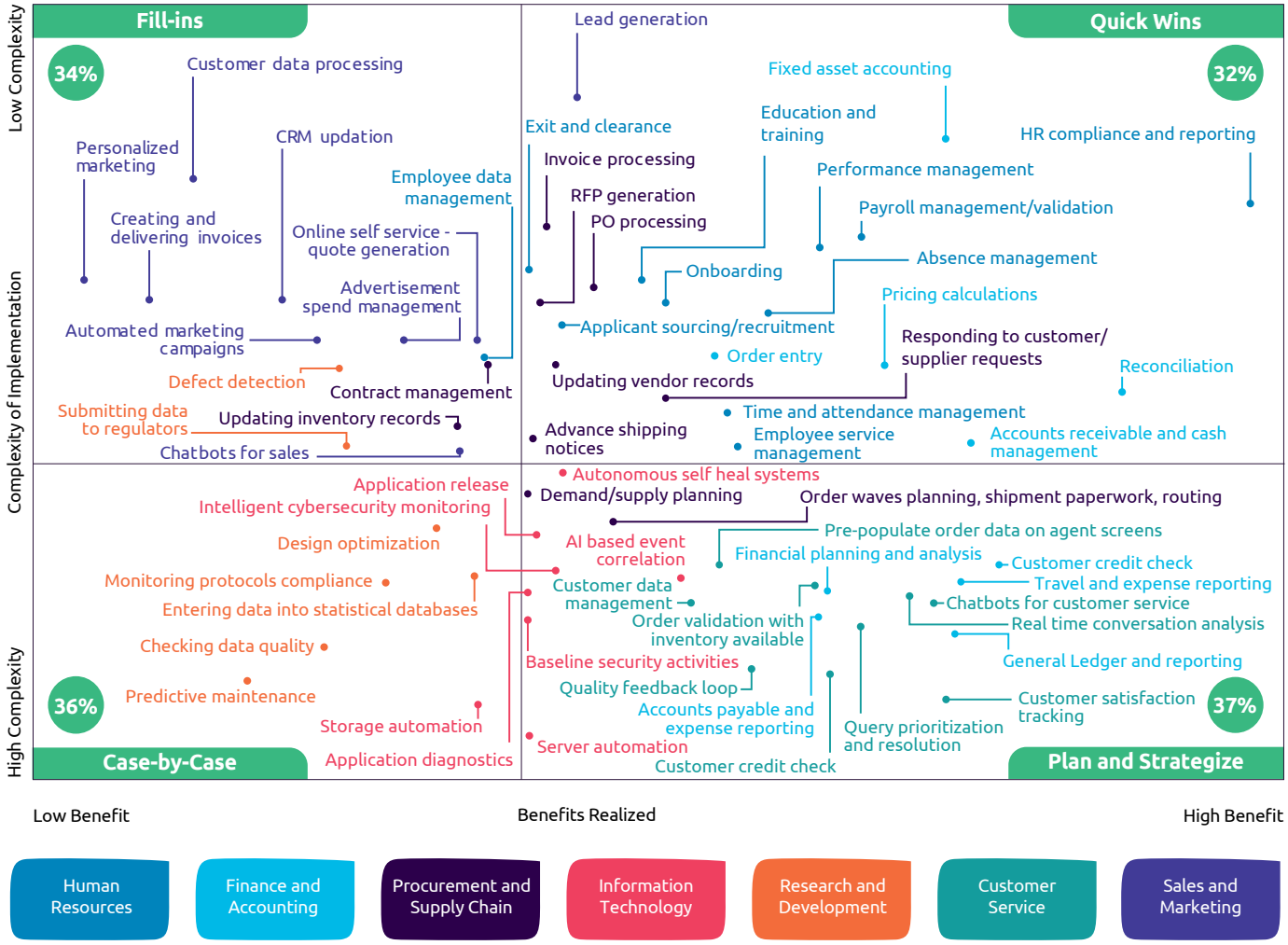
You touched on it earlier, but could you talk more about the benefits and business outcomes of implementing Intelligent Process Automation?

Yes, absolutely. The execution of intelligent automation requires a combination of modern transformation consulting driven by design thinking and strong transformation methodology such as Capgemini's ESOAR (Eliminate, Standardize, Optimize, Automate, Robotize) approach and our "Five Senses of Intelligent Automation." Building on both, we embed our deep industry and domain expertise into our Digital Global Enterprise Model to combine the people, process, and technology dimension under one outcome-focused digital umbrella.

As organizations look to drive benefits, we've examined which use cases are among the most frequently automated. We looked at 64 use cases across seven functions and segmented them in two dimensions – complexity of implementation and benefit realized.

The figure below shows that only around a third (32%) have implemented "quick wins" at scale – those use cases that are not only easy to implement, but also have a high benefit upside. In contrast, over a third (36%) have implemented "case-by-case" use cases, which are difficult to implement and don't necessarily deliver a huge return.

There's often the perception that if a use case is complex to implement, it must deliver great benefits, regardless of whether this is the case or not. You can easily draw your own conclusions.



Finally, could you give us your views on the future of intelligent automation?

That's a fascinating topic! How long have we got? Predictions beyond 2019 all point in the same direction – a client-centric organization built on intelligent processes that can plug into broader ecosystems – driven by blockchain and the Internet of Things (IoT) – resulting in a hyper-connected enterprise that creates new sources of value through collaboration of multiple organizations.

Of course, organizations that embrace emerging technologies around intelligent automation and combine them with a deep understanding of their processes will certainly succeed in eroding these organizational silos to achieve a single, aligned office in a shorter space of time.

We will also witness a greater emergence of digital talent that has completed nanodegrees and attended intelligent automation academies offered by some of the world's top employers. This will help organizations embrace the technology-related complexity on their journey towards a client-focused, aligned office able to successfully operate and compete in a hyper-connected world. Seeing the human at the center of this exciting transformation, we're already working on AI algorithms that can better distribute work between humans and machines (see Taoufik Amri's article "Intelligent orchestration" on page 29), taking into consideration their core strengths.

Intelligent automation focused change management will continue to help drive adoption and mitigate the risk of exponential expectations hampered by linear execution.

At Capgemini we're really excited to contribute to the creation of an augmented workforce of the future.

Dr. Adam Bujak *is an expert in intelligent automation, business process transformation and strategic management. He heads Capgemini's Business Services' Intelligent Automation Practice, helping multinational clients to embrace the future of an augmented workforce in the front, middle, and back office.*

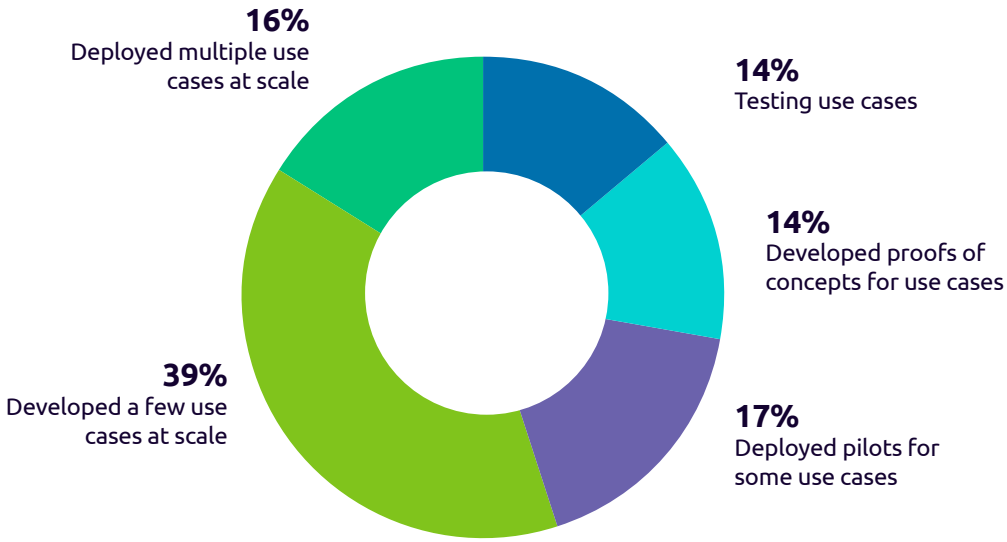
"By putting people at the center of all activities, we aim to be recognized as a responsible and sustainable leader that uses our expertise to create a positive impact."

Adam Bujak
Global Head of the Intelligent Process Automation Offer, Capgemini

Building an augmented workforce through intelligent automation at scale

Scaled adoption is rare, automation promises much...

The current level of automation deployment among organizations experimenting with or implementing automation



Source: Capgemini Research Institute, "Reshaping the Future: Unlocking Automation's Untapped Value" November 2018.

Automation needn't be a threat; it can be a promise, especially when it's intelligent automation."[1]

Lee Beardmore
Vice President and Chief Innovation Officer, Capgemini's Business Services

… but, today, organizations are only scratching the surface of its potential

Automation maturity – a national and sector perspective on scale

Proportion of organizations implementing automation at scale by **country***

United States	France	Germany	United Kingdom	India	Netherlands	Sweden	Global average
26%	**15%**	**17%**	**16%**	**15%**	**9%**	**6%**	**16%**

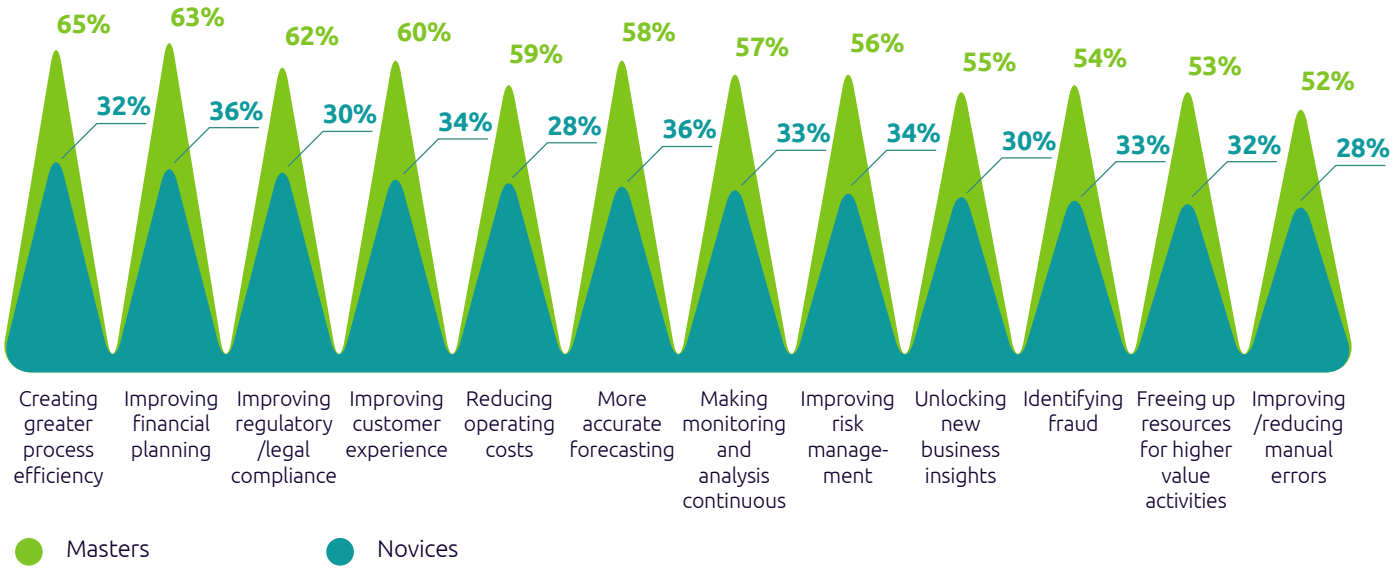
Proportion of organizations implementing automation at scale by **sector***

Automotive	Industrial manufacturing	Retail	Utilities	Consumer packaged goods manufacturing	Public government	Global average
25%	**15%**	**15%**	**14%**	**13%**	**8%**	**16%**

Source: Capgemini Research Institute, "Reshaping the Future: Unlocking Automation's Untapped Value" November 2018.
*As a % organizations experimenting with or implementing automation

And although deployment at scale is not yet commonplace, the expectations are great…

The benefits of automation expected to be fully realized by the finance and accounting department within three years

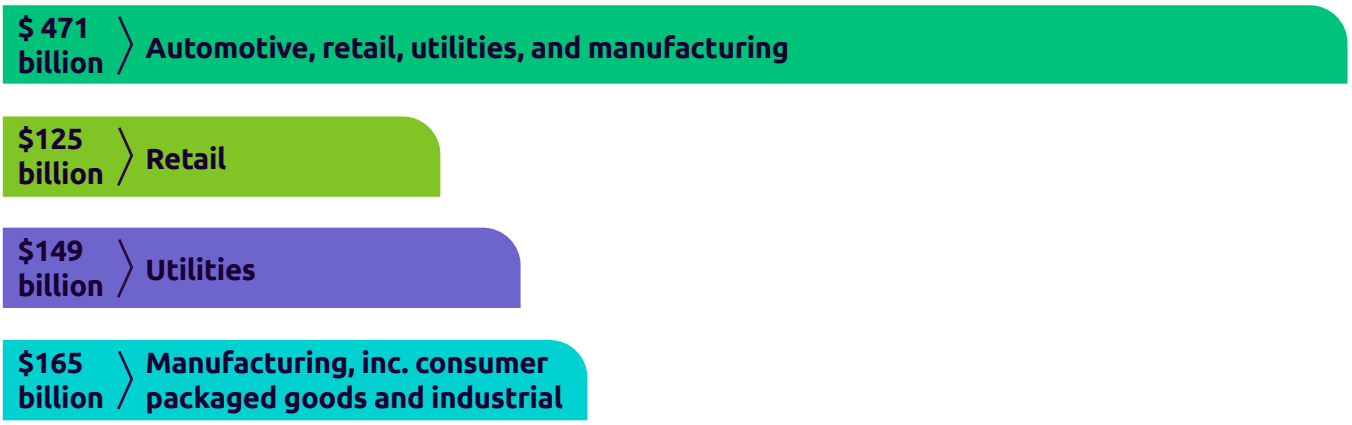


Source: "Reimagining finance for the digital age," Capgemini's Business Services, June 2018.

Enterprises are looking beyond RPA to true intelligent automation by thinking in terms of business outcomes."[2]

... and in all industries, boardrooms expect to see the benefits of automation

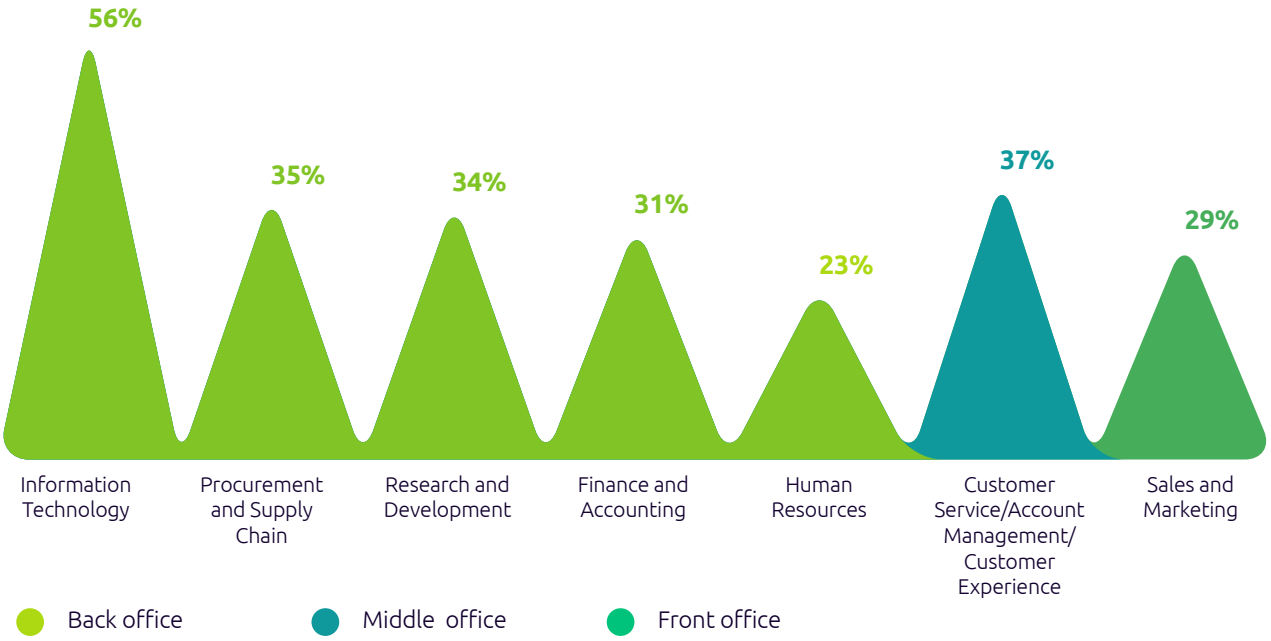
The potential cost savings across sectors by 2022 through wide-scale adoption of automation



Source: Capgemini Research Institute, "Reshaping the Future: Unlocking Automation's Untapped Value" November 2018.

But where and how to start can be confusing

Overall* automation implementation by function among organizations experimenting with or implementing automation

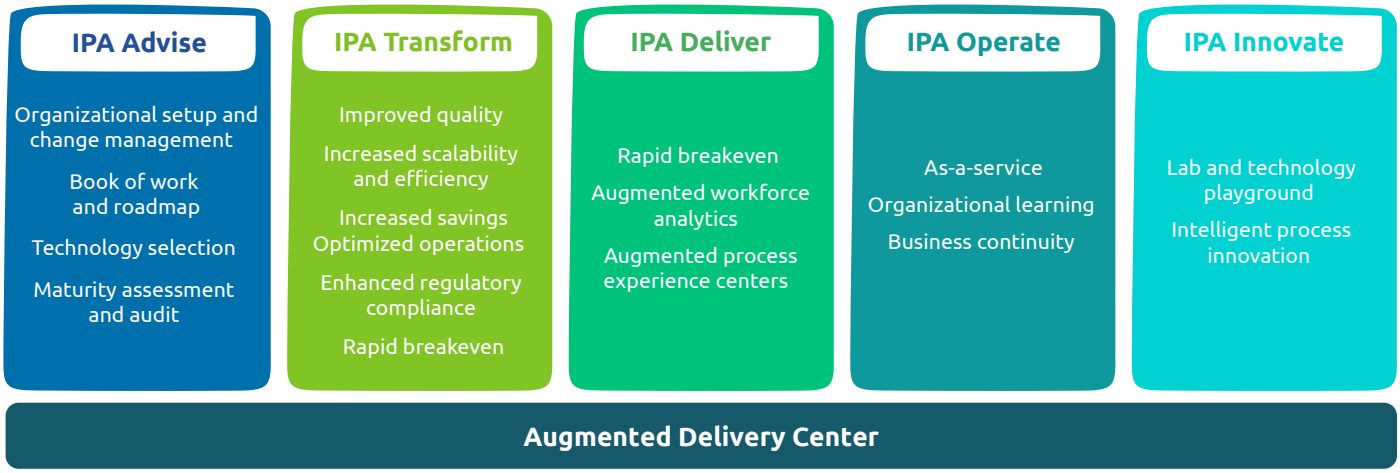


Source: Capgemini Research Institute, Automation Use Case Survey; July 2018, N=705 organizations that are experimenting with or implementing automation initiatives. *Overall automation includes testing, proofs of concept, pilots, few deployments at scale and multiple deployments at scale.

Introducing … Intelligent Process Automation

Capgemini's unique and differentiating approach encompasses an end-to-end perspective from ideation to production. Intelligent Process Automation enables you to seek guidance on starting an automation journey, scale up operations, enjoy sustainable automation benefits, and pursue capability growth and innovation.

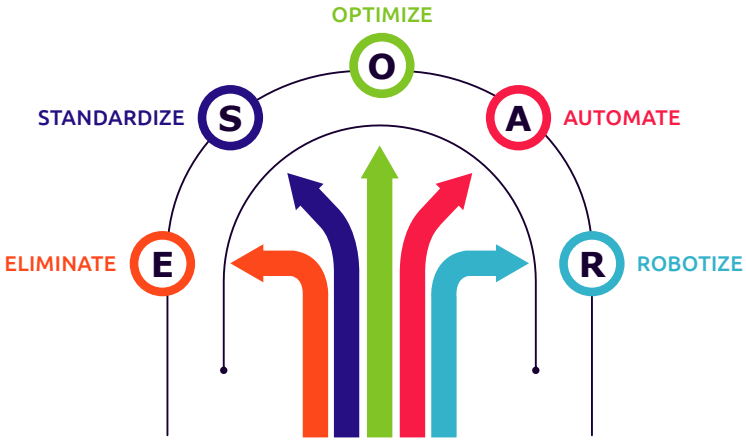
The six pillars of Intelligent Process Automation



Underpinned by a measured and methodical approach …

Capgemini's approach to developing an automation solution is called ESOAR. This unique and straightforward transformation methodology addresses the underlying causes of inefficiency in your business operations, before working on the actual symptoms.

Capgemini's ESOAR methodology



"Before automating anything, we first streamline and simplify the processes to its best extent. It is necessary to spend time on this before starting with automation."

Katja Hinojosa
Finance Transformation Director, Tetra Pak

Intelligent Process Automation can positively impact your business operations

In finance and accounting

We helped a global fast-moving consumer goods company automate its credit-to-cash (C2C) processes to enable matching in a credit control management system, resulting in:

95% reduction in transaction processing time sectors

90% reduction in FTE deployment

95% improvement in efficiency

In human resources

We helped a European multi-national aerospace corporation augment its human capital management (HCM) platforms through implementing a next-generation HR platform and automation toolset, resulting in:

40% reduction in cost of service

50% productivity savings

45% reduction in vendor spend

In supply chain

We helped an international medical device, pharmaceutical, and consumer packaged goods company implement a powerful statistical forecasting engine augmented with machine learning, resulting in:

20% reduction in mid-term forecast error rate

35% reduction in short-term forecast error rate

20% improvement in demand planner productivity

All figures represent composite results

"Organizations that embrace emerging technologies around intelligent automation and combine them with a deep understanding of their processes will certainly succeed in eroding these organizational silos to achieve a single, aligned office that benefits from an augmented workforce at scale."

Adam Bujak
Global Head of the Intelligent Process Automation Offer, Capgemini

1 "Reimagining finance for the digital age," Capgemini's Business Services, June 2018.
2 HFS Research, "Enterprises, Escape your RPA pigeonhole today to achieve end-to-end automation", Elena Christopher, May 31, 2019.

Capgemini

Perform AI

Artificial Intelligence.
Real World Solutions.

Immersive, highly personalized experiences. Augmented operations. Empowered employees. Humans and technology working together with transparency and trust. Now is the time to exploit the real-world power of artificial intelligence.

Perform AI is Capgemini's portfolio of AI-infused solutions, combining AI strategy, services to transform or reimagine your AI-infused enterprise, and a foundational cloud and data platform. Our teams help clients move beyond proof of concept to trusted pragmatic delivery in production and at scale. The result? We accelerate and fuel innovation to future-proof the enterprise and its AI solutions to ensure long-term value for whatever comes next.

Typical Perform AI business outcomes help to create the "AI-first" enterprise:

- **Humanized customer experience for boosted sales and loyalty**
- **Augmented operations**
- **Assisted risk, fraud, and compliance**
- **Augmented talent and workforce**

For more information on our Perform AI services and how to access our AI Gallery of use cases and accelerators, visit it us at:

www.capgemini.com/service/perform-ai

Perform AI

Artificial Intelligence.
Real World Solutions.

The difference one change can make

Carole Murphy

Global Head of the Finance Powered by Intelligent Automation Practice, Capgemini's Business Services

Capgemini's new Digital Global Enterprise Model is set to transform 21st-century business

Sport is often used as an analogy for business. Both activities are competitive; both rely on skill; both involve strategy and tactics.

Both also rely on teamwork – and it's often the case that introducing a new player can have benefits that are both unforeseen and welcome.

Say a football team needs to be stronger in midfield. The new squad member can meet that need – but also, as a result, the strikers and the defense might be able to consolidate their own performance. What's more, the new midfielder might have energy and enthusiasm that the other players find infectious. Everything changes – and changes for the better.

In business, too, changing one thing can change everything. Here at Capgemini, our Global Enterprise Model (GEM) marked a major shift from traditional "lift & shift" business process outsourcing; and now, with the arrival of the Digital Global Enterprise Model, or D-GEM, enterprises can expect nothing less than a transformation of their operations.

Upgrading business levers

With D-GEM, the new midfielder is automation. It not only changes the performance of technology, but of every other business lever:

- **Grade mix** – automation can alter the scope and outcome of people's performance. Low-level activities can be streamlined and enhanced; managers can achieve broader overviews and control of people's work; and less experienced people can be both equipped and reskilled to take on more complex tasks. The result – everyone gets more job satisfaction.
- **Location mix** – automation and other technologies enable the creation of virtual delivery centers, sharing knowledge, ideas and expertise beyond the confines of just one geography. We anticipate that upwards of 40% of traditional activities can be automated and conducted in the virtual delivery center.
- **Competencies** – automation can transform grades throughout the enterprise. They can all grow and extend their role-specific achievements – and because they are inter-dependent, they can also enhance one another. Automation helps people not only perform tasks better, but learn and share new skills. Capgemini's Automation Academy and Automation Library are among our own contributions to this.
- **Best-in-class processes** – automation extends Capgemini's ESOAR methodology (Eliminate, Standardize, Optimize, Automate, Robotize) beyond process performance and into new considerations, such as how newly liberated resources might now be employed to add value at scale and in new ways.
- **Technology** – automation not only enhances business applications within the technology lever, but makes a transformative difference to the performance of all the others. At Capgemini, we map it to the human senses, in terms of the principal functions they perform – interacting (talk/listen); monitoring (watch); providing a service (act); analyzing (think); and knowledge (remember). We call this, the "Five Senses of Intelligent Automation," and when all these senses are connected to knowledge and are integrated, we can achieve a fully artificially intelligent platform that reimagines the ways in which we work.
- **Pricing** – automated "as-a-service" pricing approaches can not only improve outcomes but the very business model that gives rise to them, by standardizing volume processes and making it easier to identify and handle exceptions. What's more, standardizing needn't mean creating a climate of low customer expectations – on the contrary, automation can deliver improved quality of service, even as prices fall.
- **Governance** – when transactions are recorded automatically and at scale, and when the tools exist to interrogate and shape that information – also automatically, and also at scale – enterprises can start to place even more emphasis on reporting and analyzing, on interpreting data, and acting on it. For example, they can use Big Data analytics to understand where and how they might create more business value.

By streamlining processes, reducing costs, and increasing insight, it's calculated that D-GEM will be able to deliver productivity gains of up to 40–60% upfront, depending on the speed of adoption.

If you were a football club manager, isn't that a player you'd want on your team?

