

Innovation Nation

Helping to reimagine your business operations

Winter | 2019–2020

Digitizing the supply chain

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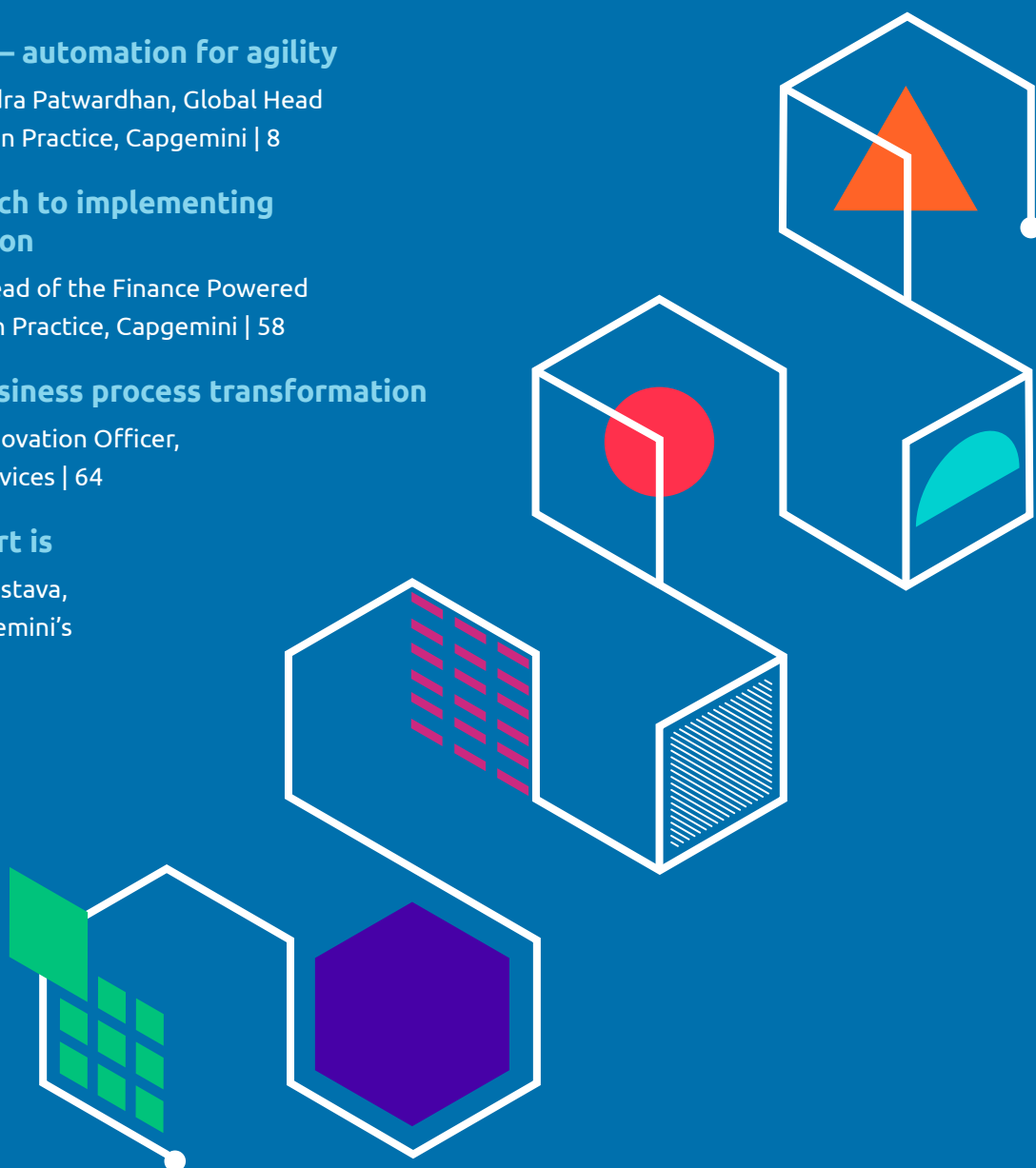
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CEO, Business Services

Welcome to our winter 2019–2020 edition of Innovation Nation. This edition focuses on Capgemini's Digital Supply Chain offer – and our five sub-offers of Demand Planning, Master Data Management, Order Management, Logistics Control Tower, and Procurement Operations. It also shares insights from our experts across finance and accounting (F&A), human resources (HR), and intelligent automation.

"The digitization of the supply chain is one of the major value and growth opportunities for businesses today, with the potential to make a significant difference to their performance and future prospects," stated a recent Capgemini Research Institute report entitled "[The Digital Supply Chain's Missing Link: Focus.](#)"

With this in mind, Dharmendra Patwardhan (Global Head of Capgemini's Digital Supply Chain Practice) talks to Innovation Nation about how Capgemini's [Digital Supply Chain](#) offer represents a unique and multifaceted supply chain solution that is delivering enhanced business outcomes and industry-first commitments around cash, cost, and service to our clients around the globe. In addition, Dharmendra curates a selection of articles written by his team on the five sub-offers that comprise our Digital Supply Chain.

In our Technology Talk section, Carole Murphy (Global Head of the Finance Powered by Intelligent Automation Practice) also writes about how our ESOAR transformation methodology is creating a platform to help our clients implement intelligent automation. Kishor Wikhe (Chief Operating Officer) writes about how delivering benefits to the Capgemini Group's finance and HR functions enhances the service we deliver to our clients as they embark on their own journeys of automation and digital transformation.

Aarti Srivastava (Global Head of HR) talks to Innovation Nation about how the cultural shift to prepare the organization for an augmented, future-ready workforce, while developing our people to understand and leverage new technology and advance their careers in a future-oriented way. We also hear from our HR center heads in India, Guatemala, and China on how they are helping our people to develop their knowledge and skills for the digital age.

As usual, our dogged cast of experts have been unrelenting in their pursuit of quality thought leadership, writing on topics from machine learning to design thinking, order-to-cash to achieving a fast close, and contracting for agile. The edition concludes with digital inclusion stories from our people in India and Poland.

I really hope you find the insight and thinking behind our thought leadership in this edition as interesting and exciting as I do! As always, most of the articles in this issue are available on our website, and we welcome you to share your opinion and views online.

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Girls! Choose IT and dare to dream big!

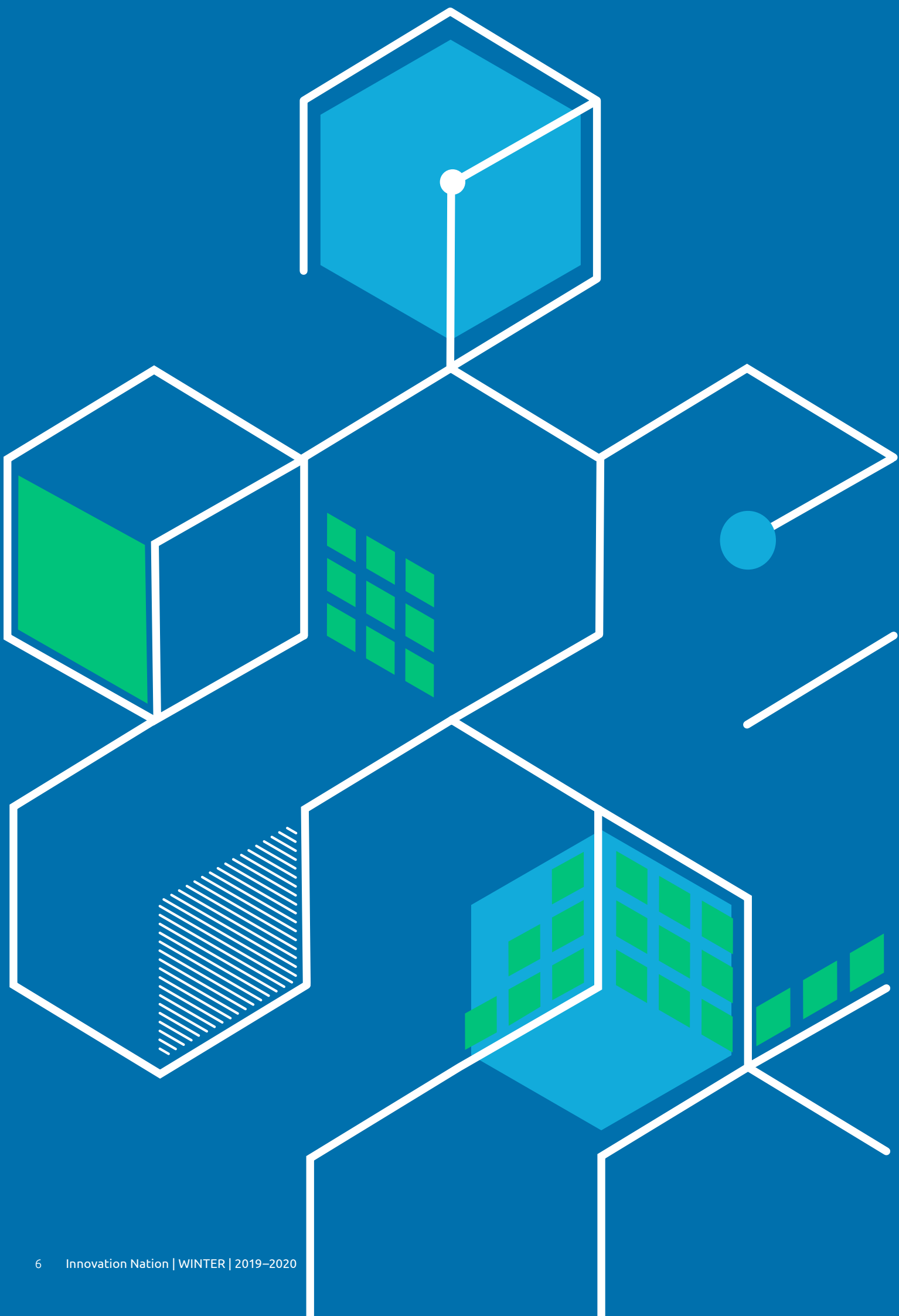
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Focus on Digital Supply Chain