Carole Murphy *is responsible for developing and delivering transformational solutions for our clients. Drawing on over 20 years of experience across operations, consulting, and transformation, Carole helps large global organizations achieve their business objectives and operational excellence through BPO-led transformation and alignment of Capgemini's Business Services and Group assets to deliver efficiency, value, and improved control in their operations.*

> *By streamlining processes, reducing costs, and increasing insight, it's calculated that D-GEM will be able to deliver productivity gains of up to 40–60% upfront, depending on the speed of adoption."*
>
> **Carole Murphy**
> Global Head of the Finance Powered by Intelligent Automation Practice, Capgemini's Business Services

A short guide to demystifying intelligent automation

Marek Sowa

Intelligent Process Automation Expert, Capgemini's Business Services

AI and automation are fast becoming mainstream, but does that mean we will all lose our jobs? Here are 10 of the most common misconceptions about intelligent automation and why they are not true.

Myth #1

”Robots will take my job”

While one noticeable benefit coming from automation is effort reduction, intelligent automation has actually created more jobs in industry over the years than it has replaced. Intelligent automation and robotics shouldn’t be viewed as a threat. Its sole purpose is to improve productivity and operational effectiveness, enabling people to focus on quality, analytics, and enhancing client relationships. Intelligent automation also provides a great opportunity to implement an organizational change management program that enables your employees to upskill and acquire new skills for the future.

Myth #2

”I can’t work with robots”

We’ve already seen how robots play a significant role in the workforce, and there’s increasing use of mobile applications and virtual agents that allow users to work hand-in-hand with robots to simplify daily tasks. Automation of a task is one thing, but making data-driven decisions on how to split responsibilities between a virtual and human workforce is a rising topic in intelligent automation-enabled organizations. We’ve observed that working with robots can improve customer experience by 78%, reduce cycle time drastically, improve process accuracy by 50%, and enhance SLA compliance by 39%. Aren’t these enough reasons for you to love your robot colleagues?

Myth #3

"Automate first, worry later"

If you automate a bad and inefficient process, you are likely to get a badly automated process. Capgemini's ESOAR methodology provides a step-by-step guide on how to go about automating your operations. By following these simple steps – Eliminate, Standardize, Optimize, Automate, and Robotize – ESOAR can help you achieve best-in-class processes – with the robot executing the boring stuff, while you focus on what's most important.

Myth #4

"Robots don't make mistakes"

Not true. If robots aren't properly prepared, any unhandled, unforeseen, or technical exception in the artefact can cause a robot to produce an error. This could result in a breakdown and impact your budget through manual rework and artefact modification. We've seen a lot of projects that started as small internal proof of concepts that haven't delivered the expected business benefits, because profound knowledge of processes or experience wasn't injected into the mix. It's important to spend time and effort understanding your business requirements, assessing scenarios, and ensuring you have the right solution design as well as adequate levels of testing. Only such a level of preparation will result in a working solution that delivers consistent benefits.

Myth #5

"Robots are still years away"

Robots are here and they're here to stay. More and more businesses, engagements and teams are adopting automation to simplify everyday business operations. Within Capgemini alone, we have deployed hundreds of robotic and AI solutions. In addition to our Digital Global Enterprise Model (D-GEM) repository, our "AI Gallery" – part of our Perform AI initiative – lets you look at the solutions that are ready for ideation and deployment, and those that have already created tangible business results.

Myth #6

”Automation only works on high volume transactions”

We’re aware of the benefits that automating high-volume tasks provide, but automating certain low-volume tasks can also generate significant outcomes. A key focus of automation is reusability, as it helps increase scale. Applying intelligent automation to critical business processes can improve the quality of your services, by reducing manual intervention and the risk of human error, and enable you to provide it 24/7. It’s vital to think ”out of the box” and utilize a wide plethora of available technologies to enable end-to-end automation and really transform your business instead of just automating it.

Myth #7

”Robots = AI”

This is not true. There are basic automation solutions such as the workflow automation solution, robotic desktop automation (RDA), and robotic process automation (RPA) that are widely deployed. You don’t need to be a data scientist to deploy robots to automate your everyday tasks. There’s also been a rising trend in merging pure-play automation such as RPA with AI. On top of that, AI can further enable you to unlock more benefits, which sometimes don’t even need RPA to enable intelligent automation. We shouldn’t forget adding analytics into the mix, where Intelligent Process Automation in essence = RPA + AI + Analytics.

Myth #8

”Developing robots is difficult”

All you need to develop a robot is a business challenge, the drive to learn something new, and an open mind. The vast range of technologies at our disposal, combined with our rich experience, enables us to easily predict the numbers of challenges you might face while starting out. As you proceed with more projects, you might be faced with more demanding business problems, which is a golden opportunity for you to upskill your people.

Myth #9

”Bringing intelligence to automation is just a buzz-word”

With advancements in AI, transformation accelerating technologies, and automation itself, ”intelligent” is no longer a buzzword on a poster. It’s both the reality and a necessity. For example, adding optical character recognition (OCR) to RPA is very well known solution; but true intelligence starts when you apply natural language processing (NLP) to understand the content and intent of the document or email conversation itself, which enables end-to-end automation at scale. The list of quick wins enabled by AI components is growing faster than ever before, and this enables organizations to automate what was not automatable before.

Myth #10

"Automation can wait”

Rome wasn’t built in a day and neither are robots. The concept of automation in business is as old as IT and BPO itself. RPA has also been in practice for a couple of years now. It has already been proven that intelligent automation has serious benefits and businesses, as well as people, are already experiencing its positive impact. The longer you wait to automate, the more benefits you stand to lose.

Marek Sowa *helps clients to transform their business operations leveraging the combined power of AI and RPA to create working solutions that deliver real business value.*

“With advancements in AI, transformation accelerating technologies, and automation itself, 'intelligent' is no longer a buzzword on a poster. It’s both the reality and a necessity.”

Marek Sowa
Intelligent Process Automation Expert,
Capgemini’s Business Services

Building an augmented workforce through intelligent automation at scale

Capgemini's Intelligent Process Automation puts your client at the heart of our solution, enhancing your business operations with automated, end-to-end processes and an augmented workforce – all of which is underpinned with robotic process automation, artificial intelligence, and smart analytics to deliver an unprecedented level of process intelligence to your organization.

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- **Enhanced operational efficiency**
- **Improved client satisfaction**
- **Increased revenue**
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Intelligent Process Automation – practical interaction

Miroslaw Bartecki

Director, Capgemini's Business Services

Voice assistant and text recognition will not only increase but also broaden out and embrace new areas of our clients' operations.

Intelligent automation is a popular subject nowadays. The technologies around which it is built – including artificial intelligence, robotic process automation, natural language processing (NLP), and cognitive computing – are frequent business topics.

However, these areas should not be seen in isolation from one another. They need to form part of a whole. What's more, they need context – and that context is the very practical one of the organization within which they are to be implemented, and the processes to which they will be applied.

At Capgemini, this holistic view has been termed Intelligent Process Automation. In this article I'm going to look at two aspects of Intelligent Process Automation with which people are most likely to engage, involving technologies that enable human-computer interaction.

Voice assistants

Voice assistants are perhaps the most obvious instance. They have two principal purposes.

The first and currently the most common application is to handle inbound calls. Their use reduces pressure on customer service teams, by enabling technology either to save some time, by asking for and obtaining standard information such as account details from customers; or to save a great deal of time, by handling entire customer interactions. Intelligence built into the system that recognizes words such as "I want to speak to an agent" can enable calls to be switched at any point to a customer service representative for exception handling.

This is what the baseline technology can achieve, but the full benefits can only be realized when this intelligent automation is built fully into processes. At Capgemini, we've been working hard to define and develop interfaces with major enterprise platforms such as SAP, AWS, and Salesforce to enable voice assistants to be tailored to individual corporate purposes.

The second principal application is the handling of outbound calls. In this application, AI voice assistants can contact customers to provide advice, for example, or contact delivery drivers to provide updates when they are en route.

As you might expect, a lot of development work is needed in this area. For instance, at a regulatory level in many countries, outbound voice technology needs inbuilt security to confirm the identity of the person answering the call; and at a practical level, we're working to integrate outbound voice into enterprise systems such as material requirements planning (MRP) and supply chain management solutions to increase its applicability.

Overall, the efficacy of voice assistant technology and in particular, its intelligence, will be the result of continuous improvement. The more iterations there are – the more sample conversations and experience voice assistants can muster – the better able the technology will be not just at understanding the human voice, but at interpreting imperfect input, such as speech from which words are missing, or unclear, or seemingly out of context.

In this field in general as well as in specific areas including finance and healthcare, we're working with the best practitioners in the market, working through typical customer scenarios, identifying pain points, and developing responses.

Text recognition – and beyond

Speech has a corollary in writing, not just as a means of communication, but in terms of human-computer interaction.

Just as voices vary in pitch, pace, tone, accent, and more, so handwriting can differ in a great number of ways, and for machines to understand it, optical character recognition (OCR) systems need to be integrated with smart algorithms and subjected to a great deal of practice before deep learning techniques can start to bear fruit.

It's not just about handwriting, either. Unstructured data in general – which as well as handwriting includes video, audio, image data, and PDFs – is growing at a phenomenal rate. In 2017, IDC forecast that by 2021, at least 50% of global GDP will be digitized.[1] That's a huge amount of data, and Intelligent Process Automation will need to be put to work on much of it – for instance, reading and responding to a handwritten note from a customer who wishes to cancel a subscription, or assessing and processing scanned claims forms.

1 "IDC FutureScape: Worldwide IT Industry 2018 Predictions (IDC #US43171317, October 2017)"

"And that, of course, is the whole point for us of Intelligent Process Automation. It's not just about what's possible – it's also about what's practical, and directly relevant to our clients' needs."

Miroslaw Bartecki
Director, Capgemini's Business Services

A case in point

Several of these intelligent human-computer interactions can be seen at work in a cognitive assistant we recently developed for a client. The aim was to increase the speed and lower the cost of a cash collection process, while maintaining the sense of human engagement – even though the function was now automated.

Our AI-based client solution contacts customers who owe money, making either courtesy calls or telling them payment is overdue. It has been implemented using cognitive NLP, voice transcription, the cloud, microservices, and various modern web frameworks, and it supports 24 languages, including less common ones such as Dutch and Finnish.

The solution has a semantic awareness of people's responses, and notes their promises of payment. It provides a significantly reduced total cots of ownership in terms of both infrastructure and headcount, and because it's cloud-based, it's highly scalable.

Practical intelligence

All such technologies are of course still in development, and over time the benefits are sure not just to increase, but also broaden out and embrace new areas of our clients' operations.

And that, of course, is the whole point for us of Intelligent Process Automation. It's not just about what's possible – it's also about what's practical, and directly relevant to our clients' needs.

Miroslaw Bartecki *is head of Capgemini's Intelligent Automation Lab focused on adopting AI technologies into business services. He leverages the potential hidden in deep and machine learning to increase the speed, accuracy, and automation of processes.*


ANNA CALLS A SERVICE CENTER.
I'D LIKE TO PLACE A NEW ORDER, PLEASE.
COULD YOU GIVE ME YOUR NAME AND SURNAME TO AUTHORIZE THE OPERATION?
YES. IT'S ANNA JOHNSON.
I'VE FOUND YOU ON OUR RECORDS. WE'VE SENT YOU A SECURITY CODE ON YOUR MOBILE. PLEASE COULD YOU TELL ME THE CODE?
YES. IT'S 5521.
AUTHORIZATION CORRECT. WHAT WOULD YOU LIKE TO ORDER?
I'D LIKE TO ORDER SOME COMPRESSED PROPANE.
HOW MANY CYLINDERS WOULD YOU LIKE TO ORDER?
TWO, PLEASE.
THE DELIVERY ADDRESS ASSIGNED TO YOU IS: 262, 11TH AVENUE, NEW YORK. IS THAT CORRECT?
YES
YOUR ORDER HAS BEEN PLACED INTO THE SYSTEM. YOU CAN TRACK ITS PROGRESS USING THE NUMBER 43757. A CONFIRMATION WAS ALSO SENT TO YOUR EMAIL. CAN I HELP YOU WITH ANYTHING ELSE TODAY?
NO THAT'S ALL. THANK YOU.
THANK YOU FOR USING OUR SERVICES. HAVE A NICE DAY!

Intelligent orchestration

Taoufik Amri

Principal, AI and Intelligent Automation, Capgemini's Business Services

Designing human-in-the-loop processes can deliver better outcomes when implementing intelligent automation and artificial intelligence across an organization.

We all know that company performance depends on several factors, and that many of those factors are variable and even non deterministic. If life is prone to inconsistency, so is business. Much of this is because of the unpredictability of human behavior, which is why it is interesting to grasp it with new kind of statistical models provided by what we call today data science.

In data science, building such a model is like assembling gears to create a mechanism that works on data. The only systematic and consistent approach is the scientific method – in other words, an inductive and iterative process. We make assumptions from the data to explain the fluctuations and correlations we observed, and then identify the models that could reproduce these observations.

We then have to check the assumption by testing it on new data that hasn't been used during the learning step, and if the hypothesis is wrong, we have to follow this process again and again until we can construct a good model. This process reveals a kind of chicken and the egg dilemma between data and model – data is needed to determine the model, and the model is necessary to leverage the data and to reveal its value.

Machine learning

An important aspect of these techniques is machine learning. Also called statistical learning, this is traditionally defined as a form of artificial intelligence (AI) that enables computer systems to learn without being explicitly programed. Contrary to natural intelligence, it needs a huge amount of data from which to learn from itself. A child learns to identify cats and dogs with only a few examples; "deep learning" algorithms would need many, many more.

In and of itself, machine learning doesn't play an important role in analyzing business processes. It is more about analytics applied to data logs in order to reveal the real orchestration of business operations that embody a complete IT system. The purpose of machine learning is to automate a task that is only a node in a business process, which could be represented by a graph connecting several nodes. Indeed, this is one of the main outcomes of process mining.

A process mining solution can be applied to the event logs that will reveal a full and accurate picture of the business process – not the process described in the manual, nor the process as perceived either by management or by individual front-line staff, but the actual process, with all its secret add-ons, workarounds, shortcuts, dead-ends, and compromises. This is, in fact, the starting point of any business transformation initiative.

First – ESOAR

When faced with the complicated reality of real-world processes, the first thing to do is to apply a series of measures in a defined sequence, starting with the elimination of wasteful tasks, before redesigning and automating those that remain. Capgemini's approach is the ESOAR (Eliminate, Standardize, Optimize, Automate, Robotize) methodology.

It's important to note here that, while the ultimate aim with intelligent automation may be to introduce Automate and Robotize measures, the actions to Eliminate, Standardize, and Optimize must be applied first, based on business knowledge and analytics derived during the process mining stage.

People or machines?

Capgemini's proven methodology for deciding between human and machines comprises three steps:

- Identifying tasks that can be performed better and/or faster with AI
- Measuring the value that AI can add
- Designing human-in-the-loop solutions when the expected efficiency is not reached by machines alone.

With a probabilistic approach, we can take into account all possible errors, and use mathematics to assess the process efficiency of a given human-in-the-loop solution. We can then show that the process efficiency is better than the machine-only process, while keeping the cost much lower than the person-only process. A large French insurance company provides a real-world case in point .

Better together

The introduction of automation and AI is often regarded these days as synonymous with the large-scale replacement of people with machines.

As I have argued above, this won't necessarily be the case. It is often possible to orchestrate activities between people and machines; in fact, it's not only possible, but preferable, as machines are unable to reach the same efficiency as humans for some tasks. By developing models and frameworks that reengineer processes for the digital age, we can deliver business outcomes that are better than could be achieved by either machines or humans on their own.It's a different vision, which – as is so often the case at Capgemini – is rooted in practicality and circumstances in our bid for operational excellence for our clients.

Finally, that's not all, it's also an optimistic vision that helps organizations meet their obligations not just to their customers and to their balance sheets, but also to wider society by keeping humans in the loop.

Taoufik Amri *helps Capgemini's clients implement intelligent automation into their business processes – identifying tasks that can be performed better and/or faster with AI, measuring the value added by AI with advanced quantitative business process models, and designing human-in-the-loop solutions.*

Digital transformation – long-term strategy vs. short-term need

Lee Beardmore

Vice President and Chief Innovation Officer, Capgemini's Business Services

Sometimes, businesses can't afford to wait for the comprehensive benefits of large-scale and long-term digital transformation. They need solutions now – why shouldn't they?

At Capgemini, we believe in holistic thinking. We work closely with multinational and global enterprises to create sustainable strategies for the development of their organizations. Our approach is built on methodologies such as our Digital Global Enterprise Model (D-GEM). It's an approach that's designed to address the fundamental shift that digital transformation represents.

It is, we believe, ideal. However, there's one area that can sometimes be overlooked – but, in fact, needs careful consideration..

Short-term, real-world needs

We all know the real world is itself far from ideal. Sure, companies may want a big-picture business model that embraces every aspect of their operations – but they don't always have the luxury of time in which to see that model realized. They often also need smaller, incremental changes – and they need them fast.

This is why robotic process automation (RPA) has gained such traction. It's seen as a quick fix to specific and individual problems. Sometimes, that's just what RPA can do – but on other occasions, it's introduced mainly out of no more than optimism and a sense of urgency.

That's not to say that quick fixes should be always be regarded with suspicion. When someone shouts "Fire!" you don't consult a manual – you grab a bucket. Urgent business issues need immediate answers, which is why technology vendors are responding to cries for help with a range of products and services that include but are not limited to RPA.

For example, consider invoice processing. This is a functional area for which the application of RPA is often instinctive. But many organizations are finding significant improvements to outcomes can be achieved more rapidly and cost-effectively simply by introducing intelligent document processing. Fully automated processes may deliver even better results – but when the need is urgent, most of us would subscribe to the 80/20 principle, and go with what's going to start turning things round fastest.

Two-speed transformation

We're practical people at Capgemini, and clearly, we recognize all this. But that doesn't mean our broader thinking is in any way compromised. Far from it. Instead, we see transformation taking place on two levels – on the tactical as well as the strategic – a two-speed transformation, if you like.

Continuing our invoice processing example, if e-invoicing is the strategic target, then tactical transformation can deal with the pressure of today and prepare a pathway to the strategic target of tomorrow. They don't need to be mutually exclusive. Any waste generated by the tactical transformation is warranted and accepted, as it helps drive incremental benefits.

Fixes such as RPA and document processing needn't be isolated siloes of change. They can and indeed should instead form part of a bigger picture – a picture that has its own guiding logic and sense of direction, but that nonetheless is sufficiently flexible to accommodate practical workarounds when the situation warrants it. As long we maintain a rigorous focus on alignment within an enterprise-wide model, there's no reason why these two levels should be distinct from one another.

Each individual change that is made can contribute to the enterprise-wide transformation. It shouldn't stop at invoice processing. This new operational pattern can be applied to other areas of finance – and then followed by HR, Legal, supply chain, and customer services. The individual application of RPA, or of document processing, or of other technologies all act as examples that can lead to further adoption, which is limited only by our imagination of where transformation can be applied.

In short, the demands of the here-and-now needn't create inconsistencies that will cause problems later. With the right model – a model that's comprehensive, but that's also real world and flexible – we can incorporate solutions that answer our immediate needs, while moving us further on our digital transformation journey.

The big, long-term picture, and the short-term detail. They needn't be mutually exclusive.

Lee Beardmore *has spent over two decades advising clients on best strategies for technology adoption. More recently, he has been leading the push in AI and intelligent automation for Capgemini's Business Services. Lee is a computer scientist by education, a technologist at heart, and has a wealth of cross-industry experience.*

"With the right model – a model that's comprehensive, but that's also real world and flexible – we can incorporate solutions that answer our immediate needs, while moving us further on our digital transformation journey."

Lee Beardmore
Vice President and Chief Innovation Officer, Capgemini's Business Services

Smarter supply chains

Dharmendra Patwardhan

Global Head of the Digital Supply Chain Practice, Capgemini's Business Services

Intelligent process automation can solve problems – and also create opportunities – in the supply chain.

Picture a major soft drinks operation. This entity you have imagined consists of a company that owns the brand and makes the concentrate, and a number of other companies, acting in the manner of a consortium, who bottle and distribute the end product. Let's say the consortium decides to run a price promotion of 97 cents per can, against the usual price of a dollar. The potential problem with this promotion is that individual bottlers have different systems, and some of them may not recognize a single can as an entity – in which case, the promotion will either be applied inaccurately, or it won't run at all.

Now let's say it's not the consortium running the promotion, but an individual bottler – or even that it's one specific regional sales team for an individual bottler.

In all these cases, what we might call standard automation could be introduced to handle all the discrepancies created by the thousands of three-cent claims from retailers. But intelligent automation would approach the problem in a different way. It would create a consistent platform, and not allow a unit price to be acted upon unless it resides in the system. This eliminates the need to have a large team correcting master data or handling claims.

In short, the difference between the two approaches is that standard automation addresses the problem after it's happened, whereas intelligent automation looks for areas of inefficiency, and addresses them up front. What's more, the standard approach may act on a few transactions and automate them imperfectly, creating a magnifier effect on far more transactions further down the line.

It's clear, then, that intelligent process automation is rooted in practicality. It's not about technology looking for an application: it's about looking first, and in detail, at processes, addressing issues, and streamlining tasks, before automation and robotization technology is brought into the picture. Capgemini's sequential methodology – Eliminate, Standardize, Optimize, Automate, and Robotize (ESOAR) – is especially relevant here.

Order validation

Here's another example. Major organizations process orders in one of two ways: either manually, by responding to emails or PDFs; or via electronic data interchange (EDI), which is of course a form of automation in itself from their customers.

However, EDI's ability to automate is not limitless. For example, individual products have ID codes, and the code assigned to an item by the customer may not be the same as that assigned by the manufacturer or supplier. As with our soft drinks example, there is scope in such cases for error or disruption, because all EDI is doing is pushing data indiscriminately through the system.

At Capgemini, we've employed intelligent process automation in one real-world client case to address this problem, by deliberately breaking the natural flow of EDI, passing the order information through a business rules engine. This order validation engine creates a common and consistent data set – as before, which prevents a problem getting into the system or process up front, rather than having to deal with the issues it causes later downstream.

"Intelligent process automation is rooted in practicality. It's not about technology looking for an application: it's about looking first, and in detail, at processes, addressing issues, and streamlining tasks, before automation and robotization technology is brought into the picture. Capgemini's sequential methodology – Eliminate, Standardize, Optimize, Automate, and Robotize (ESOAR) – is especially relevant here."

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Global Head of the Digital Supply Chain Practice, Capgemini's Business Services

Demand planning

Intelligent process automation doesn't just provide a way to address problems in advance: it can also enable supply chain developments that weren't possible before.

For example, demand planning conventionally depends on sales history. When you know how well a product has sold before, in different geographies and at different times of the year, you can make predictions about future demand.

But when you're bringing a new product to market, there is by definition no sales history. It's difficult to make forecasts.

Capgemini's proprietary approach uses intelligent process automation to bring together statistical models and machine learning tools so as to create a means of analysis in such instances. The majority of new products aren't completely new territory for an organization. They are iterations of, or extensions to, other stock keeping units (SKU). They are, in short, more often than not joining a pre-existing product family. Our proprietary approach extrapolates data from similar, relevant SKUs, and leverages this data to compare the forecast and the actual sales history to enable the planner to make a data-based informed decision of the sales forecast for the new product. This gives planners a statistical frame of reference that wasn't available to them before.

Promotion planning

Another area in which intelligent process automation comes into its own is promotion planning.

This is an area of especial importance in consumer goods and over-the-counter pharmaceuticals, because promotions account for a significant proportion of overall revenue.

We have found that companies in these markets have tended not to keep libraries of past promotions. They haven't logged the last few years of promotions – the nature of the offer, and its expected and actual effects on sales – and because of this, they can't be confident of the uptick they can expect on future planned incentives.

Capgemini has been able to revisit historical sales data and apply machine learning techniques to gauge forecasts against reality – and thereby to create a library that didn't exist before. Armed with this, organizations have real data on which to make decisions about future promotions, and to decide in each case whether the balance should tip towards the instinctive caution of the finance team or the characteristic optimism of people in marketing.

Problems and opportunities

We've always prided ourselves at Capgemini on the practicality of our approach. The methodologies we apply, and the processes and tools we employ, are not rooted in pure theory, but in principles derived from real business cases.

Capgemini's Intelligent Process Automation is the latest such development. It's about the application of digital transformation principles to specific individual scenarios – enabling us, in the supply chain and in other areas of the enterprise, not just to solve perennial problems, but to create exciting opportunities for innovation and growth.

> *"The methodologies we apply, and the processes and tools we employ, are not rooted in pure theory, but in principles derived from real business cases. Capgemini's Intelligent Process Automation is the latest such development."*
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> Global Head of the Digital Supply Chain Practice, Capgemini's Business Services

Dharmendra Patwardhan *is responsible for developing offers and capabilities for transforming supply chain operations that drive tangible business outcomes for Capgemini's clients.*

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Demand Planning

To meet today's supply chain challenges, many businesses are leveraging intelligent automation, artificial intelligence, and improved analytics to reimagine the customer experience and **improve operational processes.**

Capgemini's Demand Planning offering puts your customers at the very center of our solution, opening your channels to new, innovative business models that can unlock value across your business, including:

- **Reduced working capital**
- **Improved customer service**
- **Increased productivity and scalability**
- **Enhanced agility and transparency**
- **Improved responsiveness**

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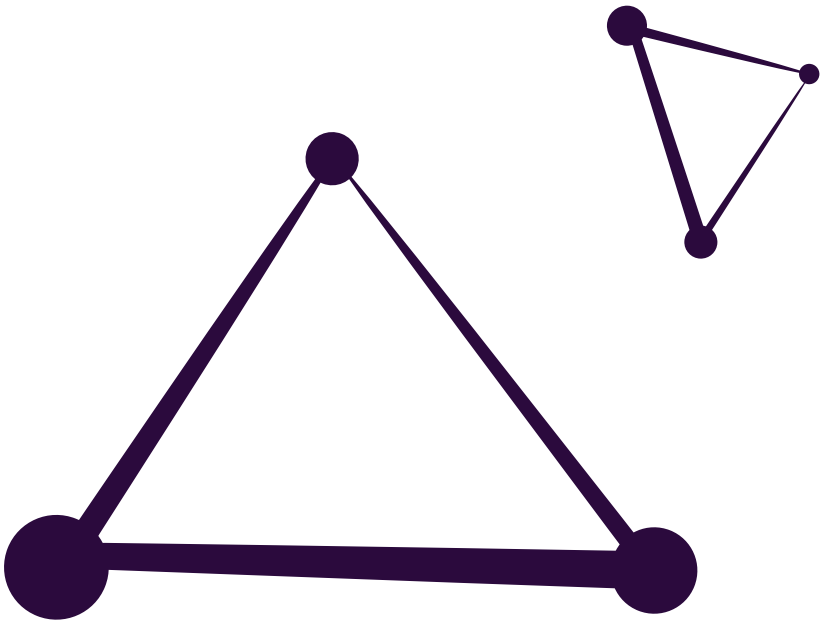

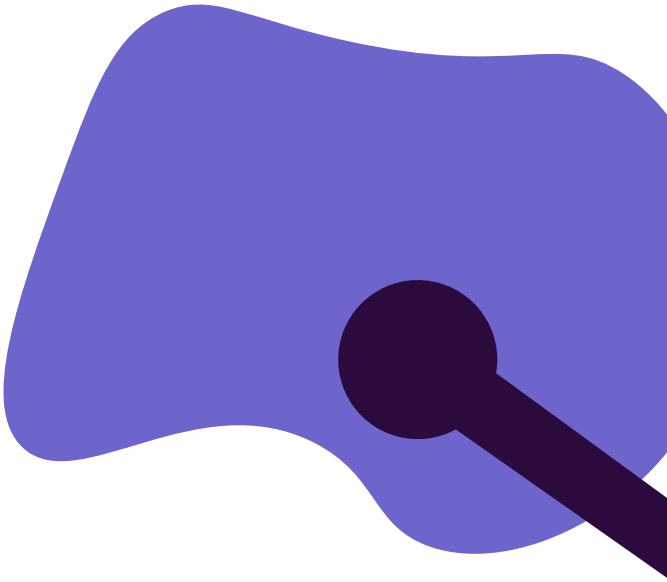

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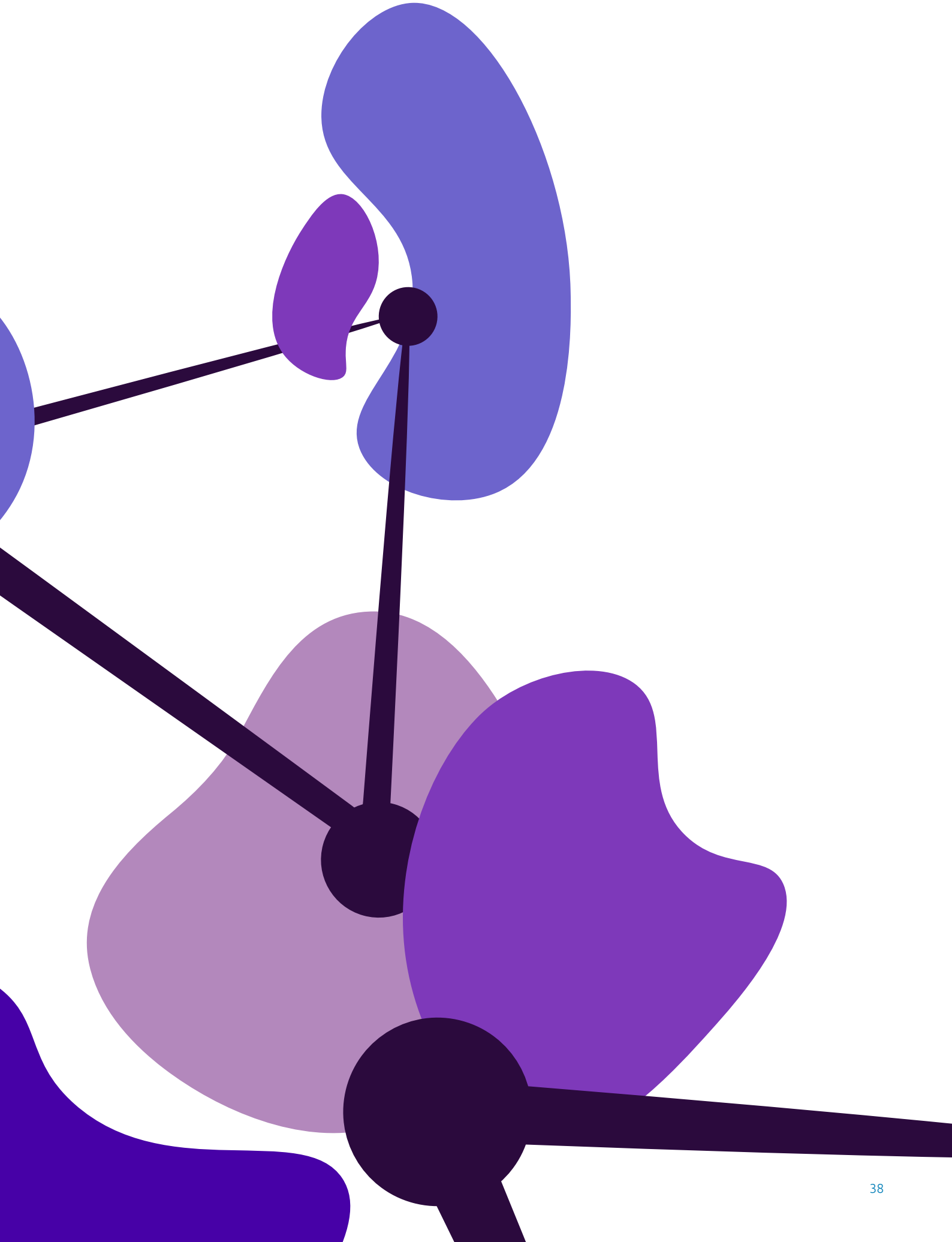


Future-proofing BlueScope's finance function

Andrew Watson
Procurement Manager, BlueScope Australia

Stephannie Jonovska
Manager Finance Transformation, BlueScope Australia

Innovation Nation talks to Stephannie Jonovska (Manager Finance Transformation, BlueScope Australia) and Andrew Watson (Procurement Manager, BlueScope Australia) about BlueScope's transformation journey to implement automation across it's F&A processes, leading to standardized operations and improved productivity.

Hello Stephannie and Andrew – great to have you with us. Could you start by giving a brief history of BlueScope and your relationship with Capgemini?

Andrew Watson | Hello. Good to be here. BlueScope Steel was initially part of BHP Group Limited – an Anglo-Australian multinational mining, metals, and petroleum company. In 2002, BHP Steel divested from BHP and later became BlueScope. Being a very small steelmaker on a global scale, BlueScope focused heavily on value-added products for the building and construction markets.

BlueScope is now the largest steel maker and the only flat products producer in Australia and New Zealand. We're also a very significant building products manufacturer in both countries. We have large manufacturing operations in Australia, New Zealand, China, South East Asia, and the USA. Globally, we're the third largest producer of Zinc/Aluminium coated steel products and the third largest producer of painted steel products for the building and construction industry.

We partnered with Capgemini in 2002 just after our divestment from BHP, setting up a shared services center in Adelaide. Following a number of contract extensions and service models, our finance and accounting (F&A) services are now delivered from Capgemini's Bangalore center.

Could you summarize the work you've done with Capgemini to transform your finance function?

Stephannie Jonovska | Yes, of course. BlueScope was struggling to bring efficiency into its F&A processing. As an example, we were operating on four different ERPs and had 73 different ways to pay an invoice within accounts payable (AP) processing. The inefficiency and complexity of our highly manual AP processes had resulted in a backlog of 24,000 invoices, as well as incorrect, duplicate, and delayed vendor payments.

We urgently needed a technology-agnostic partner with an established history of supporting process optimization and efficiency, and chose Capgemini to manage the centralization and industrialization of our F&A processes based on the mutual trust and history of success we've enjoyed from our longstanding partnership. Capgemini's solutions have leveraged best-of-breed transformational methodologies to streamline and standardize our F&A processes before implementing automation.

Andrew Watson | Through collaborating with Capgemini, we're on a journey of transforming our F&A operations, which is resulting in optimized operations and improved productivity at reduced cost. This is also enabling us to deliver benefits to our customers and suppliers. We now have greater control over and visibility into our F&A processes, which ultimately means we can see where the next opportunities are and we're better prepared for the future.

delivery to Bangalore opened our eyes to what Capgemini was doing with other clients, the possibilities for automation around better service delivery, and the improvement that comes with doing things accurately and on time, let alone reducing cost.

Now, our finance function is leading the way in terms of BlueScope's corporate functions, because others in the business – for example in HR – are now saying: "What is this robotics? Why aren't we doing this kind of stuff?"

How did you approach the transformation and what were some of the methodologies you used?

Stephannie Jonovska | Well to give you some background, Capgemini actually started our transformation journey. Partnering with Capgemini in the process of offshoring opened our eyes to what good looks like on a global scale through leveraging their experience with global clients, global capability, and technology partners. In fact, my role was co-created in the backseat of a taxi in Bangalore after my then CFO had just come out of a robotics demonstration by Capgemini saying: "Wow! We're so behind the times. We need to invest in capability and capacity to do some of these things."

So we leveraged Capgemini's ESOAR methodology to look at how we can transform our operations through applying Eliminate, Standardize, Optimize, Automate, and Robotize steps to streamline our finance processes. This is not just to get to a stage where we can do all the cool stuff around robots, but it's also to initiate a culture of challenging and pushing our systems in the essential – but low value-added tasks – such as journals and reconciliations.

Andrew Watson | At BlueScope, we talk about "Now. Near. Next." With the Capgemini lens, the "Now" is optimizing the system we've got and have invested in, the "Near" is process automation (including robotic process automation), and the "Next" is things like machine learning and artificial intelligence (AI). Two years ago, we didn't really know what AI was and how it could help us, but now we've implemented it across our AP function, using intelligent character recognition (ICR) to extract the core data from our invoices and machine learning to build up a library of patterns that it applies to future invoices. The results couldn't be clearer – not only has it further streamlined our operations and added extra controls, but it's really taken our manual, labor-intensive processes and transformed them into something that really adds value to the business.

Stephannie Jonovska | And the last part is people. The partnership with Capgemini is taking our people on a journey towards task elimination, rather than role elimination. For example, one of our team who's been with the organization for 30 years recently watched our robotics video and said: "This is a beautiful thing." The more we expose our people to technology, get them involved in the process and testing, the more it will set us up for future innovation in digital. So, we're not quite there yet – but we're getting there.

Andrew Watson | Our finance transformation story is really about our finance function catching up with the rest of the business. BlueScope is a very engineering focused organization, and we've done a lot of work around taking cost out, automating and streamlining processes to make them more efficient in the physical process space. In fact, we've had robots on our plants since the 1990s.

This was always the frontier of our innovation work, and it was always a bit beyond us to look at improving the actual systems and functional processes in finance. However, shifting our service

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>
> **Andrew Watson**
> Procurement Manager, BlueScope Australia

Could you talk more about how BlueScope and Capgemini are building a collaborative work environment and cultural association?

Stephannie Jonovska | Yes, absolutely – this is a really important aspect. Capgemini runs cultural communications training between our teams in India and Australia to understand our cultural similarities and differences, and how to best communicate with each other. We also invest in visits, making sure we understand our people, understanding their drivers, identifying any pain points, and learning how we can make working for BlueScope a very attractive proposition for such great talent that exists in Bangalore.

Andrew Watson | Outsourcing doesn't lways have such a great reputation, where people have had bad experiences with Telco providers, banks, or other service-oriented industries. This naturally plays out in our own business, with people's preconceptions, as well as with our customers and suppliers, and we're constantly working hard to make sure that our people are aware of the many great results, so that when issues arise – it's not their only reference point, they can actually put it in perspective. Part of this is cultural awareness, but mainly it's about not allowing an us-and-them culture to develop – we are one team.

Stephannie Jonovska | This is something that comes with strong leadership. And when we say collaboration, it doesn't mean we're afraid to respectfully challenge or have frank conversations, as that is important to hold each other to account. But it all comes down to strong leadership and it's an ongoing journey for a successful partnership.

You've talked about your "Now. Near. Next" mantra. What does the future hold for BlueScope's finance transformation?

Stephannie Jonovska | Well, once we're really comfortable with robotics, the next level is around the further application of AI, machine learning, and the high level of data analytics that comes with it. As the amount of data and information that will need to be analyzed increases, we basically need to keep doing more with the same number of people. To be competitive and remain ahead of the curve, we need to leverage our partnerships to do this on a much larger scale.

Again, it's about the journey of our people and making sure that they are aware, upskilled, and keen to change their roles. We're not waiting for the "Next" part of our digital transformation to do this – we're starting this cultural shift now. For example, we're giving people exposure by being part of a proof-of-concept in RPA and getting them to run projects around ESOAR. In doing this, we're building our capability internally in terms of transformation both from a robotics perspective but also in building our data analytics capability.

Andrew Watson | But just to add to all this, one of the biggest challenges facing most businesses today is, how do you better use all the data you've got. Data collection is becoming easier and cheaper, systems and sensors capture and store more data, and there are many external sources of data that could greatly assist businesses if they were able to pull it all together and understand the signals. You can stick cameras on to so many things these days to interpret images and give feedback. For example, we recently set up a process where we're using a camera and intelligent software to detect that steel coils are restrained properly on railway wagons and can't come off during the journey.

So, businesses have to get a lot better at using the data at their disposal, and that doesn't mean people having to trawl through reams and reams of information to create reports. It's about having smart analytics and robotics to join the dots from disparate data sources, point out the trends, provide information, and gain intelligence through analysis.

Stephannie Jonovska | My vision for the future is that finance people don't just do the month-end, but move towards doing coding and creating ideas. I'd like to get to a place where our people are using their time to really think – driving decisions, being creative, coming up with new ways to improve things. So, driving action – not just value add – will be a game changer instead of spending 5–10 days doing month-end, budgets, forecast, and reconciliations.

Andrew Watson *heads up the procurement function for BlueScope Australia, and leads BlueScope's global procurement category management and supply chain initiatives.*

Stephannie Jonovska *is helping to create BlueScope's finance function of the future by leveraging data and technology, optimizing core business processes and systems, and developing the capability to ensure it meets the organization's current and future needs.*

> *"My vision for the future is that finance people don't just do the month-end, but move towards doing coding and creating ideas."*
>
> **Stephannie Jonovska**
> Manager Finance Transformation, BlueScope Australia

SunPower redefines its customer experience for the digital age

SUNPOWER | Capgemini

By partnering with Capgemini, SunPower standardizes and optimizes its customer service operations to drive efficiency and improve customer experience

Committing to customer service innovation

As one of the world's most innovative and sustainable energy companies, SunPower provides a diverse group of customers with cutting-edge solar technology.

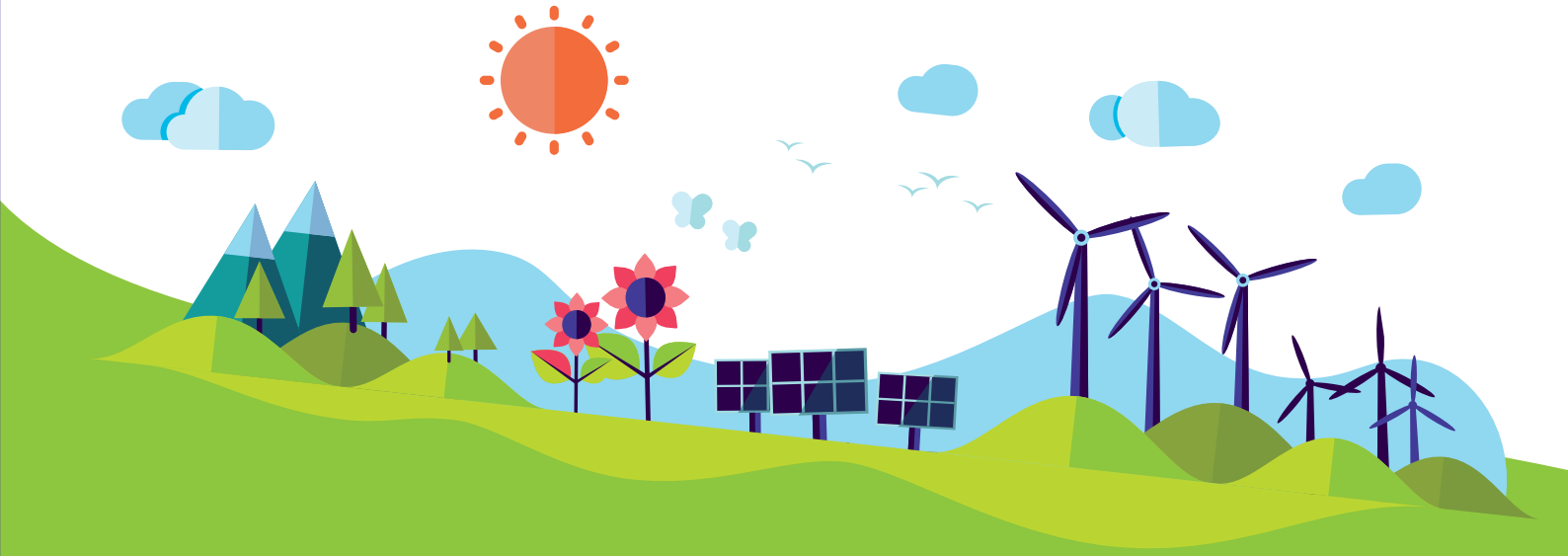
Residential customers, businesses, governments, schools, and utilities around the globe rely on SunPower's more than 30 years of proven experience. From the first flip of the switch, SunPower delivers maximum value, superb performance, and peace of mind throughout the long life of every solar-powered system.

Throughout its history, SunPower has made a point of investing in innovation to create a superior customer experience. In 2009, SunPower expanded its business into new markets within Europe, which required a new array of services and capabilities.

To accommodate this growing customer base, the organization launched a transformation project to implement new customer service processes that would enable it to offer a best-in-class consumer experience and fulfill requests regardless of the region. This meant optimizing operations to meet rising demand and expanding its employees' ability to provide multilingual support.

SunPower selected Capgemini as its partner for this project based on the Group's long history of innovative customer support solutions. This partnership combined SunPower's long-term vision and knowledge of the industry with Capgemini's technical expertise and transformation capabilities to create a new level of customer engagement.

The collaborative effort led to an end-to-end transformation of SunPower's customer service processes that provided support in eight European languages across a variety for pre-sales, sales, and after-sales operations. The solution covered lead-to-opportunity, order-to-delivery, and issue-to-resolution to add substantial flexibility and improved customer satisfaction.



Taking the next step on the transformation journey

SunPower was far from finished with transformation. In 2018, based on the existing relationship between the organizations and the lasting success of its previous engagement, SunPower once again engaged Capgemini to pursue its vision of industry-leading customer experience.

Following in-depth exploration and analysis of SunPower's processes, the partners understood the need for enhanced efficiency, process harmonization, and operational simplification, and identified a number of opportunities to improve the capabilities of its customer service teams.

The transformation team agreed that a process standardization and restructuring SunPower's teams would provide the most impactful way of fulfilling its objectives, leveraging a collaborative approach to creating a new and optimized customer service function. This is just one example of how well the collaboration and mutual trust between the partners was working.

Optimization generates efficiency and effective support

Capgemini began the transformation process by applying a pair of proven methodologies in unison DMAIC and ESOAR.

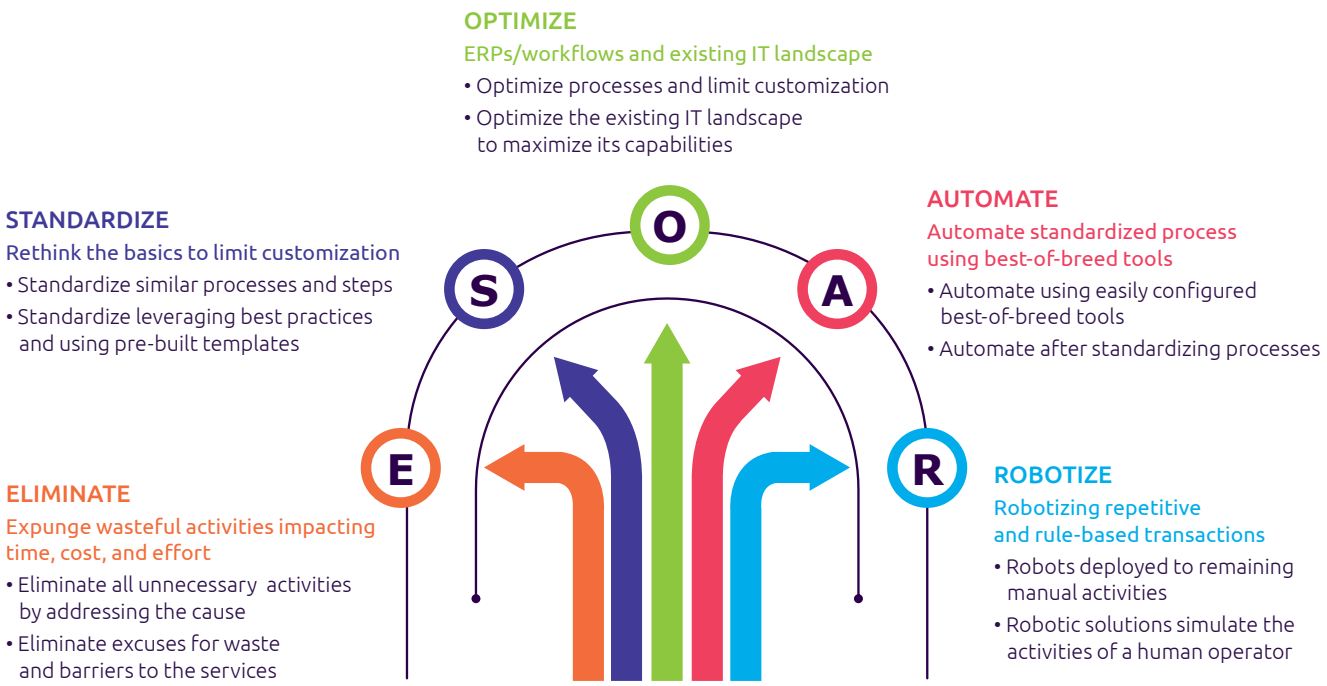
DMAIC (Define, Measure, Analyze, Improve, Control) identified enhancement opportunities within SunPower's existing operations that prepared the organization for implementation of a new, more effective approach. This enabled the project team to define delays caused by coordination between different teams, inefficiencies caused by miscommunication or a lack of partner and stakeholder knowledge, and opportunities for quality assurance (QA) improvements. The team monitored the performance of the newly structured teams and processes, redeploying employees to perform more value-added tasks in the areas of analytics and continuous improvement.

Capgemini's ESOAR (Eliminate, Standardize, Optimize, Automate, Robotize) methodology identified several activities within SunPower's existing customer service processes that could be eliminated. The partners were also able to reduce the excessive number of quality checks and non-value-added steps in the lead management process. Once the processes had been standardized, the project team optimized them by creating new process documentation, revising the email template for lead management, and defining the average QA task handling time.

Once these efforts had concluded, SunPower and Capgemini optimized the new ways of working by updating the workload reports to reflect new handling times and team structure. In addition, the organizations reviewed the grade mix and introduced more effective telephony technology to manage call monitoring. The team was then able to create a proposal for the application of automation to trigger automatic emails from their customer relationship management (CRM) system to leads, and develop a web-lead form that gathers information as the first step of lead management.

All of the work done to this point has prepared SunPower and Capgemini to pursue additional solutions in robotics, which represents the next step of this successful partnership.

ESOAR methodology



Enhanced efficiency and improved customer experience

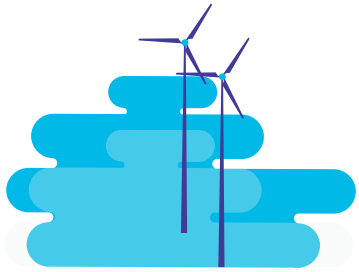
Through their partnership, SunPower and Capgemini have achieved a wide variety of improvements that added more value, including:

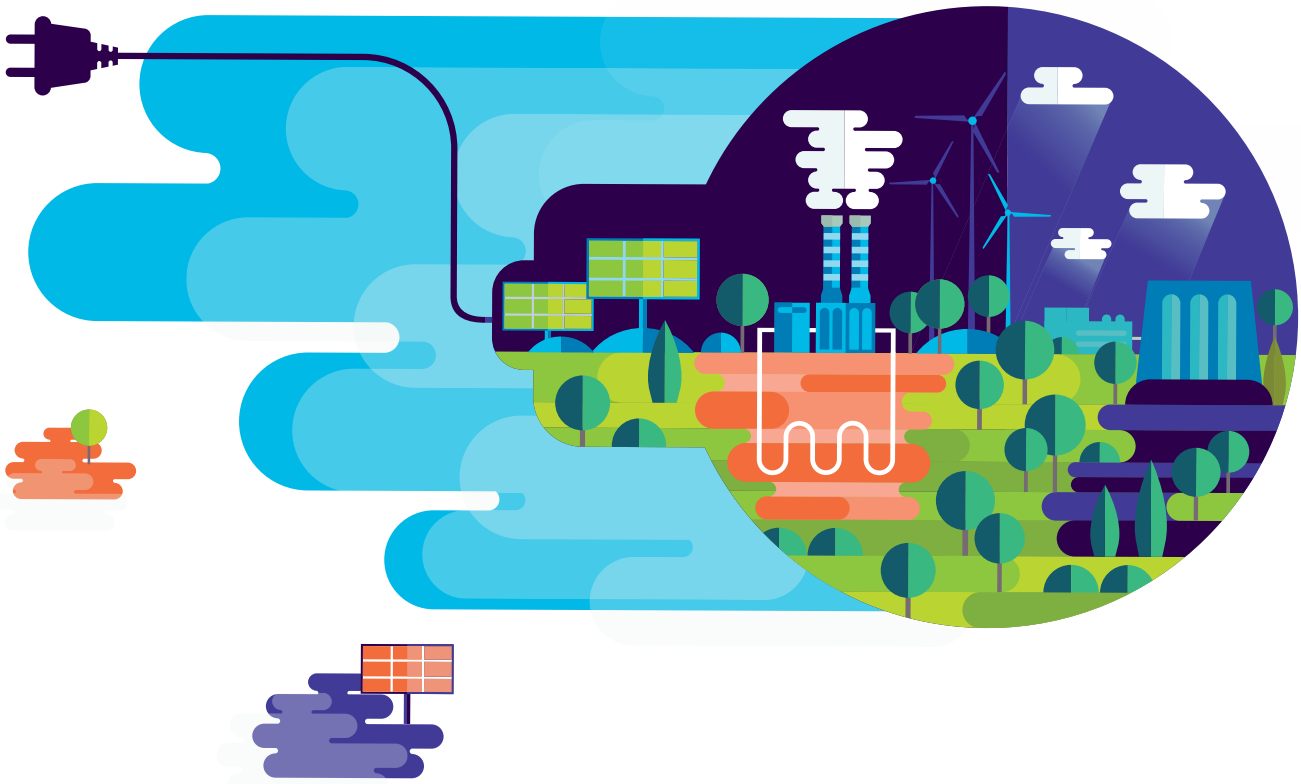
- 55% reduction in the average resolution time of return material authorization (RMA) cases from 44 to 20 days, resulting from improved coordination between teams, optimized processes, and expansion of the customer support team's scope
- 89.5% to 93% increase in agent's good/excellent knowledge ratings
- 25% growth in the volume of transactions handled by the same number of employees
- Reduced random quality checks and increased efficiency
- Elimination of consultations with the technical support team
- Four FTEs redeployed to higher-value tasks.

Throughout the history of the partnership, SunPower and Capgemini have demonstrated a continual commitment to enhancing the customer experience and optimizing services. With these latest efforts in 2018, the organizations have delivered industry-leading achievements that will enable them to pursue other innovations such as robotics and increased automation solutions.

With the partners continuing into the future as a single, unified team, SunPower remains on the cutting edge of customer service innovation.

> *"SunPower and Capgemini have delivered industry-leading achievements that will enable them to pursue other innovations such as robotics and increased automation solutions."*





Capgemini named as a Leader for Cloud and Multi-Process HR Services by NelsonHall

Capgemini recognized by NelsonHall's Evaluation & Assessment Tool (NEAT) Report for Cloud and Multi-Process HR Services.