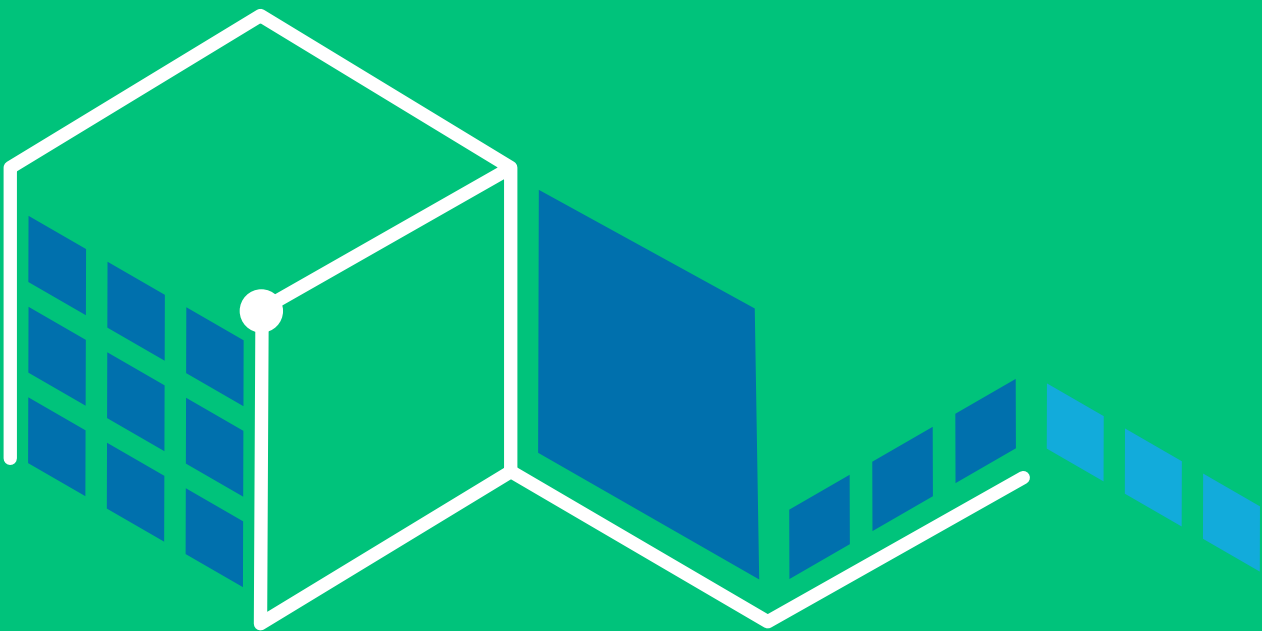




Digital supply chain – automation for agility

Dharmendra Patwardhan

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



Innovation Nation talks to Dharmendra Patwardhan about how Capgemini's Digital Supply Chain offer represents a unique and multifaceted supply chain solution that is delivering enhanced business outcomes and industry-first commitments around cash, cost, and service to our clients around the globe.

Welcome Pat. Could you start by talking about yourself and your experience at Capgemini?

Dharmendra (Pat) Patwardhan | Yes, thank you. I head the Digital Supply Chain Practice at Capgemini's Business Services. Prior to starting this very exciting role, I headed several of Capgemini's largest client engagements, for a period spanning five years.

Could you talk about the different elements that Capgemini's Digital Supply Chain Practice comprises?

As I'm sure you're aware, supply chain encompasses a very large area. There are currently five elements we focus on, bearing in mind what's most relevant to our clients and the dynamics in the global supply chain space.

In no particular order, these are Demand Planning and Supply Planning; integrated Master Data Management; Order Fulfillment and Management; the emerging area of Logistics Control Tower; and Procurement Operations. We view Master Data Management from a horizontal perspective across all these areas, as master data supports all of the underlying processes.

Supply chain processes are very industry specific – as are the solutions we need to provide to our clients. The intersection between our capabilities and demand in the marketplace means that we primarily focus on the industry sectors of Consumer Packaged Goods (CPG), Retail and Manufacturing, and their subsets such as Chemicals, Pharmaceuticals, and consumer devices.

What would you say is unique about Capgemini's Digital Supply Chain offer?

If I had to highlight one aspect that could be considered a differentiator, it would be that our Digital Supply Chain offer is focused on delivering enhanced business outcomes to our clients rather than solely focusing on efficiency and costs.

In Demand Planning and Master Data Management, in particular, the reason clients come to us is not because we deliver services at a reduced cost. In fact, although in some cases this can result in incremental cost for our clients, they are willing to incur it as we deliver real and tangible business outcomes.

Let me illustrate this with a couple of examples. We provide solutions to our clients on reducing their inventory levels while not losing sight of the need to sustain service levels. Similarly, in Master Data Management, we provide solutions that reduce the overall turnaround time for our clients' supply chains. It is our ability to deliver these kinds of enhanced business outcomes that make our Digital Supply Chain offer unique in the market.

How does this compare to Capgemini's competition in the digital supply chain space?

We are in active discussions with many of our clients to take on their complete planning functions and then commit to outcomes that synchronize with their business needs.



Our Digital Supply Chain offer is focused on delivering enhanced business outcomes to our clients rather than solely focusing on efficiency and costs."

Dharmendra Patwardhan

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



The supply chain industry is being driven by the advent of automation that is enabling organizations to become more agile and responsive. At Capgemini, this is exactly what we're doing – combining the best-of-breed technologies with our own proven architectures and methodologies to transform our clients' supply chain functions."

Dharmendra Patwardhan

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



As an example, the supply chain organization of one of our global manufacturing clients has committed to their business that they will deliver on certain inventory and service levels. Capgemini is committing to deliver these same service levels and outcomes, which represents an industry-first.

In a nutshell, we are offering something that is completely ahead of the game – not just with respect to our competitors, but also with our clients.

Could you talk more about the benefits and business outcomes of implementing Capgemini's Digital Supply Chain solution?

All supply chains essentially have three metrics on which a supply chain organization is measured across industry sectors, these being cash, cost, and service.

What I mean by "cash" is the amount of inventory an organization holds, which represents the actual money that is, in effect, stuck for the business. The "cost" is the actual cost of executing the entire supply chain. "Service" is the service levels to which the supply chain organization is committing to the business. In simple terms, this means the ability to fulfill customer demand on time and in its entirety, as well as the ability to do it with the least possible inventory.

These are the three business outcomes we commit to as part of our supply chain offer across the focus areas I mentioned previously.

What is the future of supply chain – both at Capgemini and within the wider industry?

Businesses continue to be disrupted by volatility in the market and the speed of change. This is a common theme for organizations across different industries around the globe. Supply chain is not immune to these challenges.

Traditionally, supply chains were geared towards long production lines and massive investment in distribution channels. This is all being disrupted. For example, e-commerce is having a huge impact on distribution – the ability to deliver products in smaller sizes at increased speed in response to customer demand is becoming absolutely paramount. The era of long production lines that churn out a huge amount of goods at a single location at lower cost, but also reduced flexibility, is coming to an end, again due to increasingly volatile customer demand.

However, we must remember that the supply chain is a service provider to the core business that makes and sells products to end customers in order to fulfill demand. What this means for the supply chain organization is the need to be more agile and cost effective – and this is exactly what Capgemini is enabling our clients' supply chain organizations to become.

Within the Demand Planning and Supply Planning space, there are two themes that are becoming increasingly important. The first is "continuous" – the ability to react to changing environments as they happen, rather than within the traditional periodic cycle, and the second is "touchless" – which means that human intervention is limited to exception management, with much of the work being done by intelligent automation and machine learning algorithms.

The supply chain industry is being driven by the advent of automation that is enabling organizations to become more agile and responsive. At Capgemini, this is exactly what we're doing – combining the best-of-breed technologies with our own proven architectures and methodologies to transform our clients' supply chain functions.

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

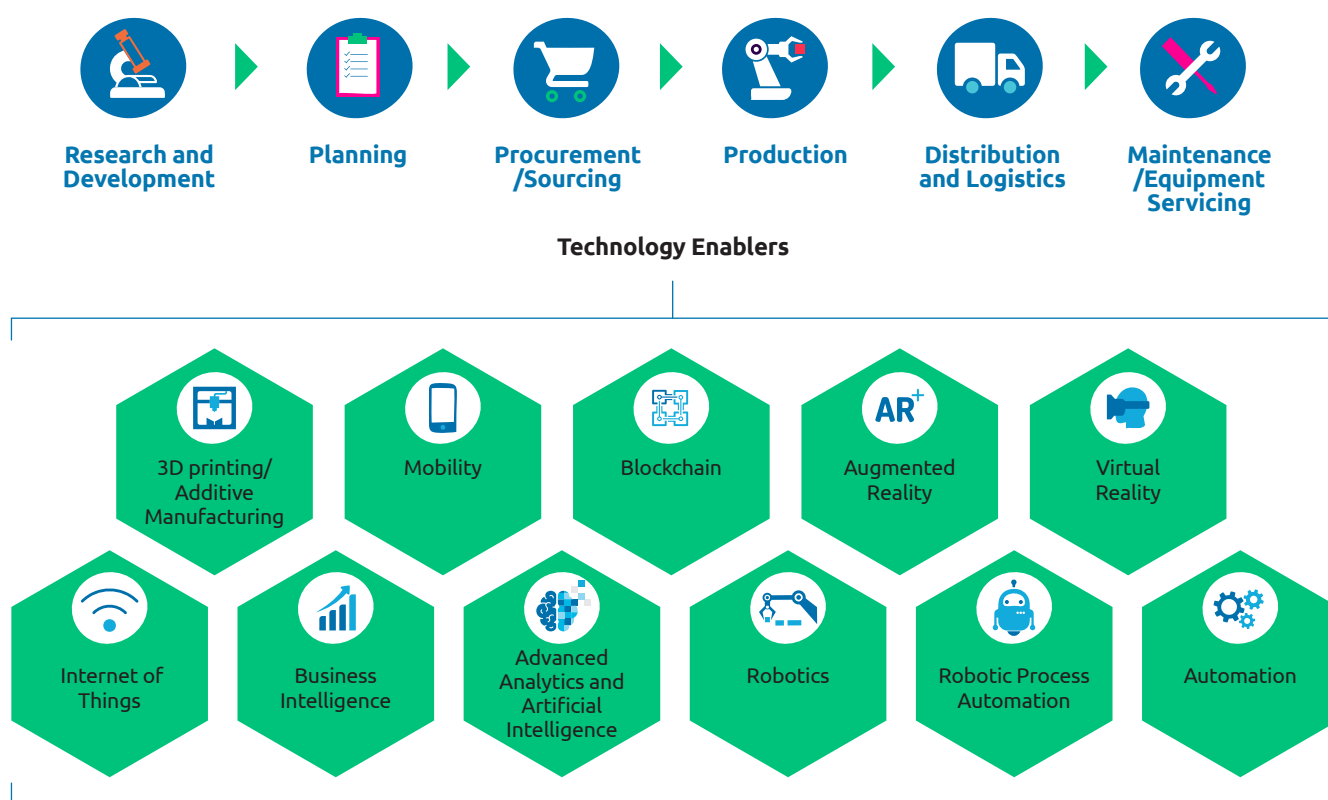


The importance of supply chain digitization

What are digital supply chain initiatives?

Digital supply chain initiatives (see Figure 1) use digital technologies to optimize operations across the entire supply chain by enabling connectivity, data management, insights, and smart automation.

Figure 1: Initiatives for digital supply chain



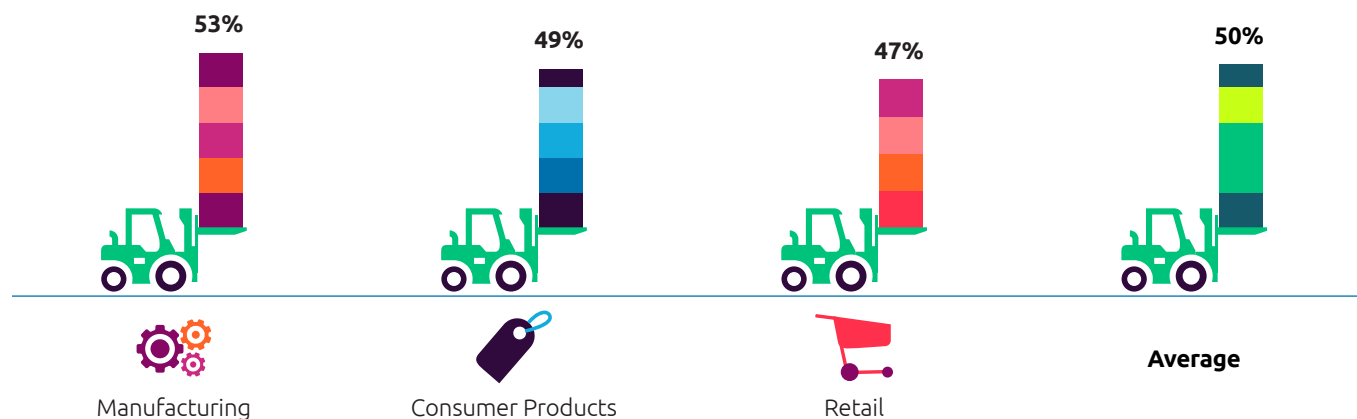
“Focus is the critical ingredient for achieving success from the next-generation, consumer-driven digital supply chain.”