Capgemini has been recognized as a Leader in NelsonHall's NEAT Report for Cloud and Multi-Process HR Services for its capabilities and strengths in the following areas:

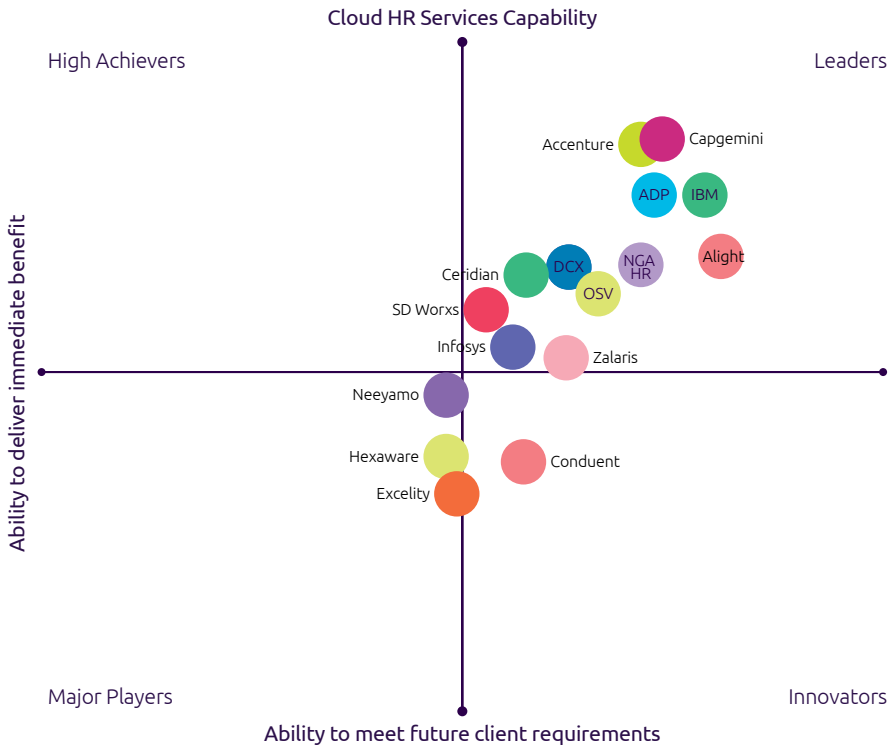
- End-to-end capabilities for cloud and multi-process HR services from concept to execution
- Focus on incorporating digital developments into its HR services, including Digital Employee Operations, Digital Helpdesk, and Digital Learning Operations
- Emphasis on creating a business case for transformation to the cloud through post deployment HR BPaaS support
- Heavily leveraging next-generation technological innovations, including robotic process automation, chatbots, machine learning, and artificial intelligence.

NelsonHall's NEAT is a method by which strategic sourcing managers can evaluate service providers and is a part of NelsonHall's Speed to Source initiative. The NEAT tool assesses service providers against their "ability to deliver immediate benefit" to buy-side organizations and their "ability to meet client future requirements," which is a pragmatic evaluation of the service provider's ability to take clients on an innovation journey over the lifetime of their next contract.

Pete Tiliakos, Principal HR Services Analyst with NelsonHall, said: "Capgemini was recognized as a Leader for its overall cloud and Multi-Process HR capability, which can support clients with platform selection, deployment and beyond, through its comprehensive HR outsourcing model. With extensive experience in deploying the latest cloud HCM solutions, continued investments, and a focus on developing digital transformation enablers, its HR BPaaS offering is well positioned to support both current and future client needs."

Anis Chenchah, CEO of Capgemini's Business Services and member of the Group Executive Committee, said: "We are delighted to be recognized as a Leader in NelsonHall's NEAT report for Cloud and Multi-Process HR Services. It reflects Capgemini's ability to satisfy its client and partner eco-system worldwide with the power of integrated services and platform solutions. Digital Employee Operations follows our advise-digitalize-operate approach allowing us to shape the future of business operations for our clients, using intelligent automation to deliver outstanding value."

Mult-Process HR Services



> *With extensive experience in deploying the latest cloud HCM solutions, continued investments, and a focus on developing digital transformation enablers, Capgemini's HR BPaaS offering is well positioned to support both current and future client needs."*

Pete Tiliakos
Principal HR Services Analyst, NelsonHall

Everest names Capgemini a leader in finance and accounting outsourcing

Capgemini recognized in Everest Group's PEAK Matrix™ for Finance and Accounting Outsourcing Services.

Capgemini has been positioned as a Leader in Everest Group's PEAK Matrix™ in Finance and Accounting Outsourcing services due to its "strong expertise and capabilities across procure-to-pay (P2P), order-to-cash (O2C), and record-to-report (R2R) processes, with strong penetration in the manufacturing sector."

Evaluating 24 service providers based on vision and capability along with market impact, the report also acknowledged Capgemini's "revamp from Global Enterprise Model (GEM) to Digital Global Enterprise Model (D-GEM) – a flexible platform based architecture to guide its clients through their digital transformation journey."

Everest Group's PEAK Matrix™ assessments provide the analysis and insights enterprises need to make critical selection decisions about global services providers, locations, products, and solutions within various market segments. Providers of these services, products, and solutions, look to the PEAK Matrix™ to gauge and calibrate their offerings against others in the industry or market.

Shirley Hung, Vice President, Everest Group, said: "Capgemini has an ecosystem of digital solutions, including intelligent automation, chatbots, and advanced analytics that leverage both proprietary and third-party tools. What sets apart Capgemini is its strong methodologies and frameworks, such as ESOAR and D-GEM – a platform-based architecture, which it leverages along with its digital capabilities to help clients through their transformation journeys."

Carole Murphy, Global Head of Capgemini's Finance Powered by Intelligent Automation Practice said: "We are delighted to be recognized as a Leader in Everest Group's PEAK Matrix™ in Finance and Accounting Outsourcing services (FAO). In an extremely fast paced, digital and data driven environment, transformation can be complex for organizations looking to streamline their finance operations. Capgemini is committed to keeping its customers at the heart of its services, in order to meet their business challenges, globally, to gain a competitive advantage, reduce costs, and drive innovation."

> *What sets apart Capgemini is its strong methodologies and frameworks, such as ESOAR and D-GEM – a platform-based architecture, which it leverages along with its digital capabilities to help clients through their transformation journeys."*
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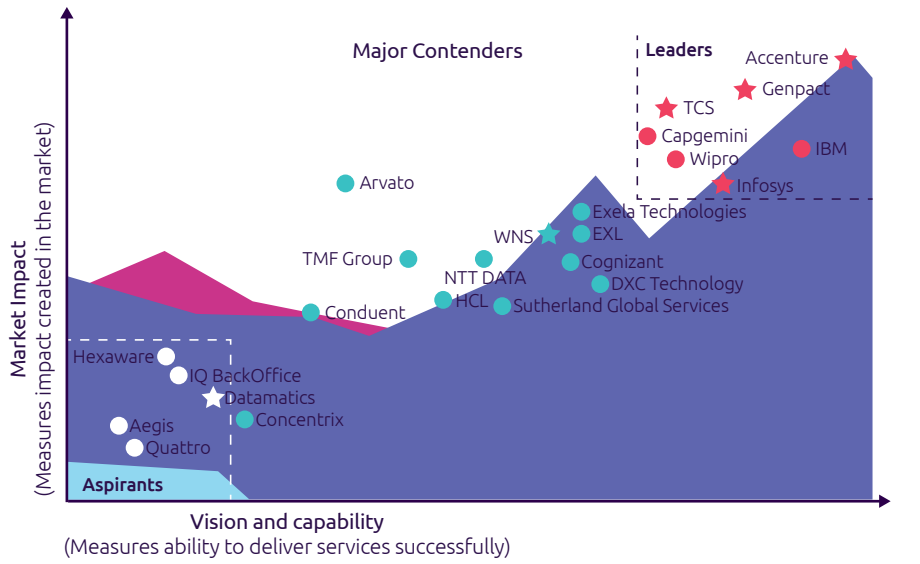
> **Shirley Hung**
> Vice President,
> Everest Group

Everest Group Finance and Accounting Outsourcing (FAO) Service PEAK Matrix ™ Assessment 2019



Leaders · Major Contenders · Aspirants · Star Performers

Capgemini wins the 2019 Artificial Intelligence Excellence Award

Capgemini was chosen as the overall winner for its "Cash Collections Assistant" – a human-like voice collector that responds quickly to customers in 24 languages.

Organized by the Business Intelligence Group, the inaugural Artificial Intelligence Excellence Awards program recognizes organizations, products, and people that bring artificial intelligence to life and apply it to solve real problems. Nominations were received and winners were chosen in all four of the categories of AI including Reactive Machines, Limited Memory, Theory of Mind, and Self-Awareness.

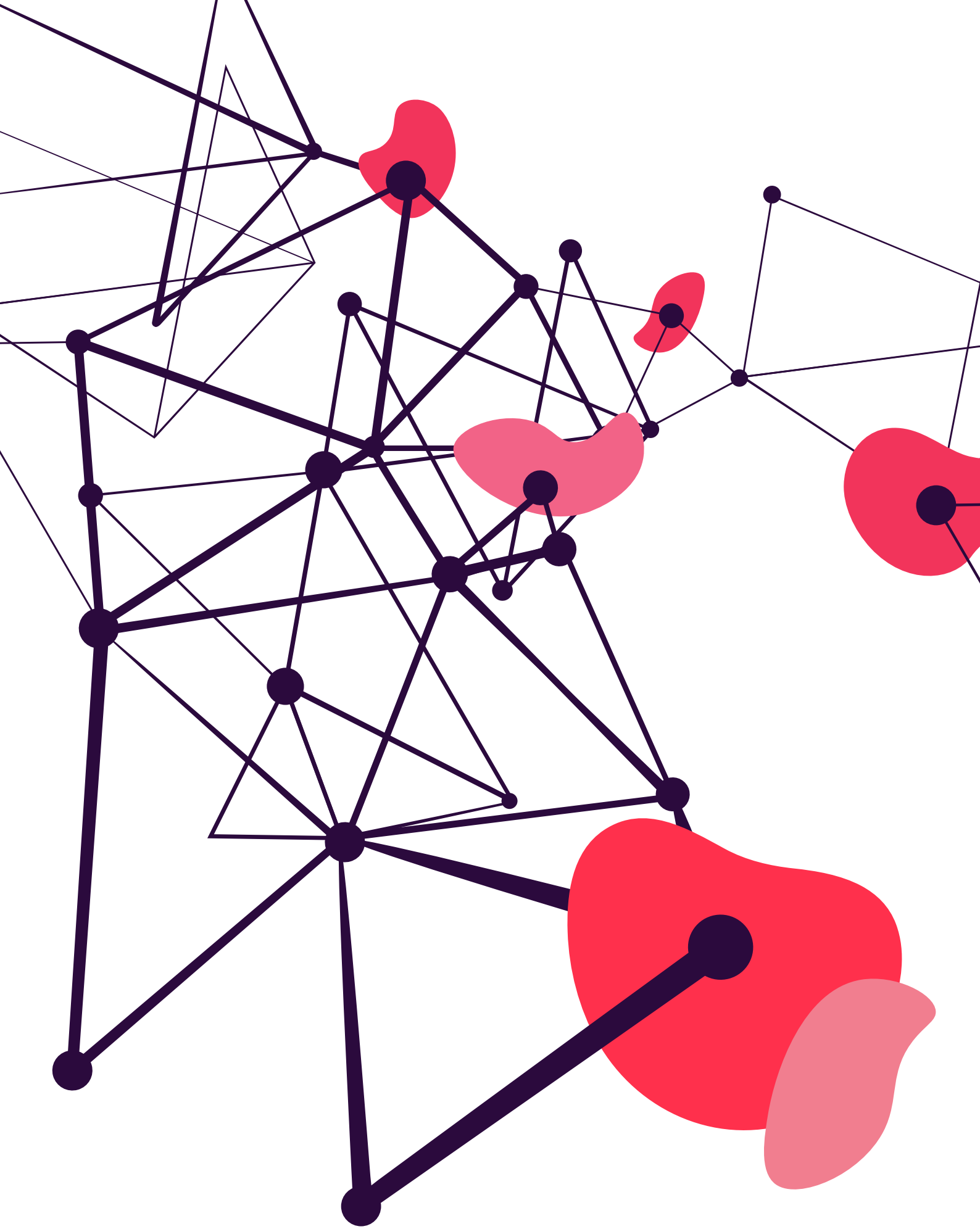
"As evidenced by all of the nominations, artificial intelligence is set to transform nearly every aspect of our lives and culture," said Maria Jimenez, chief nominations officer for Business Intelligence Group. "As more and more companies build new tools, launch new services or deploy the AI of strategic vendors, it is important to recognize the truly unique solutions and how they impact the market. We are so proud that such an incredible group of companies won this year's program. Congratulations to all of them."

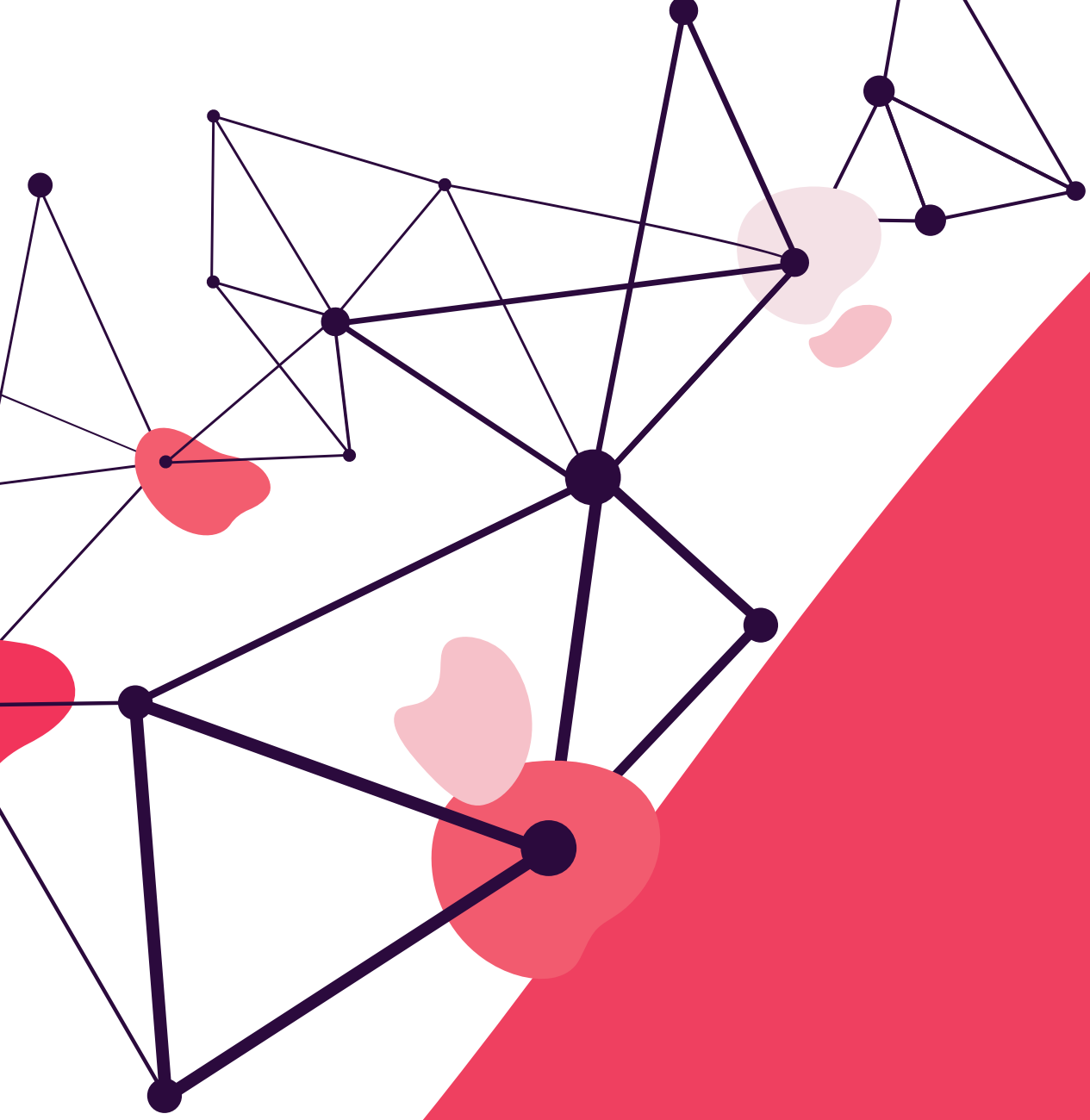
Capgemini was chosen as the overall winner for its "Cash Collections Assistant," a human-like voice collector that responds quickly to customers in 24 languages. The AI speech generation engine is trained and backed by natural language processing (NLP) to fit finance models and semantic topic understanding. The solution is implemented using cognitive NLP, live voice transcription, autonomous micro-services, and modern web frameworks. All of its elements operate in the cloud, enabling key enterprise features such as scalability, multi-tenancy, leading market security compliance, and continuous deployment.

"Capgemini's Perform AI portfolio of solutions moves organizations beyond a proof of concept to pragmatic delivery at scale for real business impact," said Adam Bujak, Global Head of Capgemini's Intelligent Process Automation Offer. "Capgemini's Business Services team delivers Intelligent Process Automation to transform our clients' operations by assisting, augmenting, and automating them – with a human team member at the center executing higher value tasks. This award recognizes the passion and determination of our experts to support our clients' transformation journeys."

*The **Business Intelligence Group** was founded with the mission of recognizing true talent and superior performance in the business world. The organization's proprietary and unique scoring system selectively measures performance across multiple business domains and then rewards those companies whose achievements stand above those of their peers.*

> *"This award recognizes the passion and determination of our experts to support our clients' transformation journeys."*
>
> **Adam Bujak**
> Global Head of the Intelligent Process Automation Offer, Capgemini





Technology Talk

The move to B2B platforms

John Willmott
CEO, NelsonHall

NelsonHall CEO John Willmott talks to Manuel Sevilla – Capgemini's Chief Digital Officer – about the organization's B2B platform initiatives.

Platforms have been increasingly important in B2C digital transformation in recent years and have been used to disintermediate and create a whole raft of well-known consumer business opportunities. B2B platforms have been less evident during this period outside the obvious ecosystems built up in the IT arena by the major cloud and software companies. However, with blockchain now emerging to complement the increasing power of cognitive and automation technologies, the B2B platform is now once again on the agenda of major corporations.

One IT services vendor assisting corporations in establishing B2B platforms to reimagine certain of their business processes is Capgemini, where B2B platform development is a major initiative alongside smart automation. In this interview, I talk to Manuel Sevilla, Capgemini's Chief Digital Officer, about the company's B2B platform initiatives.

Manuel, welcome. As Chief Digital Officer of Capgemini, what do you regard as your main goals in 2019?

Manual Sevilla I We have two main goals. First, automation. We're looking to automate all our clients' businesses in a smart way, transforming their services using combinations of RPA, AI, and use of APIs to move their processes to smart automation.

Second, to build B2B platforms that enable customers to explore new business models. I see this as a key development in the industry over the next few years, fueled by the need for third-party involvement in establishing peer-to-peer blockchain-based B2B platforms.

What do you see as the keys to success in building a B2B platform?

The investment required to establish a B2B platform is significant by nature and has to be seen in the long-term. This significant and long-term investment is required across the following three areas:

- Obviously, building the platform requires a significant investment since, in a B2B environment, the platform must have the ability to scale and have a sufficient number of functionalities to provide enough value to the customers.
- Governance is critical to provide mechanisms for establishing direction and priorities in both the short and long term.
- Building the ecosystem is absolutely critical for widespread platform adoption and maintaining the platform's longevity.

How do the ecosystem requirements differ for a B2B platform as opposed to a B2C platform?

B2B and B2C are very different. In B2C environments, a partial solution is often sufficient for consumers to start using it. In B2B, corporates will not use a partial platform. For example, for corporates to input their private data, the platform has to be fully secured.

Also, it is important to bring a service that delivers enough value either by simplifying and reducing process costs or by providing access to new markets, or both. For example, a B2B supply chain platform with a single auto manufacturer will undoubtedly fail. The big components suppliers will only join a platform that provides access to a range of auto manufacturers, not a separate platform for each manufacturer.

Building the ecosystem is perhaps the most difficult task when creating a B2B platform. The value of Capgemini is that the company is neutral and can take the lead in driving the initiatives to make the platform happen.

Capgemini recognizes humbly that for a platform to scale, it needs not only a diverse range of partners but also that Capgemini cannot be the only provider; it is critical to involve Capgemini's partners and competitors.

> *I have two main goals. First, automation. We're looking to automate all our clients' businesses in a smart way. Second, to build B2B platforms that enable customers to explore new business models."*
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> **Manuel Sevilla**
> Chief Digital Officer, Capgemini's Business Services

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> **Manuel Sevilla**
> Chief Digital Officer, Capgemini's Business Services

In a fast-moving B2B environment, defining the governance has to proceed alongside building the ecosystem, and it is essential to have processes in place for taking decisions regarding the platform roadmap in both the short and long term."

Manuel Sevilla
Chief Digital Officer, Capgemini's Business Services

Capgemini is currently developing four B2B platforms, including one with the R3 consortium to build a B2B platform called KYC Trust that aims to solve the corporate KYC problem between corporates and banks."

Manuel Sevilla
Chief Digital Officer, Capgemini's Business Services

How does governance differ for a B2B platform?

In a fast-moving B2B environment, defining the governance has to proceed alongside building the ecosystem, and it is essential to have processes in place for taking decisions regarding the platform roadmap in both the short and long-term.

B2B platform governance is not the usual two-way client/vendor governance; it is much more complex. For a B2B platform, you need to have a clear definition of who is a member and how members take decisions. It then needs enough large corporates as founder members to drive initial functionalities and to ensure that the platform will bring value and will be able to scale. Once the platform has critical mass, then the governance mechanism needs to adapt itself to support the future scaling of the platform, often with an accompanying dilution of the influence of the founder members.

The governance for a B2B platform often involves creating a separate legal entity, which can be a consortium, a foundation, or even multiple legal entities.

Can you give me an example of where Capgemini is currently developing a B2B platform?

Capgemini is currently developing four B2B platforms, including one with the R3 consortium to build a B2B platform called KYC Trust that aims to solve the corporate KYC problem between corporates and banks.

Capgemini started work on KYC Trust in early 2016 and it is expected to go into scaled production in the next 12–24 months.

What is the corporate KYC problem and how is Capgemini addressing this?

Corporate KYC starts with the data collection process, with, at present, each bank typically asking the corporate several hundred questions. As each bank typically asks its own unique questions, this creates a substantial workload for the corporate across banks. Typically, it takes a month to collect the information for each bank. Then, once a bank has collected the information on the corporate, it needs to check it, which means paying third-parties to validate the data. The bank then typically uses an algorithm to score the acceptability of the corporate as a customer. This process needs to be repeated regularly. Also, the corporate typically has to wait, say, 30 days for its account to be opened.

To simplify and speed up this process, Capgemini is now building the KYC Trust B2B platform. This platform incorporates a standard KYC taxonomy to remove redundancy from, and standardize, data requests and submission, and each corporate will store the documents required for KYC in its own nodes on the platform. Based on the requests received from banks, a corporate can then decide which documents will be shown to whom and when. All these transactions will be traceable in blockchain so that the usage of each document can be tracked in terms of which bank accessed it and when.

The advantage for a bank in onboarding a new corporate using this platform is that a significant proportion of the information required from a corporate will already exist, having already been supplied to another bank. The benefits to corporates include reducing the effort in submitting information and in being able to identify which information has been used by which bank and when, where, and how.

This will speed up the KYC process and simplify data collection operations. It will also simplify how corporates manage their own data such as shareholder information and information on new beneficial owners.

How does governance work in the case of KYC Trust?

A foundation will be established in support of the governance of KYC Trust. The governance has two main elements:

- Establishing the basic rules, in particular, defining how a node can be operated and specifying the applications that can be run on top of the platform to create questionnaires and how the platform will integrate with banks' own KYC platforms
- Providing the means for corporates to submit information, enabling the mixing of data from multiple countries while respecting local regulations. This includes splitting the information submission between the various legal entities of each corporation with data potentially only hosted locally for each legal entity.

Key principles of the foundation are respect for openness and interoperability, since there cannot be a single B2B platform that meets all the business needs.

In order to build scale, it is important to encourage interoperability with other B2B platforms, such as (in this case) the Global Legal Entity Identifier Foundation (GLEIF), to maximize the usefulness and adoption of the platform.

How generally applicable is the approach that Capgemini has taken to developing KYC Trust?

There are a lot of commonalities. Sharing of documents in support of certification and commitments is the first step in many business processes. This lends itself to a common solution that can be applied across processes and industries. Capgemini is building a structure that would allow platforms to be built in support of a wide range of B2B processes.

For example, the structure used within KYC Trust could be used to support various processes within supply chain management. Starting with sourcing, it could be used to ensure, for example, that no children are being employed in a factory by asking the factory to submit a document certified by an NGO to this effect every six months. Further along the supply chain, it could also be used, for example, to support the correct use of clinical products sold by pharmaceutical companies.

And across all four B2B platforms currently being developed by Capgemini, the company is incorporating interoperability, openness, and a taxonomy as standard features.

Thank you Manuel, and good luck. The emergence of B2B platforms will be a key development over the next few years as organizations seek to reimagine and digitalize their supply chains, and I look forward to hearing more about these B2B platform initiatives as they mature.

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John Willmott *is CEO of NelsonHall, the leading business process services (BPS) and IT services (ITS) research and analysis firm, and is widely regarded as one of the world's leading authorities on achieving business transformation through the application of BPS.*

Manuel Sevilla *advises customers to move to a new world with radically faster time-to-market, new business models, new ecosystems, and new customer expectations through adopting domains such as cloud, cloud-native, AI, blockchain, and DevOps.*

> *"Across all four B2B platforms currently being developed by Capgemini, the company is incorporating interoperability, openness, and a taxonomy as standard features."*
>
> **Manuel Sevilla**
> Chief Digital Officer, Capgemini's Business Services

Supply chain management – what's change?

Dharmendra Patwardhan

Global Head of the Digital Supply Chain Practice, Capgemini's Business Services

Businesses are facing increasing demands in terms of both the agility and technology associated with their supply chains. Many of them are looking to global service providers for support.

I'd like to put two truths before you. One is old, and the other new – both of them mean that organizations need to change.

The old truth…

The old truth is that businesses need to sell goods and services as well as they possibly can, and at as low a production cost as possible. If this has always been the case, why do companies have to change?

Because the digital economy has turned up the volume. As the number of channels continue to grow, so customer choice and expectations also are increasing – and this happening at a greater speed than ever before.

Selling well means selling more keenly into more new markets than ever before, while defending the installed base against like-minded intruders. It also means being more responsive to the wishes and expectations of the market. Henry Ford may have been able to tell his Model-T customers they could have any color, as long as it was black, but that would be a hard sell now.

… and the new

The new truth is that the ERP systems on which the supply chains of many organizations are based are not evolving rapidly enough. New tools with more capability are simply being bolted onto these platforms to help with planning and to increase performance and responsiveness in key areas. While these fixes may pay dividends, the systems to which they are appended are growing ever more complex and are becoming stuck.

In short, then, businesses are facing increasing demands in terms of both the agility and technology associated with their supply chains. That's why many of them are looking to global service providers, who have breadth and depth of experience, for support in accommodating themselves to these changes.

Supply chains for multinational businesses are typically organized either by geography or by category, so if they are implementing market-driven changes of the kind I have just described, and they are doing it country by country, they find it takes a very long time. It can take years – by which time, the change to which they are reacting has been superseded by another.

To achieve coordination and consistency, and hence efficiency, what they need is a means of centralizing and consolidating their supply chains, and that's how global service providers can help. Indeed, such is the demand that at Capgemini, we're finding the growth rate for business process outsourcing (BPO) services is increasing.

Digital demand planning

Let's take demand planning, for example. Major organizations typically operate in one-month or three-month cycles. To meet the increasing requirement for flexibility, they need either an extremely responsive manufacturing output, which is not always realistic, or considerably enhanced abilities in demand forecasting. The more information a digital nervous system can gather from processes, from orders, from market conditions and from other external sources, the more flexible and accurate the supply chain response can be, enabling demand planning cycles to increase their frequency from quarterly and monthly to an almost continuous process, manufacturing on demand and distributing at will.

What's more, that comprehensive digital nervous system, incorporating artificial intelligence (AI) and machine learning, can streamline the supply chain even further by increasing levels of automation. Indeed, we've frequently found these models reach their best levels of performance when human intervention is limited solely to exception handling.

At Capgemini, we're moving with our clients in the direction indicated by these trends – in other words, towards continuous and touchless demand planning – so they can be far more agile and responsive. To do this, we combine best-of-breed technologies with our own proven architectures and methodologies, enabling us to build the advanced forecasting models that successful demand planning needs.

Dharmendra Patwardhan *is responsible for developing offers and capabilities for transforming supply chain operations that drive tangible business outcomes for Capgemini's clients.*

"At Capgemini, we combine best-of-breed technologies with our own proven architectures and methodologies, enabling us to build the advanced forecasting models that successful demand planning needs."

Dharmendra Patwardhan
Global Head of the Digital Supply Chain Practice, Capgemini's Business Services

Reskilling in the 21st century – where we are now, and where we're heading

Anjali-Pendlebury Green

Global Head of the Digital Employee Operations Practice, Capgemini's Business Services

Creating the right channels for people to equip themselves on their own terms and at their own pace will have implications for both the employees and businesses of tomorrow.

A few months ago, the Capgemini Research Institute published a report called "Upskilling your people for the age of the machine," with the subtitle: "Why a workforce upskilling strategy is key to unleashing automation's productivity potential."

The survey draws on feedback from 2,000 people representing more than 400 major organizations worldwide, and offers clear, real-world indications that the benefits of automation cannot be fully realized unless employees are equipped to work with it and to exploit it.

The report concludes: "It is clear that upskilling and automation rollout need to go hand in hand to realize productivity gains. The good news is that this integrated approach delivers greater benefits while also motivating staff to deliver even more. Employees at organizations with advanced upskilling initiatives are able to advance their career and embrace new responsinilities."

"The main barrier to achieving these gains lies with the gap between executives and employees on attitudes towards automation. Organizations must start by making sure their leaders engage with their people, encouraging them to embark on the automation journey as true partners."

Self-driven learning

The report's evidence is clear. There's no doubt that automation depends for its success on people with appropriate skills. But I'd argue that there's more than one route to that destination, and in the Digital Employee Operations practice I lead, we're seeing the signs. However, I don't simply mean an alternative approach to achieving the same thing. I'm talking about a far more fundamental shift than that.

Yes, organizations worldwide do recognize the need to have highly trained people – but the conversation we are having with the HR and learning communities appear to incorporate a step change in expectations around self-education. While organizations are happy to offer access to learning and education channels, they are placing the onus of learning on their employees. We often hear: "Surely employees are interested in future-proofing their skills rather than being left behind."

Why is this happening? Because the world of work and learning is changing. The days of people staying with one employer from newbie-hood through to retirement are rapidly receding. If employment is less and less likely to be for a lifetime, it's not surprising that companies should be less willing to invest in skills development over the long term.

A liquid workforce

Don't get me wrong – enterprises are still making skills training available, and it's highly likely they should and will continue to do so. They have multi-generational workforces, and the established training and employment models will persist until the gradual and natural disappearance of the old order makes change inevitable.

We're already starting to see what will replace these models. At a global technology company's base of operations in India, one third of the workforce is now "liquid" – that is, fixed-termcontract-based – and the employer is paying top-dollar for them, because they have the skills and experience needed. Another global enterprise – a household name – is no longer hiring full-time staff. Instead, it's going looking for the people it needs, when it needs them.

There is something both familiar and unfamiliar about all this. What's recognizable is that the model I'm describing is pretty much that of the classic supply chain, where companies seek out and pay competitive rates for suppliers who can provide services to a defined quality and within set timeframes. What's new is that those suppliers are now individual people, and the services they're providing are their own skills. If they are to act as micro-companies, and market themselves as such, they will need to ensure their offer remains current and attractive – and that, in turn, means it will constantly be incumbent on them to enhance their skills.

Learning on your own terms and pace

We have placed this market trend towards self-propelled learning at the heart of our Digital Learning Operations offer. With this, we aim to go beyond merely reskilling, and to start looking at creating the right channels for people to equip themselves on their own terms and at their own pace – anytime, anywhere, in module sizes that fit their other commitments. Some of it may be classroom-based, but much of it may be in remote virtual teaching sessions, with people coming together in online communities to learn and to share ideas and experiences.

There are implications in all this not just for the employees of tomorrow, but for businesses. It's likely to shape the world of work, not just in terms of the relationships between employer and employee, but in terms of employment law, health and safety, pay and benefits structures, collective bargaining, anti-discrimination practices, and more besides.

It's the classic build-or-buy argument. Right now, as our report argues, the center of gravity is still with "build" – but the signs are the balance is shifting, and at Capgemini, we're watching it closely.

Anjali Pendlebury-Green *is an expert in the field of HR outsourcing and transformation, specializing in delivering HR solutions that leverage global outsourcing platforms, leading edge technology, stack offers, and process standardization.*

How organizations can benefit from a new alliance between humans and machines

Xavier Hochet

Head of Europe,
Capgemini's Business Services

Developments in AI make today's technology revolution unlike any in history – and they have significant implications for how businesses will operate moving forwards.

"AI will both create and destroy value… There will be creative destruction… Policies should protect people, not jobs… Companies and the government's focus should be on skills" wrote Professor John Van Reenen, economist at The Massachusetts Institute of Technology (MIT).

These words from the sphere of academia closely resonate with the business advisory work that I've been doing with Capgemini's Christopher Stancombe recently.

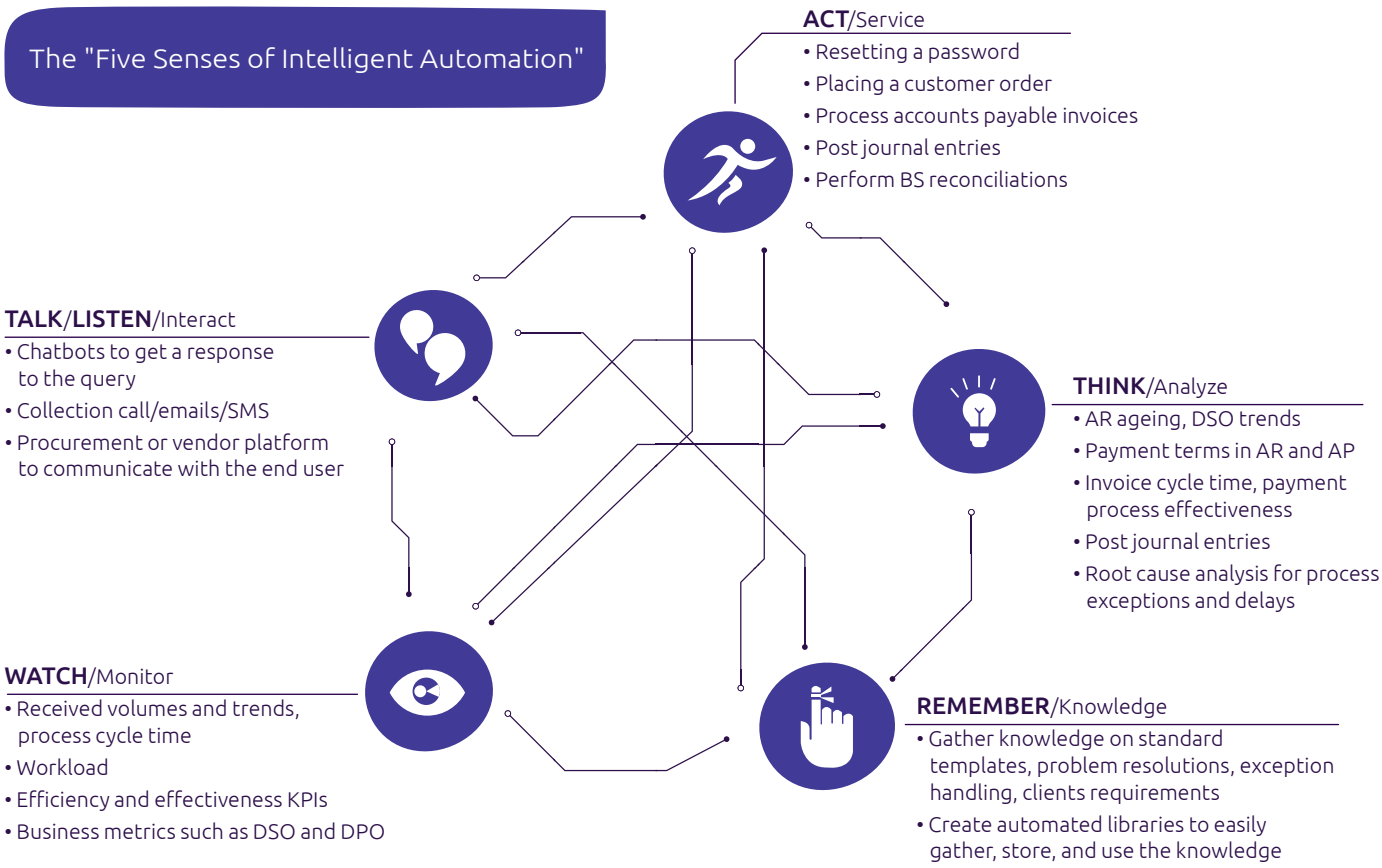
Our shared viewpoint is that the current wave of technological innovation will have a much greater impact than any such wave before it.

As such, it is ushering in a new age of hyperintelligence, where people will work collaboratively with machines to achieve previously unobtainable outcomes. This is bringing about a fundamental rethinking of how businesses operate and organize themselves.

Bringing people and technology together

In the age of hyperintelligence, it is not just about what activities people can complete based on their own knowledge – it is also about how they use their skills and experience to access and apply knowledge available on their organization's intranet or the global internet to create value.

This is leading to a fundamental shift in the roles of individuals and managers that suggests organizations should consider transforming their operating models around, what we term, the "Five Senses of Artificial Intelligence" – a combination of different cognitive functions that combine to create a solution similar to our perception of human intelligence.



Across all industries and services, we are going to see a new generation of Google workers emerge – people who proactively use AI tools to enhance and augment their skills and knowledge."

Xavier Hochet
Head of Europe, Capgemini's Business Services

As people adopt AI technologies to augment their performance, the organization will start to depend on more valuable contributions from them."

Xavier Hochet
Head of Europe, Capgemini's Business Services

Enhancing the role of the individual

A powerful new alliance is emerging between the individual and technology. Machine intelligence is augmenting human intelligence and expanding the limits of what individuals can achieve. This is liberating people's time and allowing for more choice and creativity in the workplace.

Machines can do certain activities quicker and more accurately than people – such as processing and analyzing data. This revolution is less about doing the same things cheaper or completing activities faster, and more about freeing people from tasks better suited to machines. It enables people to augment their skills and knowledge and to rebalance their workload – such as taking more time to focus on driving insight and determining the next best action, rather than populating and manipulating spreadsheets.

The era of the "Google worker"

Until recently, people have generally required personal knowledge to generate value for the business – or been reliant on the willingness of managers to share their skills and experiences.

Knowledge is now more open and accessible to everyone. We all use the likes of Wikipedia, online dictionaries, and YouTube to develop new skills and tackle new challenges with confidence. We no longer need to hold knowledge in our memory, but to understand the relevance of the information we find. Improvements in connectivity are also creating networks that facilitate closer collaboration with different people, which is broadening our effective knowledge.

As such, people at work are becoming less concerned about what they know, and more interested in developing new skills to identify opportunities and solutions that will deliver value. Traditional workplace boundaries are disappearing. Individuals are resetting their expectations for what they are able to achieve. Individual knowledge is less of a differentiator when it is stored in a database and readily accessible through a search engine. There are fewer limitations and far more opportunities. As long as they are delivering value, people can apply their creativity and act on their ambitions like never before.

Rethinking the role of managers

In the age of hyperintelligence, where the role of the individual has changed significantly, it follows that the way they are managed and measured must also be revised.

Managers of the future will continue to be valued for their own individual contribution and that of their team. However, the measures of that contribution will change to include things such as:

- Value added to the organization and its customers
- Behaviors exhibited (more creativity and innovation)
- Leadership demonstrated to drive change.

They will have to embrace the age of the Google worker to create synergies within teams and juxtapose different skills to create differentiation.

The role of the manager will be about encouraging, supporting, and enabling individuals, exploring new ways to engage them and helping identify the greater contributions they can make to the business.

Less supervision, more trust

The relationship between manager and individual will change too. Rather than instructing people how to work and looking over their shoulder to ensure they have remembered, managers will need to let go and trust them to find their own answers. They will still need to hold people to account for their performance, but the focus will be on outcomes achieved, rather than traditional metrics such as attendance and efficiency.

As people adopt AI technologies to augment their performance, the organization will start to depend on more valuable contributions from them. Therefore, the fundamental purpose of a manager will evolve to be the enabler of change, as well as stability, within their environment.

Shaping the organization around the "Five Senses of Artificial Intelligence"

Legacy businesses are traditionally organized around core functions such as customer services, finance, HR, and supply chain, with tasks and data managed in silos. However, by adopting a new operating model that's organized around the "Five Senses of Artificial Intelligence," better connections can be formed within and between those functions to create a hyperintelligent enterprise.

Knowledge is key to hyperintelligence. It needs to be consolidated into one central function, rather than being spread across different teams. Improvements in ownership and accountability lead to clearer governance and control, resulting in enhanced integrity and quality of knowledge, enabling better and quicker decisions. This is the approach that "native" AI companies such as Amazon and Google take.

Native AI companies also employ various **monitoring** functions that track their employees' use of knowledge as well the demand, questions, and feedback from their customers. An example is the use of HTTP cookies, which track browsing activity and provide companies with a greater understanding of what people are looking at over time to enrich their knowledge base.

This knowledge is then fed into models that **analyze** customer activity and predict future purchasing decisions. This insight may result in **communication** with the customer to recommend a combination of relevant, complementary, and substitute products or services.

If this leads to an order, it will be routed to the relevant supplier and fulfillment partner to **act** appropriately to meet the customer's requirements.

Hyperintelligence – step by step

Although it is unrealistic for most legacy companies to transform overnight into anative AI company, they can take a step-by-step approach to hyperintelligence that will help them stay competitive. This could start with the formation of a single function responsible for all of the knowledge in the organization.

For example, we've worked with a leading biotech company to put stronger governance around all of its master data. This ensured that critical knowledge was firstly cleansed and is now managed and enriched centrally, improving completeness, relevance and quality. There is now an organizational trust in the integrity of the corporate knowledge platform that allows timely, informed and aligned decisions to be made with confidence.

Keeping it simple

Organizations in the initial phase of transformation can learn simple lessons from the early adopters as they go about reshaping their operating models to support hyperintelligence:

- **Think technology and people** – AI is bringing benefits to all areas of business, and is transforming (rather than replacing) the role of people. Consider how technology will shift the skills your people need
- **Be inclusive** – involve a broad group of stakeholders as you start your AI journey, so you can factor in all the different implications for people, managers and organizational functions
- **Measure impact** – thanks to the reducing cost of automation technologies, you can start valuing people on metrics such as customer satisfaction, rather than attendance and efficiency.

This article is repurposed from a point of view written by Christopher Stancombe (Executive Vice President, Capgemini) and Xavier Hochet called "The new age of hyperintelligence and its impact on business."

Xavier Hochet *drives client relationships at the CXO level and is responsible for the expansion of business in the geography. He is part of the Executive Committee of the Business Services Global Business Line.*

> *"Established training and education will need to change radically to enable and encourage this release of potential. Managers will need to adopt a new approach to support their teams, and organizations will need to consider new operating models. "*
>
> **Xavier Hochet**
> Head of Europe, Capgemini's Business Services

Leveraging RPA to reduce risk and increase compliance in BFSI

Andrew Rayner

VP, Customer Success, UiPath

RPA is non-invasive, easy to implement, and delivers quality at a fraction of the cost. Together, AI and RPA are set to create the digital workforce of the future.

When we think about what keeps managers in the financial sector awake at night we should turn to challenges such as (re)building client trust post-financial crisis, organizing risk management across different branches, optimizing and growing the business sustainably.

Part of the disruption banking, financial services and insurance (BFSI) organizations are facing is the growing number of compliance regulations caused by a global landscape dominated by the risk and regulatory agenda. And the numbers paint a clear picture – banks often have to keep track of over 200 individual regulatory changes per day on a global scale, and this has more than tripled since 2011.

What's more, a financial company spends approximately $60 million per year on Know Your Customer (KYC), due diligence, and client onboarding processes. By the end of 2016, financial organizations in the US alone paid fines of around $321 billion. And these are just two examples that show the impact risk assessment and compliance regulations are having.

The case for RPA

Finding an innovative solution to help navigate the compliance maze should be a priority for any organization. A clear characteristic of risk and compliance operations is the necessity of collecting information from multiple sources. This is where RPA comes in.

As software able to mimic a human employee's actions on a computer to execute end-to-end business processes ranging from ordinary to complex, RPA can run in the background individually or can be triggered by a co-worker for collaborative work. RPA excels in processes that require accessing and aggregating data from different sources. It provides accuracy, is non-invasive, easy to implement, and delivers quality at a fraction of the cost required otherwise.

Where to start?

Organizations must know where to start. It's not enough to understand that RPA applies to those rules-based processes that are high-volume, manual, or repetitive. You must first identify the areas that are most suitable for automation, how complex they are, and what the potential business impact is. Organizations should look at processes related to KYC, regulatory monitoring and data collection, risk assessment, and account closure.

For KYC alone the figures are overwhelming. In 2017, financial institutions spent $150 million in 2017 on KYC procedures, with expenses expected to grow by 13% in the next 12 months. Similarly, onboarding new clients now takes 26 days, from 24 in 2016, and firms anticipate a 12% growth by the end of 2018.

General Data Protection Regulation (GDPR) is another hot topic where RPA can make a difference. With many organizations still struggling to fully implement the appropriate technical and organizational measures required by the European Union, organizations can leverage RPA to comply with GDPR. This includes automating citizens' access to their personal data, automatically withdrawing their consent, informing the appropriate supervisory authority within 72 hours of a data breach, removing data that no longer serves a purpose, categorizing personal data, and even providing pseudonymization.

From rules-based to reasoning-driven automation

Not all compliance processes are deterministic. Some involve reasoning and therefore require RPA to borrow from other expert technologies such as natural language processing (NLP) and machine learning (ML). As part of the KYC process, identifying a client's main business countries from its annual report involves reading line-by-line documents that run to hundreds of pages, as well as pinpointing the paragraph and page number where the countries are found. By combining RPA with NLP and ML, bots can not only read and extract the data, but also classify it in order to reveal those countries where business operations are conducted.

It's never too early to implement RPA and see what it can do for you. UiPath is open to try and open to learn.

RPA and the journey to AI

In my experience, what actually make managers take action to implement RPA are unadulterated results – the old adage "the proof is in the pudding" couldn't be more apt. To this end, here are just a couple of examples of how organizations in the BFSI sector have leveraged RPA to deliver streamlined risk and compliance, among other improved business outcomes.

> *"A clear characteristic of risk and compliance operations is the necessity of collecting information from multiple sources. This is where RPA comes in."*
>
> **Andrew Rayner**
> VP, Customer Success, UiPath

Enhanced compliance for a healthcare insurance company

A service provider for the claims unit of a leading healthcare insurance company serving approximately 70 million individuals nationwide operated a claims management process that was manual, error-prone, and complex. It typically encountered high defect rates, resulting in a lower accuracy of loaded registration data. The process also entailed backlogs and a high turnaround time.

An automation strategy was designed and implemented in less than 15 weeks. Seven robots were deployed, resulting in:

- Enhanced compliance
- 68% improvement in productivity
- 95% improvement in accuracy
- Risk-free transaction processing for sensitive data.

Rapid RPA deployment for a large mutual bank

A large Australian bank automated two labor-intensive processes: rejected direct debits management and the verification of loan application documents. While the first required manually checking paper-printed transaction reports that determine whether the bank would honor or reject the direct debit payment, the latter entailed manually checking documents on different web portals and other data for home loan applications.

In the first process, the automation solution meant that software robots captured the reports using intelligent optical character recognition (OCR) and converted them into spreadsheets. They then took the customer information from the core banking system, analyzed it, and decided for or against paying the direct debits. Robots automated 95% of transactions, increased accuracy, and delivered revenue growth. Digitalizing the client paper-records enabled robots to track records into the CRM system.

In the second process, robots quickly opened the different web portals, verified the information, and sent emails to the employees that needed the documents to reach a decision. The project led to 20 hours being saved per week and a significantly faster time to give clients a decision.

The automation journey to AI

While RPA is battle-tested in risk and compliance-related processes – delivering accuracy, speed, and increased productivity in a field profoundly marked by increased regulations – emerging cognitive and machine learning technologies will be integrated into taking financial organizations to the next level of efficiency.

However, let's be clear. AI won't replace RPA. Rather, the two technologies will combine to create the digital workforce of the future. AI needs RPA to deliver to its fullest potential. Although RPA can easily replace manual, repetitive tasks of moderate complexity, an RPA platform with embedded AI tools and capabilities will be able to compete with intricate processes typically specific to knowledge workers.

An enterprise RPA platform like the one UiPath delivers is already able to handle semi-structured data forms. Using intelligent OCR, robots classify, interpret, and extract data from different types of documents, such as comparing bank statements and verifying national IDs or pay slips. With an intelligent RPA platform, these processes are smoothly automated, significantly reducing the time otherwise spent by loan officers.

Machine learning and natural language processing (NLP) combined with RPA also find an equally fertile ground in compliance. Automating processes requiring reasoning, such as risk data quality management, customer credit scoring, and suspicious transaction resolution offers a more accurate predictive analysis, enables employees to spend more time doing a proper review, and helps financial companies take more informed decisions.

Many organizations are enabling employee and customer self-service with the use of virtual assistants (or chatbots). Chatbots use NLP to interpret the human input – be that voice or text – and can have an open dialog with the human, gathering data and clarifying content. Integration with RPA technologies such as UiPath enables chatbots to send the output of the conversation, i.e., the structured data, to the robot to process against back-end systems.

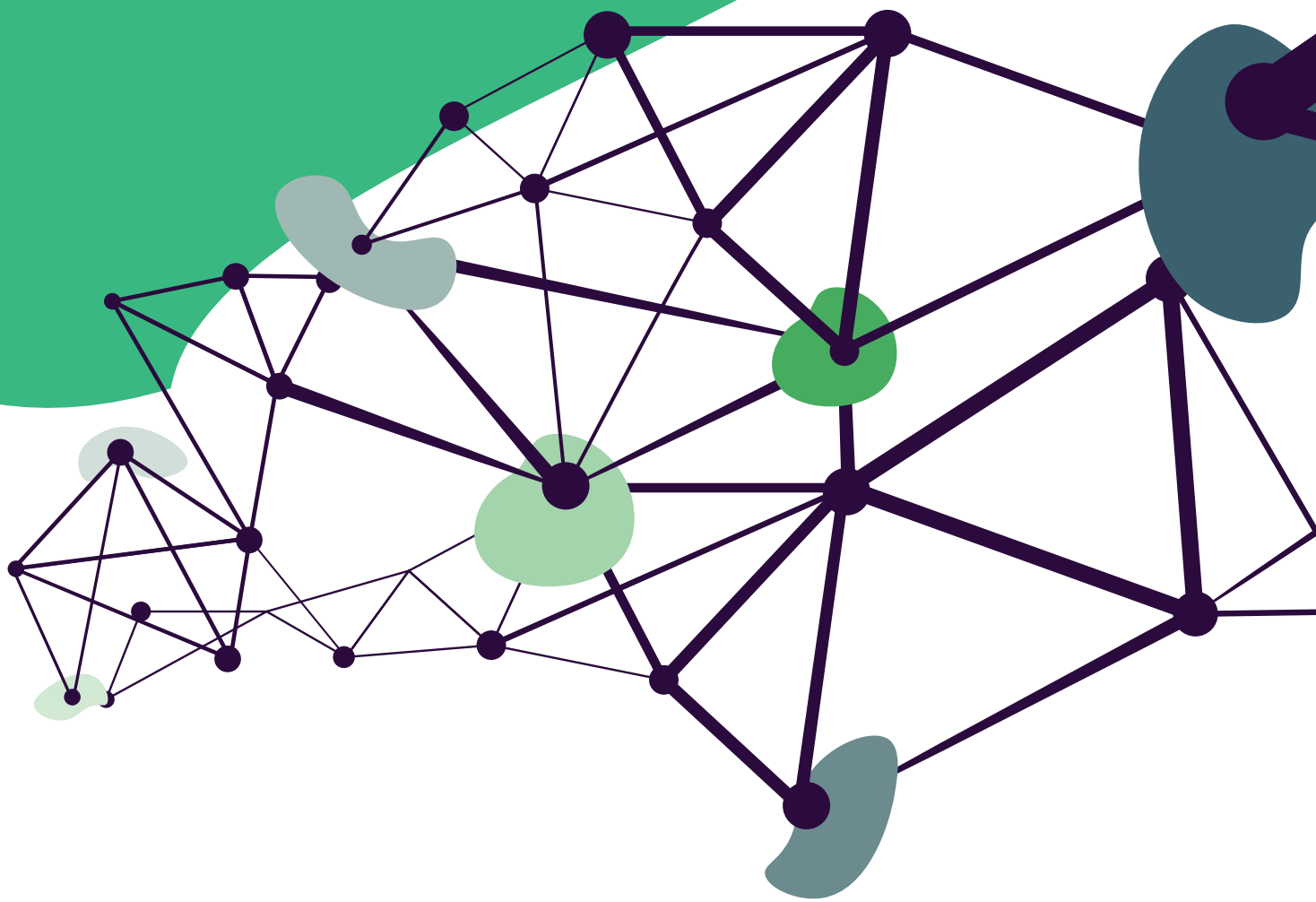
A few final words

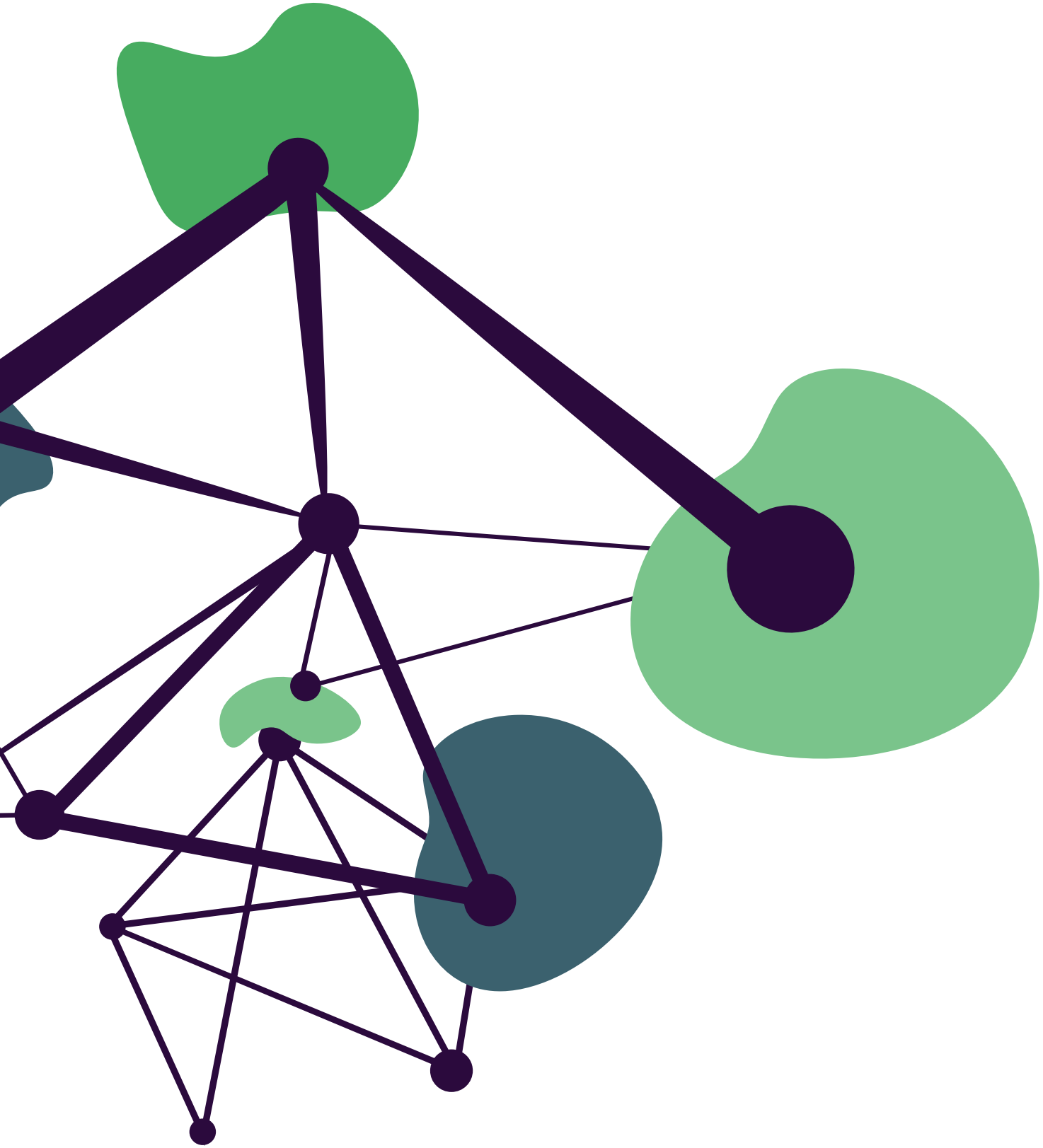
As more and more BFSI companies take the leap into implementing RPA platforms, the compliance landscape will change radically. With AI, NLP, and computer vision, software robots will become all the more autonomous and will no longer depend on human supervision to take decisions when handling complicated tasks.