The strategic importance of supply chain digitization

Despite the complexity, supply chain digitization is at the top of many organizations' list of strategic priorities. One in two organizations say supply chain digitization is one of their top three priorities at an organization level (see Figure 2).

Figure 2: Prioritization of supply chain across sectors and geographies

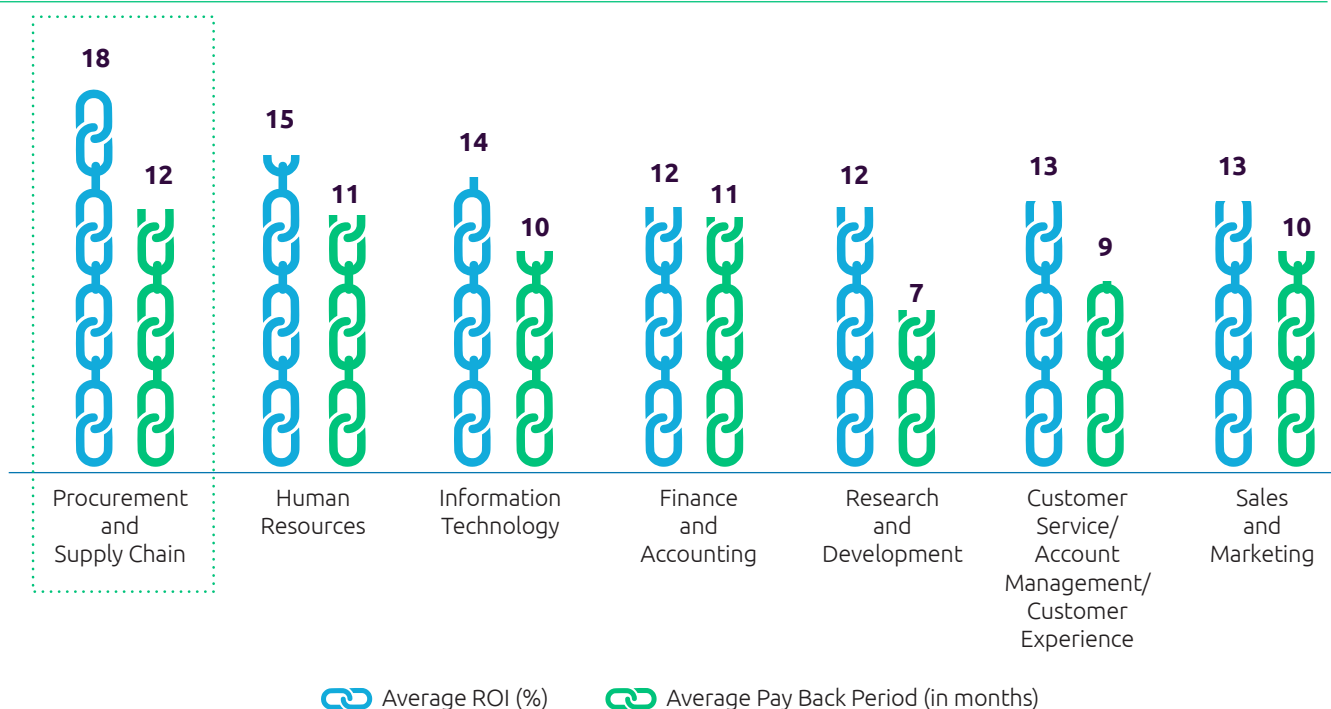
Supply chain digitization is one of the top three organizational priorities - by industry



Supply chain initiatives deliver the highest returns compared to other functions

The size of the prize explains why supply chain is one of the top priorities for organizations. Automation initiatives in procurement and supply chain functions deliver the highest returns compared to other functions (see Figure 3).

Figure 3: Average return on investment and payback period by function for organizations implementing automation at scale

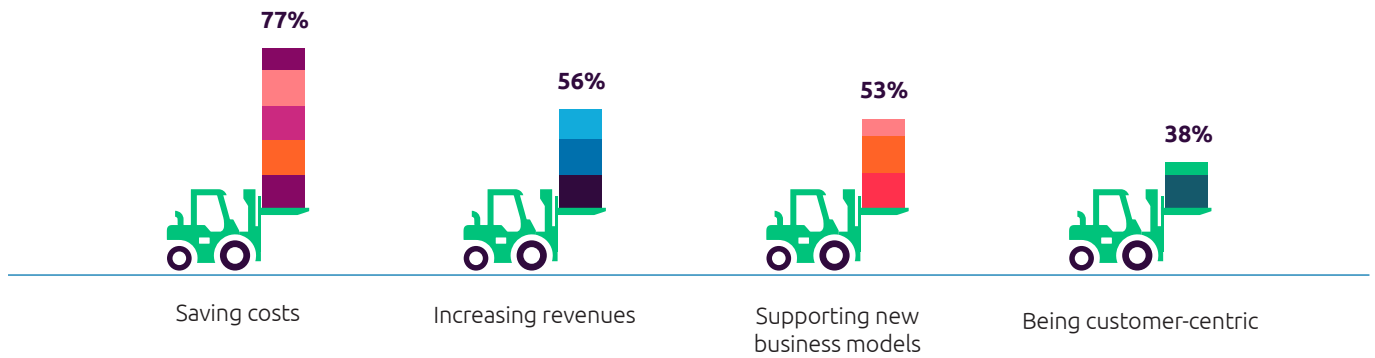


Source: Capgemini Research Institute, Automation Use Case Survey; July 2018, N=111 organizations implementing automation at scale.