Automation isn't a "plug-and-play" project, but a journey. And we're only just at the beginning.

Andrew Rayner *designs and builds large enterprise applications for global companies, driving innovation and helping partners to deliver industry strength automation.*

Centers of Excellence





"Centers of Excellence"

– a look at some of the innovations and achievements from across our global delivery centers.

Brazil

Capgemini Brazil's RPA team continues to make strides towards new RPA solutions and is developing error-free "bots" to replace manual repetitive processes in HR. We have already successfully automated the admission and dismissals processes, giving our experts extra time to develop new ideas and improvements for our most precious assets – our employees.

Our RPA and HR teams also took part in the largest children's educational robotics event in Brazil, introducing automation and robotics through UiPath's Marti, the Martins game. Over 7,500 people participated in the event which, with our participation, helped make children aware of the incredible possibilities that automation can deliver.

Guatemala

Capgemini Guatemala continues to deliver our IA Factory, adding a range of new client success stories. One particular success involves collaboration with a client in the Healthcare Facilities and Service Provider industry. Our deliver center teams built and implemented robots to improve the client's credit-to-cash (C2C) process, while extending the benefits of our RPA solution to other processes within the client's organization and global headquarters. Successful end-to-end automation of eight business processes is helping our client break paradigms and adopt an automation culture. They now have over 50 robots in operation, which represents estimated savings of approximately €400,000.

USA

Capgemini's El Paso delivery center recently hosted a large group of our leaders for an ENABLE certification course – a four-day classroom-based program that aims to upgrade the skills of our managers through focusing on aspects such as how to deal with people and conflicting situations, how to effectively manage different generations at work, and how to win client trust. Facilitated by our HR team and a member of the Sarasota delivery center, ENABLE serves to strengthen our commitment to developing and supporting our leaders in their career path while positively impacting our teams.

Canada

Capgemini Canada continues to develop its overall digital transformation capabilities by successfully amalgamating IT and business transformation capabilities with intelligent automation – a strategy based on Capgemini's model of intelligent automation industrialization. The key focus is to put automation into the core of business processing by deploying innovative speech to text solutions, driving cognitive solutions in mailroom processing, and automating agent account management. The team has already implemented 15 bots leading to savings of €1.7 million over three years, which is having an impact on our end-to-end Life and Health insurance business pillars such as new business operations, policy administration, and agency management.

The overall scope impacts the end-to-end life & health insurance business pillars i.e. from New Business operations, Policy Administration to Agency management.

Poland

Capgemini's Poland delivery center recently rolled out the first employer branding campaign in Poland to leverage augmented reality. Our HR team created an innovative yet fun app for the campaign called Capgemini Love & Ace, which candidates can use to check why they and Capgemini are the perfect match.

Our Polish colleagues also hosted an exclusive open meeting for RPA experts and developers in Krakow, in which our RPA experts demonstrated live coding and the real-time creation of robots to make the event unique and truly memorable. Over 100 participants attended the event, with another several dozen joining online via the Facebook live broadcast.

India

Our Bangalore delivery center recently held its 4th Annual Felicitation Ceremony to recognize leaders who have contributed to making key talent initiatives across Business Services a big success. The ceremony congratulated 121 leaders who have contributed beyond their regular scope of duties to support talent programs such as a promotion assessment for over 1,000 candidates, key note speakers for first-line manager certification programs, and competency-based personal experiential sessions known as "Leaders as teachers."

At the end of 2018, Capgemini India launched an initiative called the "Bay Connects Session" across our centers, which has been running throughout 2019. The initiative involves an expert counselor providing a 30-minute session on mental wellness to our colleagues on the floor. The program was conceived to spread awareness about our employee assistance program that has been in place for a number of years. People across our centers also have access to an existing helpline for counseling services. This initiative is called wellness@heart. It is operated along with our wellness partner – Optum – and aims to initiate a cultural shift in opening up about mental health.

China and Philippines

Our Nanhai center is celebrating monumental success of winning a FAO contract renewal and extension with our original foundation client. This win represents an increase in over 10% to our current center delivery headcount, and continues our professional partnership with our loyal client beyond a 20-year period. We are also experiencing similar excitement at our Manila center, where we are now delivering Digital Employee Experience (DEO) services globally to a second client – building up excellence and expertise in the DEO space.

Russia

Capgemini Omsk continues to expand its capacity for automation. All of our business analysts and developers are now certified by the UiPath Academy and have delivered a completed artifact based on Capgemini's progressive transformation methodology. The Omsk RPA team has also deployed over 70 automation projects across different FAO and HRO processes, significantly contributing to our clients' productivity. In addition, our HR and RPA teams have developed a training program to upskill our delivery people with RPA methodology and business analysis. This is enabling more of our people to be involved in the identification of improvements and accelerate our RPA agenda.

Capgemini China – reimagining the dragon

Ken Poon

Center Director, Capgemini China

Laura Luo

HR Head, Capgemini China

Ken Poon and Laura Luo talk to *Innovation Nation* about how Capgemini China is supporting our clients across north and south Asia, and their role in developing the competencies of our people to deliver value to our clients.

Hello Ken and Laura. Great to have you both with us. Ken, could I start by asking you to give us a brief history of how our operations in Capgemini China all began?

Ken Poon | Thank you, it's good to be here. Our Business Services presence in China started in 2001 following a shared services center joint venture acquisition of Dairy Farm – a leading pan-Asian retailer – from Ernst & Young Consulting. This was then converted in to a finance and accounting outsourcing contract in 2003. I'm really happy to say that we've recently renewed our contract with Dairy Farm for another five years, which represents a client relationship of over 20 years.

Building on this relationship, over the years the China center has expanded to what we are today, with over 1,000 people delivering services to over 30 clients across north and south Asia.

Thanks Ken. That sounds very exciting. Could you talk about your role in developing Capgemini China?

Ken Poon | I've been the center director role here in China for over nine years. One very important aspect of my work has been to create an environment in which our people can continue to grow and develop. There are a number of elements to this.

Firstly, building a stable leadership team over the last nine years, which has cascaded down into creating an extremely loyal, inspired, and motivated teams.

Secondly, taking on board new clients and continuing to expand the scope of work we deliver to those clients. Thirdly, ensuring that our work delivery from the center is up to global standards and quality that is expected by our clients and the wider Capgemini Group.

Last, but not least, our people are continuously improving their competencies, acquiring new knowledge, and developing their careers to take on more responsibilities and challenging roles.

Laura, as head of HR for Capgemini China, how have you helped to shape the center?

Laura Luo | With the China delivery center's transformation to digital and automation, it's essential that our people have with synergy with such kind of transformation.

In leading the China HR team, my role is to create a supportive and stimulating working environment in order to continue developing and empowering our people to work together with new technology and tools. This will give us a team of highly-engaged, capable, and integrated people that contribute to the future development of Capgemini China.

Ken, could you share a few examples of innovation or outcomes you've delivered from the China delivery center?

Ken Poon | Yes, I'd be very happy to do so and would like to share three client examples.

The first is our long-term foundation client Dairy Farm, with whom we've collaborated with since 2001. As their finance and accounting (F&A) transformation partner, we've implemented digital automation tools including optical character recognition (OCR) and robotic process automation that have substantially improved their work efficiency while substantially reducing the overall cost of operations.

The second is a multinational packaging company, for which we've deployed start-of-the-art cloud-based robotic processes and taken their global F&A operations to the next level of efficiency and effectiveness. This has led to cost savings of between 30–50% for the client.

And finally, the third example is a Japanese automotive company. We've helped them successfully offshore their domestic finance operations, and implemented smooth process reengineering with different and more efficient ways of working. The complexity of this project has also been impacted by the requirement for 100% delivery in the Japanese language within a challenging project timeline – which we achieved by bringing onboard the required resources at the right time.

All of these examples have the common theme of taking advantage of new digital technologies and building them into our solutions.

Laura, focusing on HR for a moment, how are you developing the knowledge and skills of your people in the China center?

Laura Luo | With artificial intelligence (AI) now becoming a reality, we're seeing the birth of new opportunities. Our learning and development (L&D) strategy has shifted the focus from learning and training to empowering our people to work together with AI.

We're encouraging our people to be more creative, independent, and enthusiastic by providing up-skilling opportunities in the digital and technology space. We enable people to contribute valuable ideas to improve services, enhance customer experience, and even transform the workplace.

One example I should mention is our homegrown robotic process automation (RPA) experts program that we've run for the last two years, which aims to close the gap between the skills of our automation developers and growing demands from our business. The program has proved to be highly successful in building and upgrading the skills and capabilities of our people, as well as developing new directions for our people to pursue their aspirations.

Partnered together with our delivery excellence team, we designed a three-month customized learning journey for our participants, which combined e-learning, self-study, peer sharing, classroom training, mentor coaching sessions, tailor-made assignments, and guidance based on each participant's individual learning program.

The participants formed an RPA community that leverages the expertise of every individual to contribute to the continued success of the China delivery center. The program is now supporting our center to implement digital-enabled business models, and has laid the foundation for participants to take part in wider Capgemini Group initiatives.

In addition, half of our participants in this year's program have been nominated to contribute to a Capgemini's Business Services "SPRINT" program, which aims to further reskill them with RPA technologies and tools, and enables them to deliver even more value to our engagements and clients.

"Over the years the China center has expanded to what we are today, with over 1,000 people delivering services to over 30 clients across north and south Asia."

Ken Poon
Center Director,
Capgemini China

Finally, Ken, what does the future hold for Capgemini China?

Ken Poon | The center will continue to be an integral part of Capgemini's Business Services global solution in support of clients across north and south Asia, as well as facilitating business transformation and delivering efficiencies to our clients.

At the same time, Capgemini China will continue to be an employer of choice in the region we operate, developing our people and their competencies to become our leaders in the future.

Ken Poon *leads Capgemini's China delivery center – a vital component of Capgemini's Business Services global delivery network that provides reliable and sustainable quality services to our clients.*

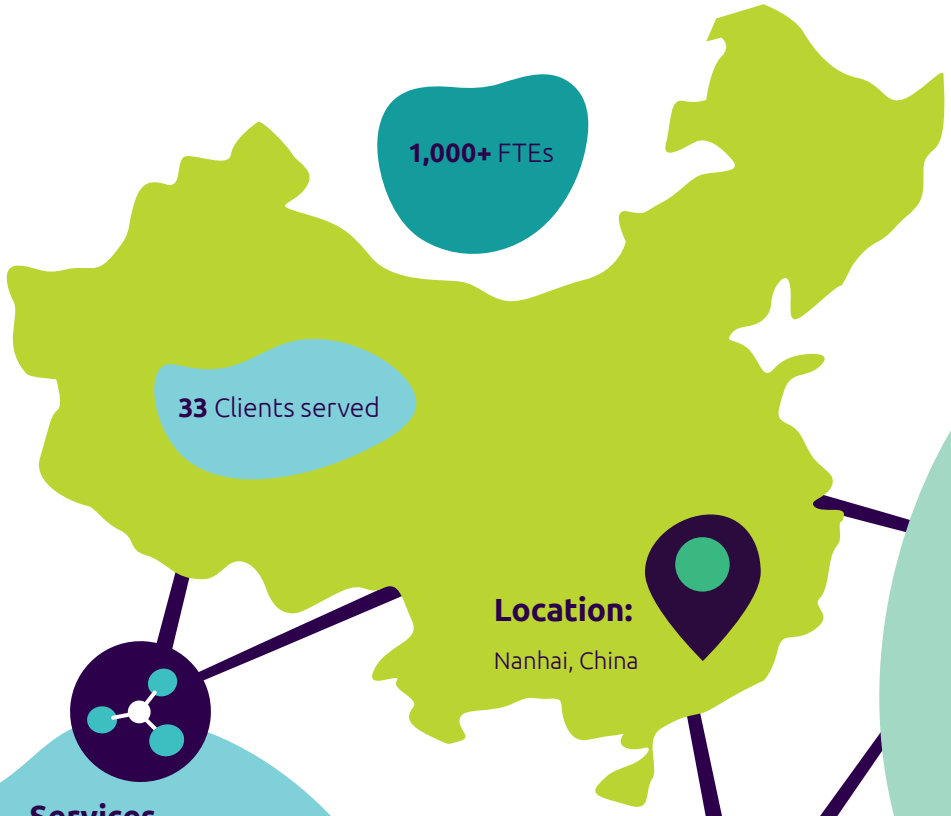
Laura Luo *enables Capgemini's people in China to develop their competencies and grow together with the company.*

"With artificial intelligence (AI) now becoming a reality, we're seeing the birth of new opportunities. Our learning and development (L&D) strategy has shifted the focus from learning and training to empowering our people to work together with AI."

Laura Luo
HR Head, Capgemini
China

Center spotlight – China

Capgemini's China delivery center was established in 2001 following acquisition of a shared services center in Guangzhou, a city in the Guangdong Province. In 2010 the delivery center moved to the Nanhai district of the neighboring city of Foshan.



People

- **1,000+** professionals
- **250+** credit-to-cash professionals, including **170+** collectors
- **360+** procure-to-pay professionals
- **180+** record-to-analyze professionals
- **20+** procurement professionals
- **45+** HRO professionals
- **22** RPA business analysts and developers

Services

- IT Service Helpdesk
- HRO
- Procurement
- Robotic Process Automation
- Full F&A
  - Credit-to-cash (C2C)
  - Record-to-analyze (R2A)
  - Procure-to-pay (P2P)

Sectors

- Manufacturing and Life Sciences
- Consumer Products, Retail, and Distribution
- Media & Entertainment

Capgemini China is located in the Provincial Government Financial Hi-Tech Zone in Nanhai, and represents the first global BPO provider in the locality. The center's facilities comprise 1,200 workspaces across two floors with a total of 10,000m² floor space.

Language capabilities:

- Presence of Asian language resources, with 29% of the total center population speaking Japanese, Korean, Thai, Vietnamese, or Indonesian

Languages:

- Chinese (for voice, covering both Mandarin and Cantonese)
- English
- Indonesian
- Japanese
- Korean
- Thai
- Vietnamese

Talent profile

- **97%** – have a university degree or college certification
- **28** – average age
- **89%** – female
- **11%** – male

Blended training and development

- E-learning – both optional and compulsory
- Self-learning – on-the-job training, assignments, and projects; both online library and traditional brick-and-mortar library spaces for book reading
- Instructor-led courses and training curriculum, including a virtual facilitated learning journey
- Certifications programs including engagement manager certifications, PMP, PBA, ITIL, and RPA technology certifications such as UiPath, BluePrism, etc.
- Capgemini academies, including D-GEM academy, Finance Powered by Intelligent Automation academy, transition academy, intelligent automation academy
- Leadership competencies.

Why Nanhai?

With a population of 113 million and a GDP of $1.5 trillion, the Guangdong Province is the southern gateway to China on foreign trade and investment, and a major contributor to China's development program.

Stable growth

- Dynamic economic and stable political environment for over **40 years**, since China opened up for foreign investment
- Remarkable GDP growth – average **8%** in past 10 years.
- S&P credit rating of A+.

Strategic central location

- Strategic center in the heart of the Asia-Pacific region
- Time zone alignment for all Asian countries.

Nanhai is has close proximity to the Guangdong-Hong Kong-Macau Greater Bay Area, a megalopolis consisting of nine major cities and two special administrative regions in south China. Together, Foshan and Guangzhou account for 30% of the entire Guangdong province's GDP.

Investor-friendly, supportive government in Nanhai

- Ensuring reliable power supply and well-developed digital infrastructure
- Continuous building and expansion of public transportation network (highways, high-speed trains, light rails, and underground metro, etc.) in the Greater Bay Area
- Grow and retain talent through a combination of measures, such as promoting school-enterprise cooperation and creating a platform to cultivate talents for service industry.

Talent in the Nanhai/ Guangdong region:

- Workforce of **84.2 million** people
- Young, educated workforce with **143** universities, over **2 million** students, and **542,581** university and college graduates in 2018
- **18.4 million** net increase in population (into Nanhai/ Guangdong region) in 2018.

Asian transformation

Violet Liu

Engagement Director, Capgemini China

A pan-Asian leader in retail has changed its approach to finance – and seen significant benefits as a result.

Since 2001, Capgemini has been working with a leading pan-Asian retailer that employs over 230,000 people. The group has almost 10,000 outlets, comprising supermarkets, hypermarkets, convenience stores, health and beauty stores, and home furnishings stores, under well-known brands.

Paper chase

For many years, the retailer used manual, paper-based accounting methods. This approach was inefficient and cumbersome, and it was difficult to improve operational margins.

More specifically:

- Tasks were being performed within different processes with various business rules, no standardization and lack of synergy
- Roles and responsibilities were unclear, resulting in low efficiency
- Around 450,000 paper invoices per month were being processed manually. This labor-intensive approach involved around 30 people in data handling, with low productivity, high attrition in people management, and high risks of information security
- Over 3,000 queries and disputes were incurred each month, and the dispute log was maintained in Excel, with no transparency on resolution status and aging monitoring. The data repository was also in paper form, leading to expensive costs in document retrieval and longer lead times
- Data extraction took place on multiple platforms, and people were tasked each day with data massage and matching on daily sales reconciliation, stock management and various accounting tasks, with no technology enablers.

In the organization's Hong Kong operations, this approach created a range of challenges. Within vendor master data – and there were over 2,000 vendors – the same supplier was sometimes assigned multiple vendor codes, leading to potential risks of double or wrong payments. Non-standard purchase-to-pay (P2P) processes were performed in various ways and locations, without clearly defined roles and responsibilities. Users' access roles were not clearly defined in the ERP system, resulting in conflicts in areas such as goods receiving and invoice receiving.

On top of this, report generation was not automatic, necessitating manual rework. Regular daily tasks such as sales reconciliation, stock movement and adjustment, were performed manually with low productivity, and with associated human errors. Finally, the extraction and reconciliation of information for the preparation of reports was not conducted centrally.

In 2017, a new leadership team was put in place, which tasked itself with the mission of modernizing the organization's processes and addressing their shortcomings.

> *"Capgemini worked closely with the organization's North Asia Finance operation to transform business practices and increase productivity."*
>
> **Violet Liu**
> Engagement Director, Capgemini China


InterContinental

"Capgemini China is located in the Provincial Government Financial Hi-Tech Zone in Nanhai."

Ken Poon
Center Director, Capgemini China

Transforming business practices

Capgemini worked closely with the organization's North Asia Finance operation to transform business practices and increase productivity.

We started by introducing Capgemini's Global Process Model (GPM) – via maturity analysis of the client's "as-is" process and technology landscape – to identify problem and gaps to the best practices of GPM. We then proposed improvement opportunities and designed "to-be" processes leveraging our ESOAR (Eliminate, Standardize, Optimize, Automate, Robotize) methodology, which eliminated non value-add activities, standardized processes and activities for synergy, optimized systems to enhance efficiency, and finally automated and robotized processes and opportunities to improve productivity.

GPM alignment triggered the transformation roadmap, which started with transitioning the organization to an electronic data interchange (EDI) platform – handling 75% of its P2P transactions. With a new platform and process model in place, we then implemented a range of tools, including:

- A Command Center to optimize control and governance of service delivery, and to automate KPI reporting, providing the retailer with transparent live information and business insight analysis
- An online query-to-report (Q2R) system to optimize vendor query and dispute monitoring through the different phases of each ticket lifecycle, and to automate service-level agreement (SLA) control by flagging overdue issues
- ABBYY's optical character recognition (OCR) system to automate invoice processing end-to-end – the first time OCR had been used for a non-Latin-based language. We applied OCR to the 25% of paper invoices not addressed by the P2P EDI platform, achieving accuracy of 95% for printed invoices and 85% for hand-written invoices. This was a breakthrough transformation of the P2P processing landscape, ending the decade-long need to handle paper, and achieving 83% hands-free processing on trade invoices.
- UiPath to robotize ten related processes across the organization's finance operations, covering P2P, order-to-cash (O2C), and record-to-report (R2R), delivering further productivity gains in terms of necessary headcount. In 2018, based on the success of the initial transformation, Capgemini proposed rolling out this approach across the region, and in particular to its operations in mainland China. The aim is for China to reach Hong Kong's levels of productivity and maturity, which would represent a 50% improvement on pre-existing performance in China.

Implementing a target operating model

A major factor in the success of the original client implementation was the creation of a target operating model (TOM). Within this model, in-country finance controllers and finance business partners reporting to the regional finance team are themselves supported by a robotic process automation (RPA) Center of Excellence. They are also supported by centralized accounting and business services, which have regional ownership of R2A, P2P, and O2C functions, and by Capgemini's transformation team.

In addition to core functions including invoice processing, these supporting roles address areas such as:

- In-country tax, audit, statutory, and controllership support
- The management of local policy
- Centralized non-accounting services, including stocktaking, loss prevention department, and buying income.

The transformation team also conducts service delivery reviews to ensure monthly KPIs are being met, and to look for individual areas of potential improvement.

The TOM has now been designed to extend across the entire North Asia region. Drawing on Capgemini's "Five Senses of Intelligent Automation" and ESOAR (Eliminate, Standardize, Optimize, Automate, Robotize) methodology, the TOM will deliver further savings and productivity improvements.

Delivering tangible outcomes and innovation

Last but not least, Capgemini has also committed to provide continuing consulting and advisory support to the pan-Asian retailer overall. A transformation and innovation office (TIO) has been created to drive productivity improvement of the company's retained processes, and a forum has been set up to exchange innovative ideas and information.

As a result of all these changes, the company has reduced its relevant headcount by a third, freeing up resources to be redeployed in further value-adding activities. Leveraging the ABBYY OCR system has generated a 30% productivity saving, and a 10% efficiency saving in SLA control has been recorded through the online Q2R system.

Violet Liu *is a senior delivery executive at Capgemni China, currently managing the largest FAO account at the center.*

> *"The transformation projects done by Capgemini team are in line with [our] strategy and automation agenda. Hong Kong's successful story will be pioneering, and contributing to [our] way forward. It is a role model for the rest of the Group to learn and replicate."*
>
> [Client] Finance Director of Accounting Services, Hong Kong and Macau


Capgemini


Our 7 values
Honesty
诚实
Boldness
勇气
Trust
Freedom

Invest in your most valuable asset

Laura Luo
HR Head, Capgemini China

With a team of over 1,000 energetic and dedicated people, Capgemini China provides world-class services to over 20 global clients. Our people work with and for our clients to support their business operations, constantly striving to exceed all expectations.

Our people are our most valuable asset – and we believe that the more you invest in an asset, the more you can expect to gain.

With such a belief, at Capgemini China, we have worked hard to create a stimulating and supportive work environment, and continue to remain completely committed to the welfare of our employees. This has resulted in high levels of employee satisfaction and a low turnover ratio that gives us a well-motivated, ambitious, and integrated workforce. In 2018, we enjoyed an internal mobility ratio of 67% and maintained a low annual attrition rate. This is something that we are extremely proud of.

But how do we do it? We engage our people through timely recognition and ensure they receive the support and tools they need to do the best job possible.

We also promote their success through a shared sense of achievement. On top of this, we enable our people through new technology, seed content, and guidance on desired participation, as well as through the right tools, resources, and processes.

Through creating opportunities that empower our people to excel at what they do, Capgemini China is determined to enhance and improve the development of our people.

People are the core creators of value in our business. This represents an extremely important investment in our greatest asset.

We are totally geared up to win the war on talent!

"We are totally geared up to win the war on talent!"

Laura Luo
HR Head, Capgemini China

Shelley He, Engagement Director, Capgemini China

I started my Capgemini journey in July 2011 as operations manager responsible for delivery of record-to-report (R2R) services for Unilever. After moving from corporate finance to outsourcing, I was really excited by the opportunities to lead record-to-analyze (R2A) transitions and transformation projects, and worked with the team to take up high-end R2A scopes and processes across more countries. After rolling out our global process model and "future finance" transformation projects, we managed to shorten the month-end closing and reporting from workday 5 (WD5) to workday 3 (WD3), which represents a market leading performance and position.

In 2013, I was nominated for and won a Capgemini Delivery Diamond Award – a program that recognizes the highest achievers for their substantial contribution towards delivering excellence during the year. I was promoted to engagement manager in 2014 and director in 2016, taking up responsibility for service delivery a number of clients including GMI, FedEx, and Stryker, among others.

Through Capgemini China's excellent talent development and mobility, my team and I are able to mobilize the best talent internally for new engagements. This empowers our people to continue to excel in their career and enables us to achieve successful service delivery setup and stabilization for our new clients.

Wendy Feng, Engagement Manager, UD Trucks, Capgemini China

My Capgemini journey started in 2005 as a team member handling purchase-to-pay (P2P) transition for a major client. I furthered my personal development by moving from transition to service delivery across multiple engagements.

In 2017, I was promoted to service delivery manager for an US logistics company responsible for the APAC region–a role that was both exciting and demanding. With strong support from Capgemini China's leadership, my team achieved "Green Status" in our service-level agreements (SLA), and the client has recognized our effort and output.

In 2018, I was again promoted to engagement manager for a leading Japanese automotive company–a role that represented a huge challenge due to the differences in culture. My team and I built up a strong relationship with the client by demonstrating Capgemini's professionalism and high-quality of service, while proving through the service we deliver the strength of Capgemini's reliability as a business strategy partner.

Working for Capgemini has equipped me with an optimization and transformation mindset, and enabled me to experience working in different workstreams and cultures. As the center expanded, Capgemini China's leadership supported me with a variety of opportunities to develop my career.

All in all, working in Capgemini continues to be an extremely positive and valuable experience.

Eric Lee, Team Manager, Dairy Farm, Capgemini China

I started my Capgemini journey in April 2012 as a senior process associate in the invoice-to-cash (ITC) team for our Warner Bros. engagement. Fast forward seven years, I'm now team manager for the accounts payable (AP) team for the Dairy Farm engagement.

During my seven years with Capgemini, I have served several engagements in accounts receivable (AR) and AP, and become certified as a Six Sigma Green Belt and Global Enterprise Model© (GEM) expert in both AR and AP. This training has helped me fully understand Capgemini's products and given me the skills to deliver best-in-class services to our clients using them.

As an industry leader in the digital world, Capgemini has given me the opportunity to participate in transformation projects using tools such as optical character recognition (OCR) and robotic process automation (RPA). From this perspective, I feel that Capgemini constantly challenges me learn new and interesting ideas and technologies.

In 2018, I was extremely proud to be promoted to team manager responsible for leading the entire AP team for Dairy Farm. My engagement will undergo a scope expansion in near future, and I'm looking forward to the challenges this will bring. My journey in Capgemini continues!

Laura Luo *and her team enable Capgemini's people in China to develop their competencies and grow together with the company*

Through Capgemini China's excellent talent development and mobility, my team and I are able to mobilize the best talent internally for new engagements."

Shelley He
Engagement Director, Capgemini China

Working for Capgemini has equipped me with an optimization and transformation mindset, and enabled me to experience working in different workstreams and cultures."

Wendy Feng
Engagement Manager, UD Trucks, Capgemini China

I feel that Capgemini constantly challenges me learn new and interesting ideas and technologies."

Eric Lee
Team Manager, Dairy Farm, Capgemini China

Making a positive impact on the local community

Elaine Chen

Head of Facilities and Administration, Capgemini China

Elaine Chen, head of Capgemini China's Corporate Responsibility & Sustainability (CR&S) program, talks to *Innovation Nation* about some of the exciting projects they organize, as well as a deeper look at their "Japanese Learning Program," aimed at increasing the language skills in the Denghu community in Nanhai.

Hello Elaine. Could you start by talking about how Capgemini China organizes CR&S activities?

Elaine Chen | I'd be pleased to. In 2011, we set up the "Staff Club" at the Nanhai center, with the purpose of brainstorming and organizing CR&S activities for our people to participate in. As leader of the Staff Club, my role is to appoint a committee comprising voluntary representatives from across our engagements. The committee's role is to collect CR&S suggestions from their engagements, discuss these projects and activities, and then decide on which we will implement throughout the year.

We generally organize two kinds of activities – internal and external. Some of the internal activities are fully sponsored by Capgemini, such as our quarterly "tea and cake afternoon," where people sits and chat over tea and cake. Others are partly sponsored by the company, such as subsidized cinema tickets. The activities we organize at the center focus on creating a culture of fun, while also enhancing our people focus and increasing employee loyalty.

On top of this, we also organize external CR&S projects and actively encourage all of our people to get involved. These projects are aimed at making a positive impact on the community in which we live and work, and in recent years have included tree planting, clothes recycling, autistic child care, DIY cake course, and International Woman's Day celebration. This year, we also ran a "Japanese Learning Program" for people in the local community.

They all sound extremely interesting. Could you tell us more about the CR&S projects?

Yes, of course. I'll start with our tree planting project. We work with the local authorities to confirm a location for planting trees and buy the saplings from them. Usually around 20 – 30 of our people and their families spend time at the weekend planting the saplings, with the aim of promoting environmental sustainability.

In our clothes recycling project, we encourage our people to donate their old or unused clothes. These are then collected and sent to poor families across the city. In another community-based project, volunteers from the center go into schools and work as mentors to autistic children. This involves playing and helping them in the classroom, as well as organizing birthday parties for them.

With 89% of our people at the center women, you can imagine that International Woman's Day is a rather big affair! This year, we prepared flowers and chocolate delivered by male colleagues. It was a lot of fun and a great way to celebrate the women that work at Capgemini China.

Another fun project we organized was our DIY cake course. We invited 20 families in the local community into the center and our volunteers taught the children how to make cakes. All of the children and volunteers loved the making and eating!

Through these activities, we aim to make a positive impact on the local community, while extending Capgemini's CR&S program and improving the reputation and image of the Group.

"Through these activities, we aim to make a positive impact on the local community, while extending Capgemini's CR&S program and improving the reputation and image of the Group."

Elaine Chen
Head of Facilities and Administration, Capgemini China

Your "Japanese Learning Program" sounds fascinating. Could you tell us more about it?

As part of our CR&S activities for 2019, we recently organized a Japanese training program for workers in the local community. With 17% of our people delivering services in Japanese, our Asian language capability is something we're proud of at the center, and unique to Capgemini in the region. The Japanese culture and language is of strong interest in the community, and the program aims at increasing the language capability of workers at the Nanhai Denghu Community Service Center.

After understanding the needs of the Nanhai Denghu community, some of our Japanese-speaking employees volunteered as trainers, using their spare time to customize the program course to create a strong foundation for the participants. The three-hour program – conducted at weekends and lasting 10 weeks – mainly comprised of classroom-based learning covering the basics such as reading and writing phonetic symbols, as well as basic Japanese pronunciation, and functional language related tourism, work, and traditional Japanese religious culture. Our volunteers also tested the students at regular intervals to understand the effectiveness of the program.

Overall, the training was very well received by workers from the Nanhai Denghu community. The students found the program both practical and fun, and it enabled them to gain more confidence in their Japanese language skills. It also enabled us to make a positive impact on the local community through leveraging the power of our greatest asset – our people and their language skills.

Finally, what's next for CR&S in China?

Capgemini China will continue to be part of the local Nanhai community, making a positive impact to social and environmental aspects. We have a few exciting projects coming up in the second half of 2019, including a blood donation program for our people, No Plastic Day, and visiting the home for aged.

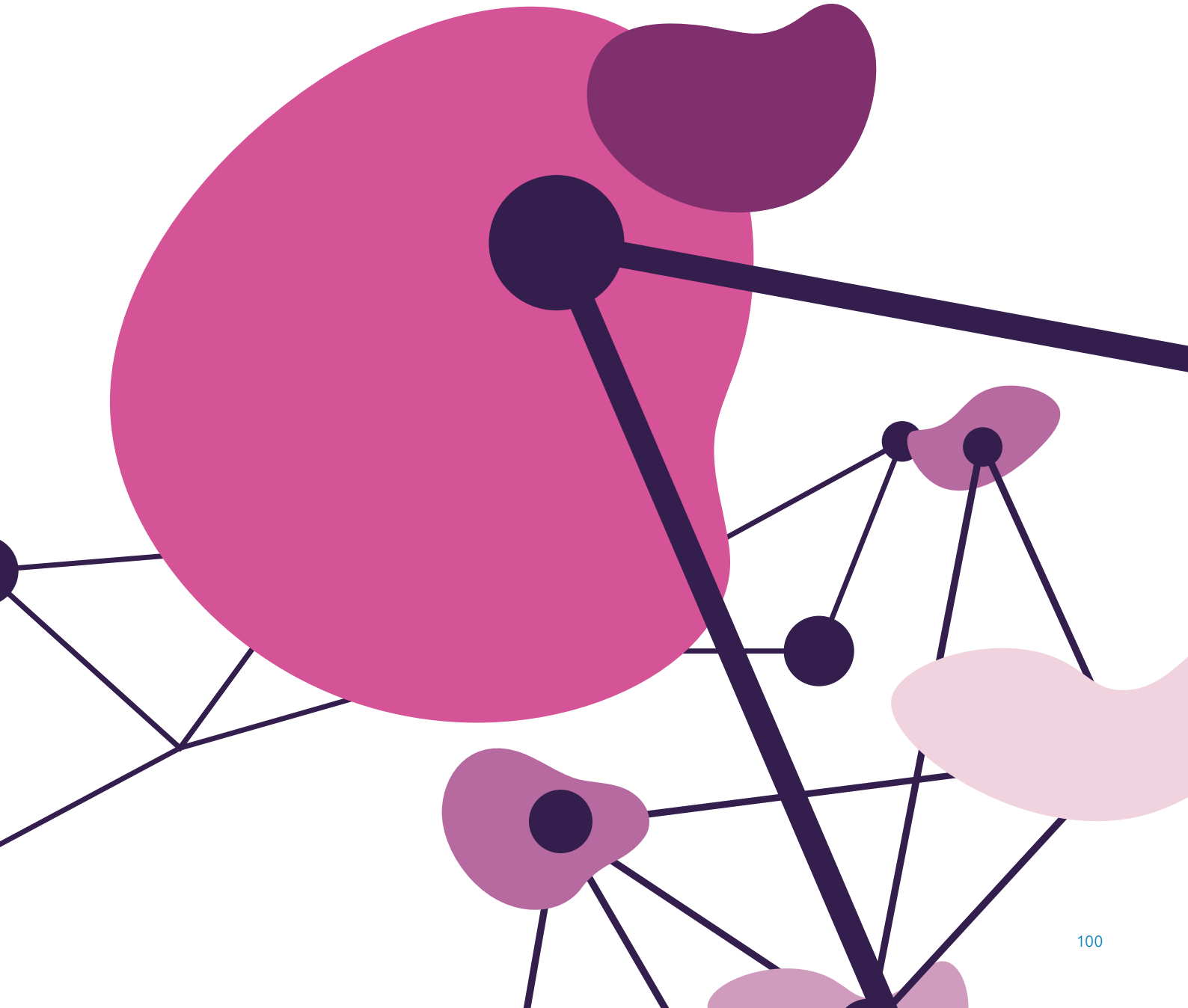
Elaine Chen *is Head of Facilities and Administration at Capgemini's Nanhai center. She also leads Capgemini China's CR&S program, organizing and encouraging employees at the center to explore more activities for the benefit of Capgemini's people and the local community.*

> *"Capgemini China will continue to be part of the local Nanhai community, making a positive impact to social and environmental aspects."*
>
> **Elaine Chen**
> Head of Facilities and Administration, Capgemini China


TAKE
Capgemini Chin


Sweet Home
BPO Tree Planting Activity
SAGO

Expert Insights



Is your finance function ready for the future?

Ajay Gupta
Nordic SSC Head, Capgemini

Strategic initiatives, combined with tangible people, process, and technology actions can help address and mitigate the challenges faced by CFOs.

Ask any CFO about key priorities for their finance function, the most likely answer will be – compliance to rules and regulations, cost reduction, and noiseless operations. In real life, however, maintaining balance between these priorities can be a challenge. If you're a CFO, pain points that might sound familiar include:

- Non-standardized and complex business processes
- Very low or negative returns from technology investments
- Multiple silos delivering similar processes across the organization
- Too much focus/time wastage on transactional processes and lack of strategic initiatives
- Too much reliance on Excel sheets that impact accuracy and increase the threat of cybersecurity
- Accountability without adequate control on the business to align and control processes
- Multiple applications leading to a mismatch in reports from respective applications
- Increasing compliance pressure.

However, while most CFOs face some, if not all, of these challenges, organizations tend to address them in very different ways. Breaking it down, these actions can be categorized into the golden triangle of people, process, and technology. This article highlights just some of the steps I recommend to my clients.

Strategic initiatives

All actions to mitigate these common CFO challenges should start with three strategic initiatives:

- **Establish a global shared services center (SSC)** – migrating your organization's entire processes to a global SSC can help to eliminate silos within the organization.
- **Align your finance strategy and business objectives** – for example, if business is set to grow rapidly in the next 2–3 years with margins under pressure, finance needs to plan for additional headcount, while also leveraging automation to reduce costs.
- **Implement a cost reduction project** – initiate small targeted projects to control costs by comparing the actual costs against your budget and taking certain policy decisions to reduce costs.

"Breaking it down, addressing challenges can be categorized into the golden triangle of people, process, and technology."

Ajay Gupta
Nordic SSC Head,
Capgemini

> *The finance function needs to lead the way in understanding and responding to the ever-shifting requirements of digital."*
>
> **Ajay Gupta**
> Nordic SSC Head, Capgemini

> *Combining tangible people, process, and technology actions with some solid and strategic initiatives can help you address and mitigate the challenges faced by your organization's finance function."*
>
> **Ajay Gupta**
> Nordic SSC Head, Capgemini

People

Human resources are key to achieving your organizational goals. The following steps can help you meet future challenges:

- Define the roles and responsibilities within your finance function, following the RACI (Responsible, Accountable, Consult, Inform) matrix for each process.
- Implement rewards and recognition to help keep employees motivated.
- Adopt job rotation to help your employees gain a variety of experience and job satisfaction by enabling them to change role every 2 – 3 years.
- Provide ongoing training to upskill your employees in emerging technologies and financial reporting standards.

Process

Processes are sequential tasks or activities that enable your organization to achieve its goals. Key steps that can strengthen your processes, include:

- Standardize your processes through creating a global SSC across geographies. This should be driven from top to avoid request for customization
- Establish and govern service level agreements (SLA) between the business and SSC
- Ensure consistent application of accounting and business policies across your business units
- Establish strong governance and control mechanism to ensure periodic review of the business, processes, and communication of progress to your leadership team
- Implement ongoing monitoring and reporting of KPIs/performance matrices and any correction actions taken
- Build application controls (input, processing, and output) and maker-checker controls into your processes to avoid your internal audit team having to perform and verify such controls outside the process.

On top of this, with most organizations going through some form of digital transformation, the finance function needs to lead the way in understanding and responding to the ever-shifting requirements of digital (for more on this, read our recent "Reimaging finance for the digital age").

For example, the mandatory requirement for e-invoicing in certain European countries means Finance has to implement automation technologies into the invoice process to reduce the amount of manual invoicing. This requires a certain amount of change management to transform the behavior and approach of finance teams.

Technology

Technology is a key enabler for the organization. Key recommendations to enable you to get best out of your technology investments include:

- Align your IT strategy and business objectives. For example, if your business objective is to increase your customer base, it's critical to invest in a best in class technology platform that provides online services to you customers
- Minimize the number of applications and implement a single, global platform for planning and reporting
- Integrate your ERP, data warehouse, and reporting platform to ensure consistency of reporting and avoid gaps in reports between multiple applications
- Automate your routine processes to save resources.

Combining tangible people, process, and technology actions with some solid and strategic initiatives can help you address and mitigate the challenges faced by your organization's finance function.

Ajay Gupta *has diversified and rick experience in risk management, governance, risk, and compliance, automation and process transformation. He is currently the Head of Shared Service for Nordic countries at Capgemini*

Reimagine your F&A

through leveraging Intelligent Automation

There has never been a more exciting time to be a finance professional. "Data is the new oil," and accounting professionals are at the forefront of capturing and managing this valuable resource. Automation technology is enabling us to fundamentally re-think how we deliver service and value. Capgemini's Finance Powered by Intelligent Automation solution reimagines your finance operations to deliver:

- **Enhanced customer experience**
- **Better finance operations at a lower cost**
- **Improved data and reporting**
- **Enhanced controls**

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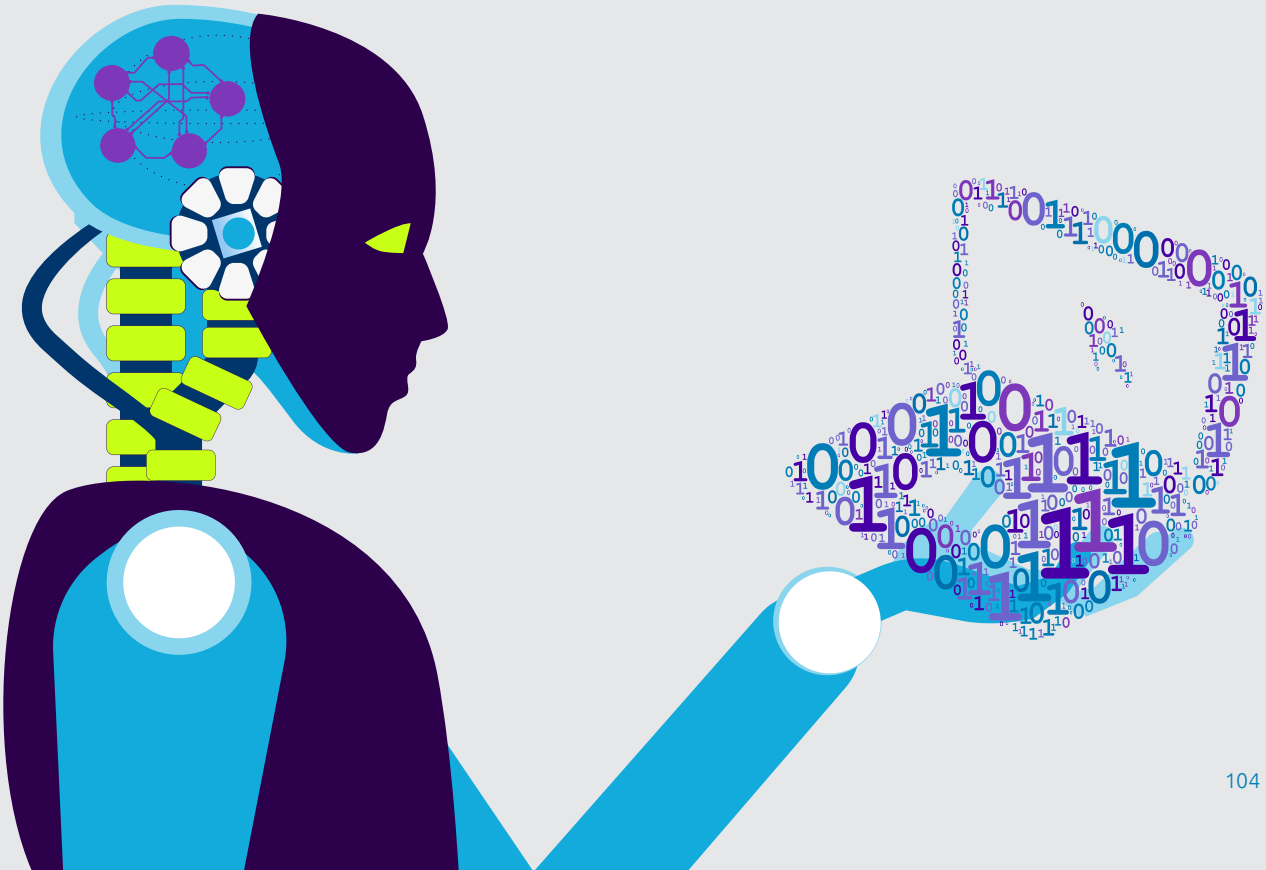

The evolving role of the demand planner

Jorg Jughanns

Vice President Europe – Digital Supply Chain, Capgemini's Business Services

Growing demands and evolving technologies will enable planners to be more strategic and less transactional.

In a previous article in this magazine on demand planning, my colleague Dharmendra Patwardhan summarized the effects on the supply chain of the growth of the digital economy. He said it was enabling increased competition, and that it was also creating a demand for increased flexibility.

I'd like to expand a little on that point. Take Master Data Management (MDM), for example. According to Forbes, 90% of the digital data that exists worldwide today was created within the last two years. This wealth of data is creating significant challenges – not just at a macro level, but at a granular level, too.

How so? Partly, it's because the digital world is transforming customers' lives, and not just transforming business. People have higher expectations. They're growing accustomed to calling the shots: if someone doesn't make that baseball cap in orange, they'll find someone else who can.

MDM systems need to accommodate the data that flows from customization of this kind; and this, in turn, has implications for the supply chain. When you're addressing the "segment of one," demand planning assumes even greater importance. It ceases to be merely a fulfilment function, and becomes a growth enabler – which is why, now more than ever, the role of demand planner is so vital, and is evolving so rapidly.

The new norm

The issues with which demand planners have to deal are manyfold. For instance, in some cases, they are trying to meet these increasing demands for customization while they're still tied to inflexible legacy planning technology.

Another issue demand planners must address is that in the past, exception handling was prioritized in favor of the most frequent occurrences – but today's trend towards customization is a great leveler. When many customers want their baseball caps not just in orange, but in powder blue, lime green, and hot pink – and when the ecosystem is subject to extreme weather, unpredictable political situations, embargos, transportation challenges – exceptions become the new norm, and demand planning systems need to accommodate this equably and in real time.

A further consideration is that increasing demands for volume and variety are intensifying the need for low-touch or no-touch demand fulfilment. Legacy systems can't provide the levels of automation needed. Nor can they cope with the shorter planning cycles, requirement adjustments, and increased workflow.

In short, planning requirements today have significantly developed, and yet the circumstances in which planners are working, because of the technology they're obliged to use, can make it difficult for them to abide by their organization's own rules of governance.

Strategic significance

This is where an experienced and global service provider can make a significant difference. They are already up to speed in technological developments such as big data, analytics, in-memory computing, the cloud, collaborative tools, AI, and the Internet of Things. This means they can introduce productive solutions to organizations faster than they can implement them themselves, helping them to reshape their demand planning function.

As a result of growing demands and evolving technologies, the role of demand planners also looks set to change. They will be able to be more strategic and less transactional, because many of the operational functions for which they were previously responsible can now be automated. They will occupy less of a support role, and will increasingly be seen as a partner to the business, working in real time and collaboratively with other disciplines in the organization, with production and planning systems, with newly emerging automated and AI solutions, and of course ultimately also with customers.

Jörg Junghanns *leverages innovation and a strategic and service mindset to help clients transform their supply chain operations into a growth enabler.*

"As a result of growing demands and evolving technologies, the role of demand planners looks set to change. They will be able to be more strategic and less transactional, because many of the operational functions for which they were previously responsible can now be automated."

Jorg Jughanns
Vice President Europe – Digital Supply Chain, Capgemini's Business Services

Supply chain management – the quiet revolution

Mike Meech

Sales Director – Supply Chain & Procurement, Capgemini's Business Services

Supply chain management can move beyond functional improvement to deliver significant strategic and competitive advantage to an organization.

In this article I will briefly discuss supply chain management as a whole, and how it is becoming the next frontier for business process outsourcing (BPO).

There's a quiet revolution taking place. For many years now, our teams here at Capgemini have been helping our clients shape some of the most admired supply chain functions in the marketplace.

New benefits

In demand planning and master data management (MDM), we've helped our clients achieve real strategic and competitive advantage through a range of benefits, including reduced working capital, improved customer service, increased productivity, enhanced agility, increased scalability, improved responsiveness, and enhanced transparency.

By bringing together our own expertise and technology with their own systems and experience, we've seen products being brought to market 60 and even 80 days sooner than would otherwise have been the case. The usual BPO business benefits of cost and time savings, increased efficiency, and the ability to reallocate staff to less repetitive tasks are being joined by others. In particular, we're seeing greater speed to revenue – the ability of organizations to develop their supply chain not just as a function, but as something that can bring them into new markets at speed and deliver significant competitive advantage.

In order management, our Digital Global Enterprise Model (D-GEM) is helping organizations with robotic process automation (RPA) and with intelligent rules-based exception handling to ensure orders are processed much more quickly and efficiently, and with fewer errors. Again, the usual BPO benefits – an instance here might be reduced cost-to-serve – are being joined by new advantages. Faster, more seamless, more accurate order fulfilment increases customer satisfaction, retention, and, ultimately, revenue growth.

Tangible benefits such as these are important, not just for the bottom line, but as a justification for choosing to adopt the BPO route in the first place. When an organization considers outsourcing an area of its operations as fundamental as its supply chain management, it is staking a great deal – which is why global service providers need to be able to demonstrate that theory is borne out by practice, and in particular, by significant results and by Proof of Concept exercises. Surprisingly, few of them seem to do this; at Capgemini, we aim to make a virtue of it.

Success stories

Here are a few cases in point. A global fast-moving consumer goods (FMCG) business saw:

- Up to 20% relative improvement in forecast error rate
- Up to 25% improvement in demand planner productivity
- Reduced 0.5 days of inventory throughout the network, resulting in inventory savings of around €90 million.
- Over €11 million in annual inventory cost savings for excess and obsolete inventory.

An international medical device, pharmaceutical, and consumer packaged goods company saw:

- Up to 18% relative improvement in forecast error rate
- Up to 25% improvement in demand planner productivity
- Over €10 million in annual inventory cost reduction
- Over 15 value-adding transformation projects implemented for demand planners.

A European-based multinational bottling company saw:

- Up to 13% relative improvement in forecast error rate
- Over €3 million reduction in working capital, warehousing and freight costs
- Over €30 million saving from network optimization.

As I say, these aren't just our successes. Nor are they simply traditional BPO successes. They are also examples of how supply chain management, and supply chain management BPO in particular, can move beyond functional improvement to deliver significant strategic and competitive advantage to an organization.

Mike Meech *is passionate about delivering real transformation outcomes to Capgemini's clients through applying his knowledge of 15 years in the Procurement Supply Chain BPO market as a delivery leader, transition manager, and solution architect.*

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The supply chain – preparedness is everything

Greg Bateup

Head of Solutions and Transformation – Procurement, Capgemini's Business Services

A business services partner can help you anticipate need, rather than simply to accept it.

In The Art of War, Sun Tzu wrote: "We may take it then that an army without its baggage train is lost; without provisions it is lost; without bases of supply it is lost." Whether you're fighting a battle in ancient China, or ensuring continuity of supply of your product or service, the principle is the same – preparedness is key!