What drives investments in supply chain digitization?

For most organizations, saving costs is the main driver for investing in digital supply chain initiatives (see Figure 4). However, supply chains can also help deliver a better customer experience. But with less than two out of five organizations making supply chain investments with the aim of becoming more customer centric, many organizations are failing to seize the opportunity to make their supply chains more consumer driven and agile.

Figure 4: Four out of five organizations report cost saving as the key driver of their supply chain investments



Source: Capgemini Research Institute, Automation Use Case Survey; July 2018, N=111 organizations implementing automation at scale.

Successful organizations “focus” on key initiatives and deploy them at scale

Enthusiasm for digital technologies is resulting in organizations embarking on multiple initiatives simultaneously – with close to 30 projects at ideation, proof of concept (PoC), or pilot level stages (see Figure 5). This approach is not ideal. Organizations that are successful start with a large number of ideas and eventually choose a handful that best address their strategic requirements and funnel out the rest.

Figure 5: Organizations have close to 30 projects in ideation, PoC, or pilot

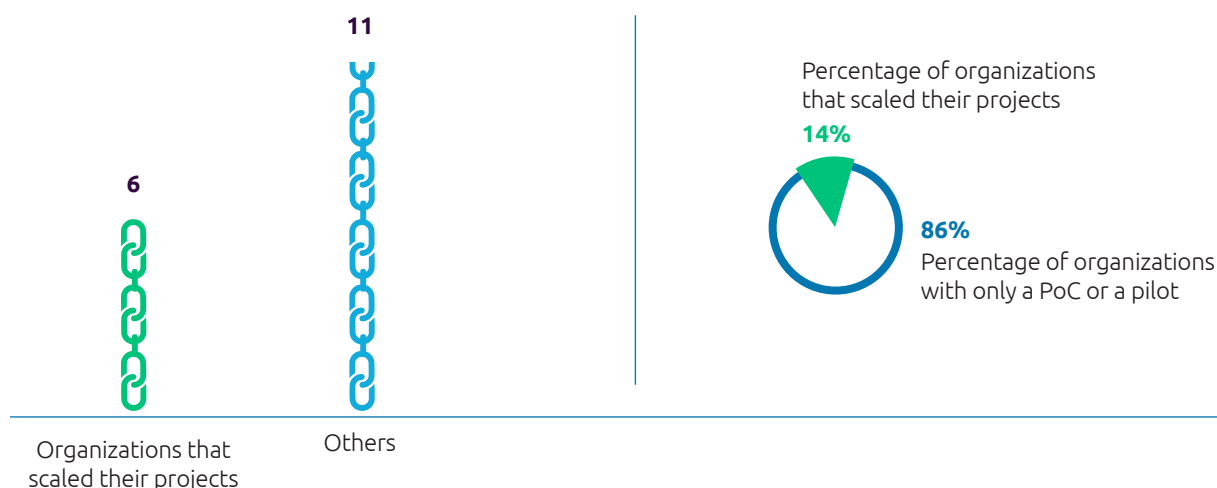


Source: Capgemini Research Institute, Digital Supply Chain Survey; April–May 2018, N=501 organizations.

Only 14% of organizations are currently able to scale at least one of their supply chain digital initiatives to multi-site deployment or full-scale deployment (see Figure 6). The vast majority – 86% – are stuck at either the PoC or pilot stage. Those organizations that were able to scale up their digital initiatives have, on average, six PoCs running at one time. In contrast, those who fail to scale have, on average, eleven POCs running.

Figure 6: Organizations with PoC or pilot initiatives vs. organizations with implementation at scale

Average number of projects at proof of concept level



How can organizations successfully scale their supply chain initiatives?

To drive value from supply chain digitization, we believe three broad areas are critical, which we characterize as strategize and plan, build, and enable (see Figure 7).

Figure 7: Considerations for digitizing supply chain



Conclusion

With the pace of digital disruption ever increasing, organizations are being forced to constantly reinvent themselves while supply chains have moved from being merely cost centers to being enablers of competitive advantage. Organizations and their leaders today understand the criticality of supply chain digitization, but often lack direction and, as a result, fail to scale up effectively. By stretching themselves too thinly across multiple initiatives, organizations are unable to see programs to completion or gain the benefits of scaled adoption.

Focus is the critical ingredient for achieving success from the next-generation, consumer-driven digital supply chain. Successful organizations will have clear frameworks to identify the right digital initiatives that are aligned with their goals, learn fast from their pilot implementations, and be determined and able to reach scale.

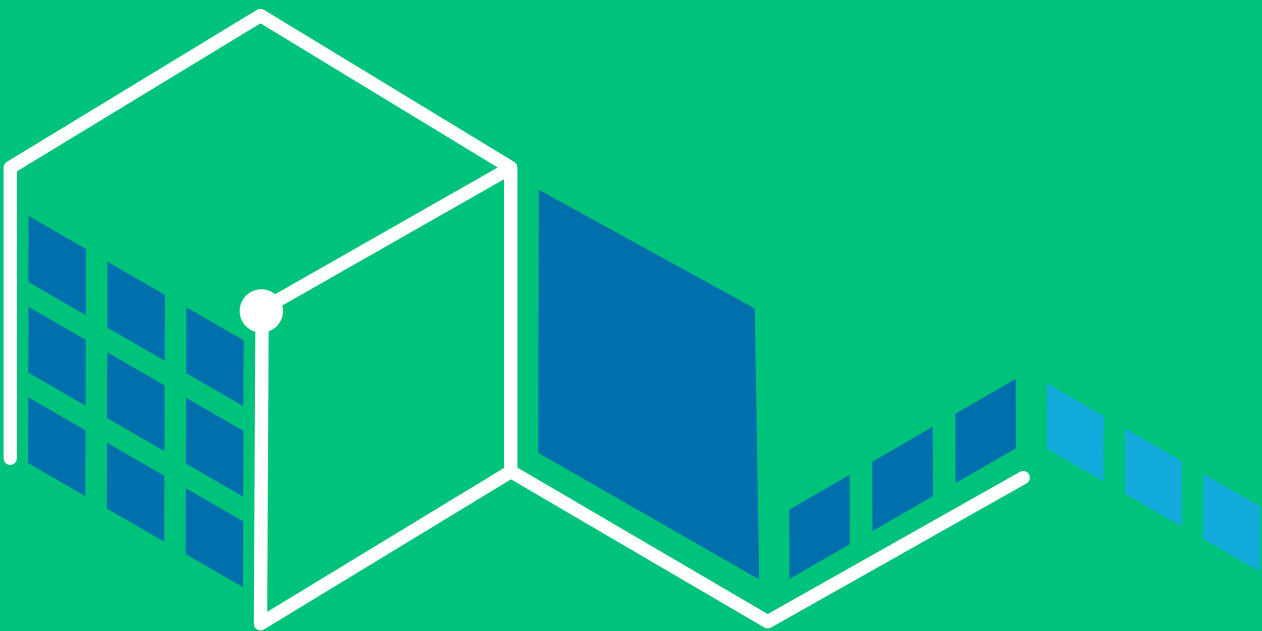
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The demand planner of the future

Nilesh Kulkarni

*Director, Digital Supply Chain Solutions,
Capgemini's Business Services*



The Demand Planner 2.0 will have visibility across the end-to-end supply chain, and won't be constrained by functional, process, or technology siloes.

The supply chain is sometimes seen as a distinct and discrete part of the enterprise, but I would argue that, on the contrary, it plugs into and is affected by just about every part of the organization. That's why demand planners wear so many metaphorical hats, and why they also have so many metaphorical pairs of hands: they need to think and act with the experience of, and from the perspective of, colleagues across the business.

The value of data

As digital transformation establishes itself across the commercial world, demand planners will need to be able to form a partnership not just with their peers in related parts of the organization, but also with technology, so as to leverage the benefits of augmented or applied intelligence in order to support the human imagination. They will be able to separate the "robot" within, meaning they can identify candidate processes for automation, and focus on the exceptions or on more value-added activities.

As part of an established managed service offering, one of the directions in which we see this going is that the value of the data at the root of business systems will, if anything, grow still greater. The analytics and routine processes applied to that data within demand planning will be run by the business services team, and their results or insights will be used and developed by the planner over a period of time. Of course, before this can happen, a basis of trust about performance will need to have been established.

In the long run, the focus is not so much on reducing planning costs or even on delivering round-the-clock support, but on providing competitive advantage in improving KPIs in areas such as reducing forecast errors, improving service levels, and shortening lead times.

Universal resourcing planners

Indeed, demand planners will evolve into something more like supply chain network planners – or Demand Planner 2.0, as I like to call them – who have visibility across the end-to-end supply chain, and who are not constrained by functional, process, or technology siloes. They will know or have insights into the ramifications of decisions made upstream on downstream processes – for example, the impact on supply or inventory of changes in demand forecast, in real time as well as in future scenario planning.

These are people whose intelligence, insights, and creativity will be harnessed to a degree beyond anything hitherto. They will be analytically minded, making sense of the data, and they will be able to deal with ambiguity. Indeed, data science and analytics will be woven in at every step. They will be digitally savvy data scientists who can model algorithms and manage alerts and exceptions, and who can establish parameters that help to automate processes and decision-making planning systems. They will be at ease with, and able to talk the language of, different stakeholders including colleagues in finance, IT, and sales and marketing. They will also be able to work in an orchestrated manner with machine-based processes to optimize overall performance.

A roadmap to success

How can companies chart a route in this direction? A good starting point might be to define the vision for the entire supply chain and the team that will manage it in future, and then identify what planning capabilities would be required to achieve the vision.

Capgemini's center of excellence model is aligned with this enterprise-wide approach to supply chain planning activities. As the majority of the routine processes will be automated in future, the need for knowledge and for sharing best practice between team members will be critical. This means that the right supply chain talent can be collated to support the entire enterprise, obviating the current need for a planner to be physically present at a particular supply chain node (such as a factory operation, a warehouse, or a retail location).

Indeed, in a digital transformed business environment, the demand planners of the future can operate from the center of excellence – or indeed, from anywhere. After all, by then they will have evolved into universal resourcing planners. Universal – and ubiquitous...

Nilesh Kulkarni leads the Digital Supply Chain Solutions team for North America. He is an accomplished supply chain operations and change management leader, with over 14 years of experience in leading strategy and transformation initiatives.

“In a digital transformed business environment, the demand planners of the future can operate from the center of excellence – or indeed, from anywhere.”