However, many of the conversations I've had recently with my clients seem to focus on the "how" of procurement, making the process from request to procurement more efficient, ensuring compliance and control, and even improving user experience. All very laudable pursuits, but very little discussion on how we anticipate the "Need," which has the potential to not only eliminate requests in the first place, but also make the process more efficient, provide increased opportunities for spend savings, and in the case of MRO (maintenance, repair, and operations), for example, reduce downtime and maintenance costs.

Some of the challenges organizations face in "anticipating need," include:

- A lack of clear visibility of current inventories available across different locations.
- A lack of understanding of real-world lead times or logistics from suppliers or internal locations to the various plants.
- Master data (for example in MRO) is not up to date, leading to a lack of clarity on part requirements and no real view on alternative items in case preferred items are not available.
- A limited view on the possibility that something in the production chain may fail.
- … and no process to determine a fix-or-replace strategy.

In most organizations, these challenges are dealt with at a local or regional level, meaning information is scattered, processes are inconsistent, and there is a lack of redundancy in the process. This can range from an office manager determining stationery needs to a plant manager determining the requirement of spare parts. While specific areas such as facilities, fleet management, and IT are more mature, opportunities exist to improve the link between procurement upstream from the request process.

Anticipating need

Capgemini's "The Digital Supply Chain's Missing Link: Focus" report examined the importance for organizations of identifying significant principles for development, and of concentrating on those. Among these principles is the ability to anticipate need, rather than simply to assume it.

For example, if we look at spare parts in manufacturing, we can use predictive analytics to not only to minimize stocks, but to be better prepared when something goes wrong. To take an example from the Utilities sector, we know from experience and specifications that the average life of a specific generator may be 15 years, and we may also recognize the signs of imminent failure. With these insights, we can improve the integration to procurement, and arrange for a new unit to be available when the old generator fails.

The benefits of this approach are many:

- Reduced downtime while the part is being replaced.
- We are able to source earlier, and possibly combine multiple purchases into one sourcing event – because we can predict when the items will fail.
- Improved negotiation with suppliers, including payment terms.

Getting focused

Tackling the underlying problems is a daunting task, but by keeping focused you can build an ecosystem that delivers the required changes:

- **Onboard your partners to realize maximum benefit** – there are a wealth of opportunities to make this your suppliers' challenge as well as your own.
- **Foster collaboration across functions** – by building multi-functional teams to look at these problems across the organization, it's likely you'll have some very clever people looking at these problems!
- **Work toward establishing a data-driven organization** – with data becoming easier and cheaper to collect and manage, this is a barrier that is literally being torn down in most organizations.

Eating an elephant

How do you go about addressing something like this? The answer is in the same way they say you should go about eating an elephant – one spoonful at a time.

Specifically within procurement and master data, I advise my clients to tackle things in exactly this way – starting with a single problem, solving it, and then moving onto the next. Being agile, if you like. For example, you might begin with a specific plant or geography, developing processes and tools you can effectively support, before rolling it out further, building collaboration across the organization and with your suppliers, and always considering how you would scale it up.

Tackle the data, one data set at a time is a good example – identify the data source and develop some analyses to solve a single problem. In some cases, the pay-off is there, in others, the pay-off is in what you learned rather than in what you gained. This is where a business services partner can help, working with you to put in place the processes and tools you need, helping you keep focused and ensuring your key initiatives remain a priority, and you remain focused as the technology evolves.

Greg Bateup *focuses on the digital transformation of the source-to-pay function, and how organizations can not only drive efficiencies in the procurement function, but also drive compliance and savings.*

Putting the customer in control of their finances

Geetha Jayaraman

Senior Manager, GRC Practice, Capgemini's Business Services

Open Banking is giving users an easy and secure way to understand their finances.

As I opened my mobile banking app, a pop-up flashed onto the screen:

"Watch out, you're eating out too often and not exercising enough! Here are some interesting fitness options that could work for you!"

I was shocked – it was only my mother who usually gave me this kind of advice. Now my mobile was doing it!

I paused to ponder about how my guilty pleasure had gone public. I vaguely recall clicking "I Agree" on a pop-up while making an urgent payment on my mobile banking app a few months ago. I connected the dots.

A clearer view of your finances

My bank has always been a leader in customer service and innovation. With the advent of the Open Banking and PSD2, they seized the initiative. Instead of being passive suppliers of data to Account Information Service Providers (AISP) and Payment Initiation Service Providers (PISP), the bank had morphed itself into becoming an integral part of the customer's life experiences.

This transformation represents nothing less than a paradigm shift for the bank. As with any change, good governance and risk management practices are critical success.

Quick, easy, and direct payments

As an Accounts Servicing Payments Service Provider (ASPSP), the bank now had information on my three cards and two bank accounts. My entire spends were analyzed – including a missed renewal on my gym membership – and friendly advice touted. I now had visibility on all my expenses categorized, with beautiful visualizations to help me make better financial decisions. I could see my investments across various asset classes, including valuation trendlines across the years.

My payments had also become an easy exercise. I could now issue payment instructions across my bank accounts and cards, giving me great peace of mind in ensuring that payments were never missed. This meant no more hurried transfers to ensure direct debit mandates were honored.

I'm delighted with these conveniences – and despite the unexpected advice about my dining out habits, I didn't want to switch loyalties from a bank with which my family has built a relationship dating back to two generations.

The future of Open Banking

In Australia, the move towards Open Banking is being driven by the Australian Competition and Consumer Commission. Having started with Financial Services, the Energy and Telecommunications sectors are proposed to follow next. It's just a matter of time before other countries also follow suit.

Geetha Jayaraman *helps organizations leverage their use of technology by managing risks to achieve organizational objectives. She uses her experience to facilitate digital transformation of organizations through the adoption of the right technology solutions. As an expert in cyber security, she has guided many organizations in balancing risk with the adoption of technologies. Prior to her current role in Information Risk Assurance at Capgemini, she worked with several large technology service providers to bridge business objectives with ICT solutions.*

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Data analytics in contract management – expectations from customers

Mani Agarwal

Director, Capgemini's Business Services

Why data analytics in contract management is extremely important for organizations.

I was recently in New York to meet several new customers, and attend workshops with existing customers to discuss and shape our vision for 2019. While this vision was – as you might imagine – different for each customer, the one thing that was consistent was the increasing demand to deliver analytics and reporting.

Traditionally, we've been asked to maintain quality, as well as increase efficiency, productivity, and customer satisfaction. Reporting has been limited to measuring our own performance and productivity. This year, however, most of my customers want us to go above and beyond this kind of reporting, and leverage this data to understand their own performance and strategic business decisions. They want to know how to control and manage the contract portfolio, how to reduce spend, and increase revenue by using the contracting data that goes into the system.

In the contract management space, where thousands and thousands of contracts are executed every year resulting into millions of documents, analytics are key to understanding how to manage and maintain them. Here are some recommendations I often give to my customers:

- **Contract negotiations** – how many contracts arrived for negotiation vs. how many were actually executed and how many resulted in real business:
  - Review the number of contracts that were executed the previous year to get insights on the cycle time required to close each contract.
  - Check whether you're using the same framework agreement for new business opportunities or executing new ones each time, which often leads to delays and same negotiations.
  - How many contracts never resulted into any business? Is it worth negotiating such contracts?

Understanding this kind of data will give you some excellent insights and help you reduce time and cost.

- **Low value contracts** – in low value contracts (for example, $5,000 depending on the size of the organization), how many contracts were below the threshold and how much time was spent in negotiating them? Is it worth the time? If not, you should either:
  - Advise sales not to entertain such requests.
  - Increase the margin to cover the hidden cost of negotiation.
  - Prepare a policy to prevent redlining on such contracts.

This will help optimize low value contracts, and reduce cost and cycle time.

- **Analytics** – what are the most negotiated clauses that have taken up most of your time? Can such boilerplate clauses be redrafted to address the opposite party's most common issues? This will eventually reduce the negotiation cycle time and tedious approval process. Artificial intelligence (AI) and machine learning (ML) tools are equipped to give this kind of information, enabling you to tweak the language of such clauses.
- **A unified approach** – in large organizations where goods and services are procured or sold across geographies, contract analytics can reduce the approval and cycle time, while delivering better visibility, control, and governance. A fragmented approach may qualify an organization as low value or low risk, whereas a consolidated picture increases the chance for an organization to become a strategic partner. This represents a win-win situation for both the parties.

Overall, reporting and analytics that can answer multiple non-standard questions are a key driver in every business sphere. Contract management is no exception. This is only set to grow further and will become a much bigger part of the boardroom discussion as AI and ML tools become more mature.

Mani Agarwal *advises clients on commercial and contract management transformation initiatives. He helps organizations to transform their contract lifecycle and contracts portfolio by implementing the right machine learning/ AI tools. He also uses his expertise in optimizing the performance of contracts to ensure maximum value through all contractual opportunities and avoid any revenue leakage. Mani is a qualified lawyer and an elected member of the prestigious IACCM Council for IT and Outsourcing Networks. Prior to his role he worked in various large legal and technology companies managing their contracts and risk.*

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Mani Agarwal
Director, Capgemini's Business Services

The impact of RPA and automation on technical debt

Prasanna Velayudham

Senior Director, Capgemini's Business Services

Through lack of a proper testing suite, poor documentation, and improper version management, an increase in technical debt can quickly become a burden to the enterprise that spews out bots rapidly.

One of the main concerns harbored by CIOs and technology leaders is how to keep "technical debt" to the minimum.

But what – you might ask – is "technical debt"?

The Wikipedia definition is: "**Technical debt** (also known as design debt or code debt) is a concept in software development that reflects the implied cost of additional rework caused by choosing an easy solution now instead of using a better approach that would take longer." In layman's terms, "technical debt" is like borrowing money for immediate needs that becomes a burden over time through having to repay the loan with interest.

Even prior to the rise of robots, enterprise architects and the technical community have been concerned about technical debt. Now, with wider and faster adoption of robotic process automation (RPA) and intelligent automation, the concern is both extremely acute and valid.

More often than not, technical debt is caused by the business driving faster adoption of more and more bots without considering the possibility of redundant, unused, unaccounted, or improper code (in the form of bot artefacts) clogging up the enterprise.

Capgemini's ESOAR (Eliminate, Standardize, Optimize, Automate, Robotize) methodology can help you mitigate this technical debt on three levels:

- **At the design level** – I have personally witnessed my clients experience a Eureka moment when presenting our ESOAR methodology to IT and the business simultaneously. ESOAR puts design at the center of bot execution, leading to immediate recognition on how to solve the underlying problem, and technical debt as a consequence.
  - **Eliminate and Standardize** – these steps address the process side of the equation to ensure all of your processes are required and streamlined.
  - **Optimize** – this step "tunes" your ERP and underlying execution system to make optimal use of the systems you've invested in.
  - **Automate** – this step leverages APIs and web services where applicable. With advancements in micro services' architecture and ease of data interfaces, emphasis is put on automation prior to considering task-level automation that needs to be robotized.
  - **Robotize** – this step helps you to achieve a quick return on your investment and long-term business benefits by implementing enduring robots.
- **At the software level** – RPA development requires an organization to follow a structured and clear software development lifecycle, not unlike what's required for other application development.
- **At the code level** – coding requires RPA programmers to follow a consistent set of standards to ensure the program flow is structured, modularized, elegant, and features outstanding exception handling. This is somewhat similar to basic coding hygiene.

Similar to application lifecycle, bot lifecycle – and the processes required to manage the bot from onboarding, through operations, to decommissioning – is critical for the business, IT, and the entire enterprise. The challenge of overseeing bots can be compared to managing small drones, albeit with increased complexity. Although organizations should take part ownership of their "digital workforce," managing the lifecycle of process bots from inception to completion is best suited to IT teams working in an RPA center of excellence.

A lack of a proper RPA testing suite, poor documentation, and improper version management are just some of the other challenges that lead to an increase in technical debt, which can quickly become a burden to the enterprise that spews bots rapidly.

Acting in an agile way, ESOAR helps to understand and carefully plan the need for urgency in managing the downstream challenges to balance the immediate benefits and long-term impact – in other words, a business case.

Prasanna Velayudham *is responsible for advising clients on RPA and business process automation, as well as bringing accelerated and sustainable benefits to enterprises.*

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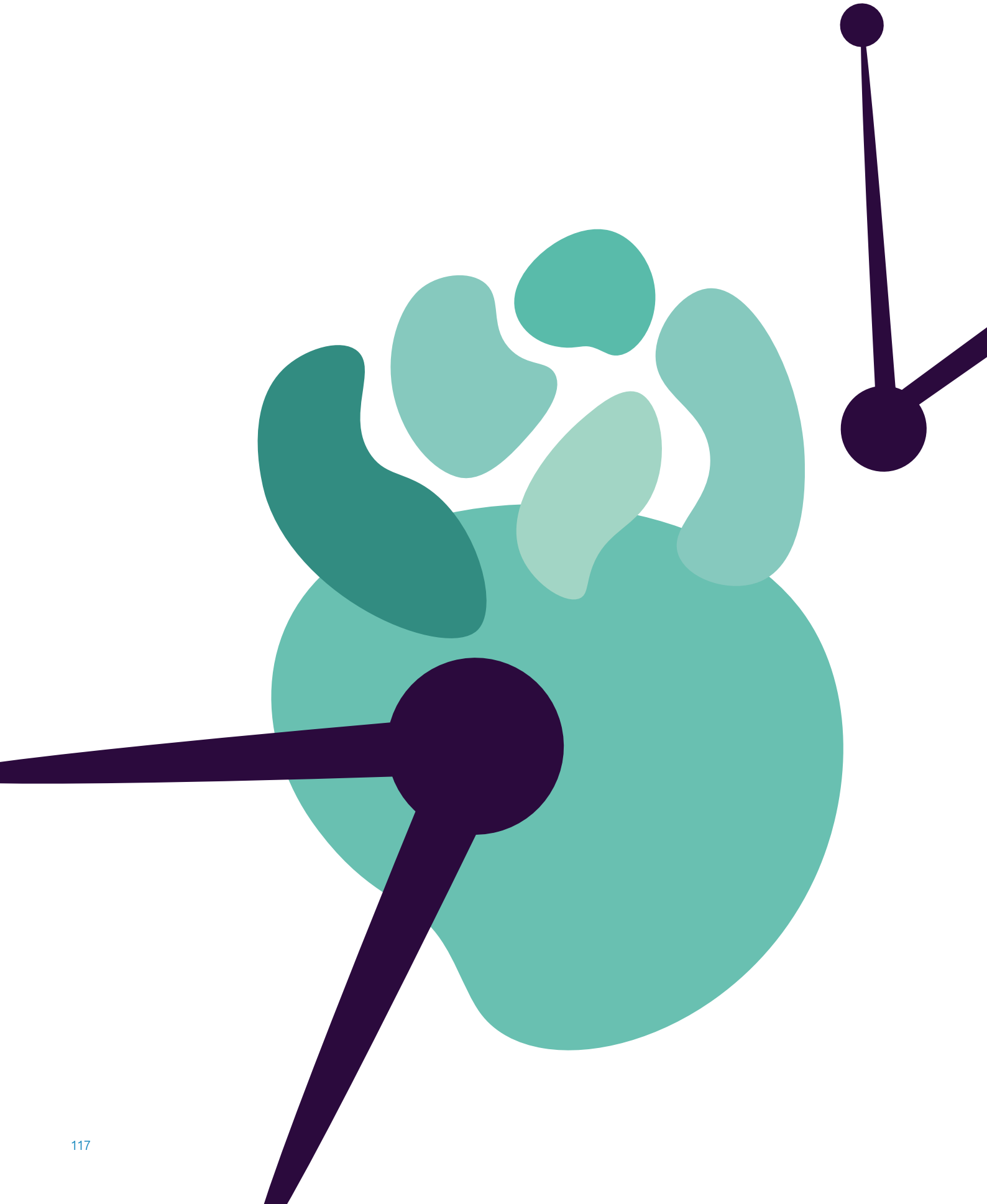
Senior Director, Capgemini's Business Services



Capgemini Community

Capgemini Guatemala continues its giving streak

Gustavo Tasner

Head of Americas Delivery Network, Capgemini's Business Services

Through the enthusiastic support and contribution of over 100 volunteers, our "Building a better future for children" project has helped to empower pupils from Monte Carmelo II School in Guatemala with better infrastructure and educational facilities.

Following the successful implementation of the first three phases, in January 2019 we launched Phase 4 of our "Building a better future for children" project – an initiative that aims to improve primary education by building elementary schools for disadvantaged children in the Ciudad Quetzal community.

Building a future

On January 19, 100 volunteers from Capgemini Guatemala helped construct and equip three classrooms for Monte Carmelo II School in record time – helping to meet the school's expanding capacity and growing needs.

This was followed in on January 25 with an activity to provide technology education and help bridge the digital gap for these pupils through building a computer lab. Over 100 pupils also participated in a science fair organized by 85 of our volunteers. As part of this initiative, both pupils and volunteers took part in various science and technology experiments, helping to develop the pupils' interest in the subject.

"It was a unique experience for me. To know that we're part of a project that's providing an opportunity to these kids to receive a proper education and to see them accept it with so much love and appreciation – that fills my heart!"

Marisable Andaraus
Veritiv Engagement

"There is nothing that feels more empowering than being of service to someone in need. I'm glad to be part of a company that takes care of the community. Thank you Capgemini for giving us the opportunity to be part of this."

Ligia Garcia
PMO Team


VOLUNTARIADO
LUISA
We building
stronger communities
VOLUNTARIADO
ETHEL
We building
stronger communities
We building
stronger communities

It's so rewarding to see these kids have fun and learn, while sharing quality time with the Capgemini team. The technology and science activities were amazing. Great initiative!"

Denis Martinez
Risk and Compliance Team

Incorporating technology into education

Guatemala is a country with a population of more than 17 million, characterized by great ethnic, multilingual, and pluricultural diversity, with great social and economic differences and inequalities, which increase every day, and are more visible in precarious and marginal areas, especially rural areas.

The country continues to be a predominantly rural country, with a young population, a high percentage of poverty (57%), and 21.5% of the population in extreme poverty. Poverty is predominantly present in the rural population.

Since 2015, Capgemini Guatemala has focused our energy on providing the children of the Ciudad Quetzal community with a space with adequate facilities to enable them to develop properly.

We also understand the increasing role of technology in society, and recognize the need to incorporate it in education to strengthen the basic skills children and young people must develop in the 21st century. In Guatemala there are still significant differences and lags between population groups in accessing technology, and effectively incorporating technology is a challenge for the education system.

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Head of Americas Delivery Network, Capgemini's Business Services

The "Building a better future for children" project aims to contribute towards efforts made at public institution level to improve educational quality, and has included delivery of two computer labs – one in 2017 and the second in 2019, which represents the first mobile computer lab in the region, which is perfectly adapted to the educational needs of the region's schools.

In the last four years, the impact we've made on the Ciudad Quetzal community is as follows:

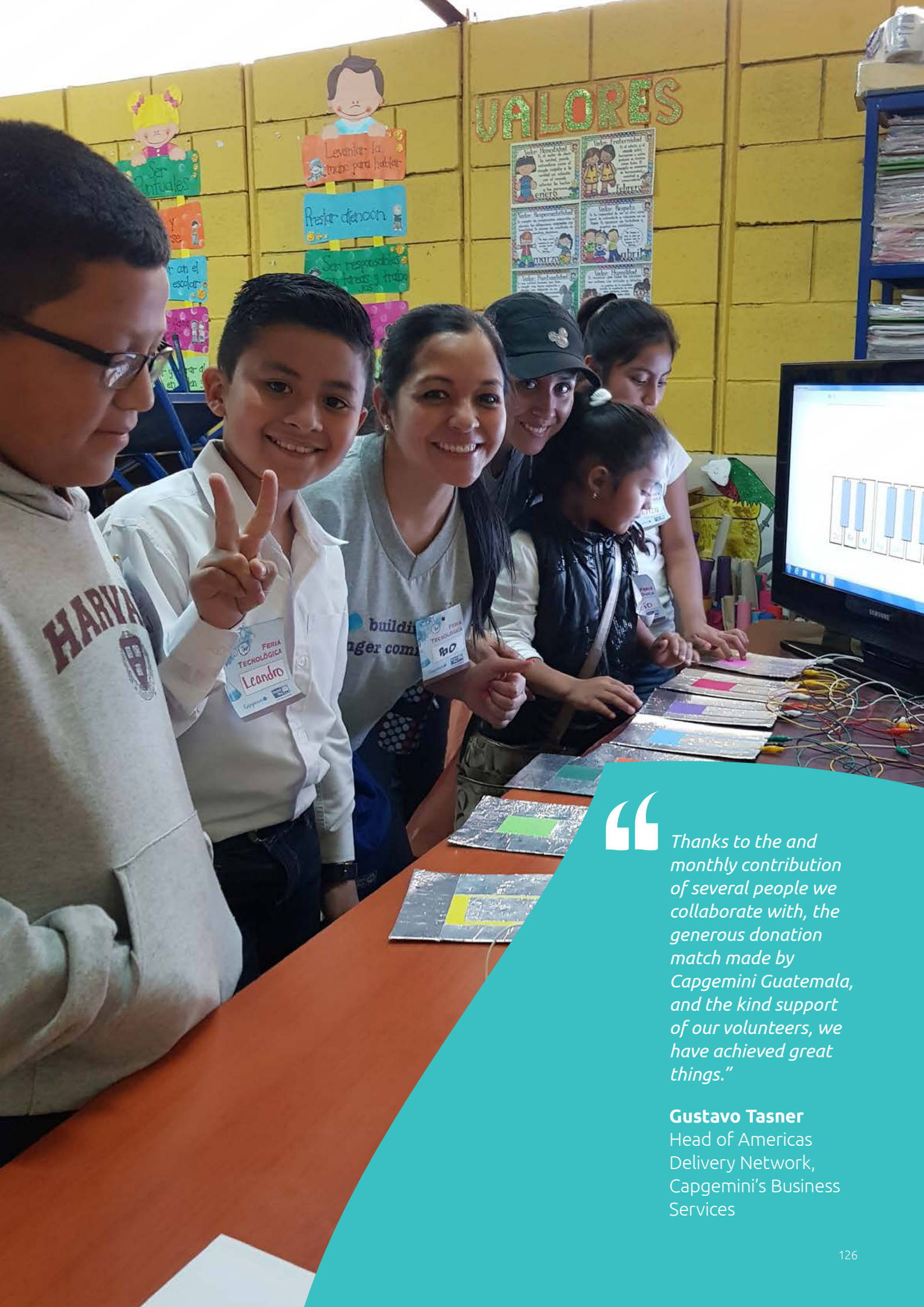
- 3 schools
- 17 classrooms built and equipped
- 2,328 children in the community
- 1,044 volunteers participated
- 2 computer labs.

Thanks to the and monthly contribution of several people we collaborate with, the generous donation match made by Capgemini Guatemala, and the kind support of our volunteers, we have achieved great things.

I'd like to give a huge shout out and thanks to everyone who made this project possible! Keep inspiring!

Thank you to Kaleidoscopios and Fondo Unido for allowing us to publish these photos.

Gustavo Tasner *enables BPO solutions and business transformation to our clients in the Americas by developing and leveraging our LATAM capabilities and expertise. Gustavo joined Capgemini in 2005 and has held different roles across Consulting, HR, and Engagement Management. In 2014, Gustavo was appointed head of the Americas Delivery Network.*



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Gustavo Tasner
Head of Americas Delivery Network, Capgemini's Business Services

Capgemini Brazil teaches automation to young people

Mariana Tordivelli Junkes

L&D and Internal Communication Specialist, Capgemini Brazil

Capgemini Blumenau's RPA team takes the concepts of automation and robotics to young people at Brazil's largest educational robotics event.

Members of Capgemini Blumenau's RPA and HR teams recently took part in Robotics Experience 2019 – an event that helps to make children aware of the incredible outcomes that robotics can deliver. Over 7,500 people participated in the event, making it the largest children's educational robotics event in Brazil.

Our volunteers helped teach the concepts of automation and robotics to children from across the region using UiPath's recently launched app Marti, the Martian – a game is about a lost Martian on Earth that needs help to return to his own planet.

Through programing Marti's steps to his rocket and overcoming all the obstacles in his way to take the lost extraterrestrial back to Mars, the children experience and understand the concepts of robotics in a colorful and playful way.

Mariana Tordivelli *Junkes is responsible for internal communications and part of Capgemini's Brazil's L&D team.*

> *"Our volunteers helped teach the concepts of automation and robotics to children from across the region using UiPath's recently launched app Marti, the Martian."*
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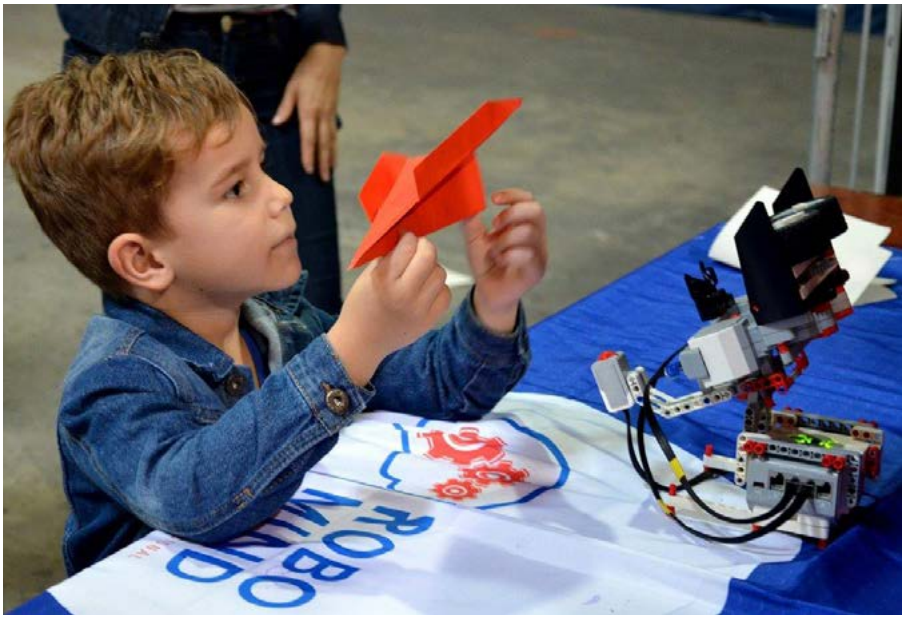

"Capgemini's experts were very glad to share their knowledge with the children. It was great fun teaching automation with a game as playful as Marti, the Martian, and the whole team also learnt a great deal through teaching the children."

Fernando Capovilla
RPA Manager,
Capgemini Brazil

It was as if we had planted a seed of curiosity in each child that interacted with the game. They learnt that robots can go far beyond what they perhaps imagined, and they can help humans to work better, faster, and give them more time to think up new ideas."

Rosimeria Kowalski
Business Partner, Capgemini Brazil

About Capgemini

A global leader in consulting, technology services and digital transformation, Capgemini is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of over 200,000 team members in more than 40 countries. The Group reported 2018 global revenues of EUR 13.2 billion.

Learn more about us at

www.capgemini.com/business-services

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People matter, results count.

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