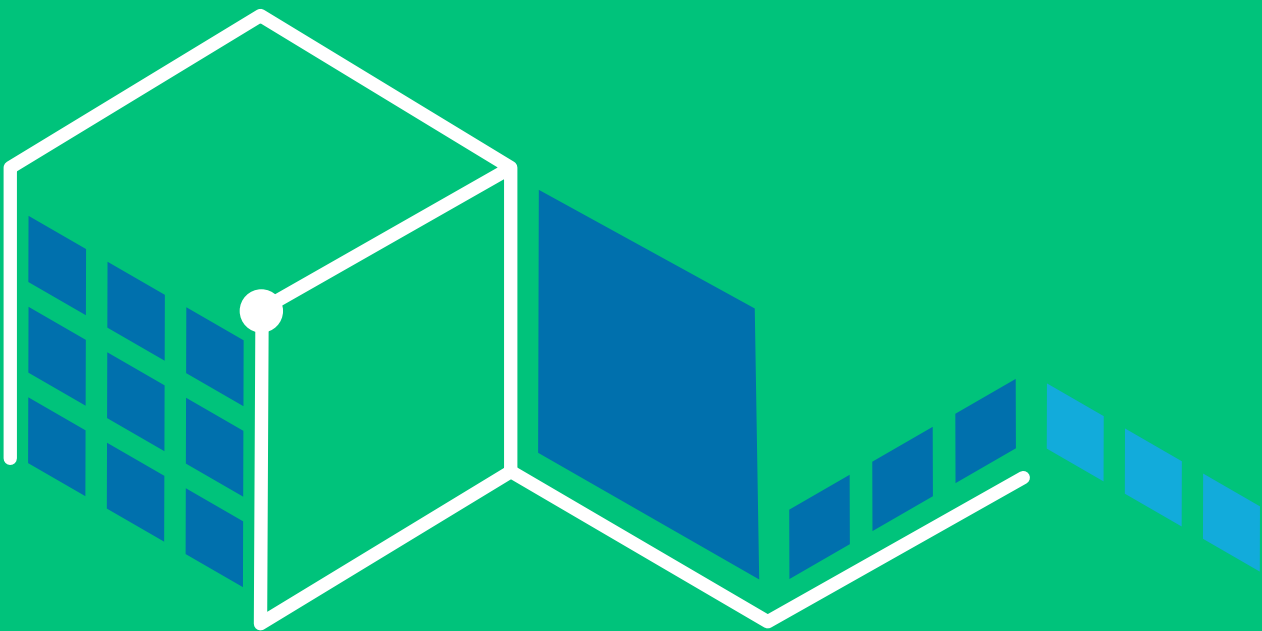
Nilesh Kulkarni
Director, Digital Supply Chain Solutions,
Capgemini's Business Services



Challenges in your supply chain? The answer lies in data

Abhishek Bikram Singh

*Senior Consultant, Supply Chain Management,
Capgemini's Business Services*



The efficiency of the supply chain is crucial not just to margins but to customer goodwill – and a great supply chain is built on great data.

As the supply chain has increasingly become synonymous with just-in-time delivery, and as customer demands continue to tighten, the importance of speedy and reliable order fulfillment cannot be underestimated. This is particularly true for organizations with a complex global supply chain. New age enterprise resource planning (ERP) systems and supply chain management (SCM) platforms have become the norm in managing everything from planning through to procurement, order fulfillment and logistics.

Business leaders recognize the importance of supply chain digitization. Digital supply chains and logistics automation are the top funding priority for businesses worldwide, with investments in transformation reaching \$93 billion in 2018. The worldwide revenue of supply chain management software organizations crossed \$12 billion in 2017, with growth running at 13.9% for 2016–2017.¹

Master data management

In my master data management (MDM) workshops with SCM leaders across industry, I have found that many organizations have not been able to reap the full potential of these SCM platforms, despite spending a fortune. Promises of a reduction in cost-to-serve, of increased agility, and of better business decision-making are far from being realized.

Consider some of the challenges organizations face in running their supply chain functions:

Order fulfillment

A UK-based consumer packaged goods (CPG) company implemented a leading distributor management system, and started to experience a number of challenges during the pilot phase:

- Retailers and distributors were not able to locate the correct item code while placing an order

- Inconsistent promotions were applied across the same product family
- Blocked orders were coming through the electronic data interchange (EDI).

The root cause of all these challenges was found to be in the material master function, which was not being properly maintained. There was no standard definition for data, nor for business rules for material attributes, leading to inconsistent data, and hence to loss of sales.

Warehousing and distribution

A major US high-tech manufacturer implemented a warehouse management system (WMS) and transportation management system to handle large orders of their products and spare parts across their worldwide distribution centers and repair centers. The put-away plan generated by the WMS could not be used in practice, as it exposed the wrong dimensions maintained in the current material master. The company was facing last-minute expensive shipping because of incorrect product information.

Supply planning

In one of the world's leading CPG companies, I observed they were keeping high minimum order quantity (MOQ) in the masters. This was greater than the demand generated by the planning optimization engine, and resulted in the chance of higher inventory. Keeping both safety stocks and safety time parameters in their overall planning parameters resulted in excess ordering in material requirement planning. This, in turn, increased excess stock levels.

Further analysis revealed that the lead time between contract and the material master was not in sync, which created a difference in material plan vs. execution. In some cases, this led to excess inventory, and in others there were shortages. Overall, these MDM issues cost the business an excess inventory of over €4 million for the South Africa market alone.



Many organizations are not able to reap the full potential of these SCM platforms, despite spending a fortune. Promises of a reduction in cost-to-serve, of increased agility, and of better business decision-making are far from being realized."

Abhishek Bikram Singh

Senior Consultant,
Supply Chain
Management,
Capgemini's Business
Services

¹ [Capgemini Research Institute – The-Digital-Supply-Chain's-Missing-Link-Focus](#)



Most master data management issues in an organization stems from the basic fact that there is no single owner of the entire end-to-end lifecycle of master data."

Abhishek Bikram Singh

Senior Consultant,
Supply Chain
Management,
Capgemini's Business
Services



The best way to avoid issues is to set up an integrated master data management system, with dedicated governance over the correctness, completeness and on-time availability of master data."

Abhishek Bikram Singh

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The pain points in master data

There are many pain points across the supply chain, some of which are specific to the function, while others span broader process or technology issues. Some of these pain points relate to incorrect or incomplete master data used by the business processes. Supply chain processes are tightly integrated with reference and transactional master data, so it's very important that the information used in business processes and day-to-day operations is of the highest quality. The success of an efficient and agile supply chain begins with complete and accurate master data.

In my experience, most MDM issues in an organization stems from the basic fact that there is no single owner of the entire end-to-end lifecycle of master data. Instead, data creation and maintenance are fragmented within the organization. For example:

- **Data governance is not defined** – the underlying issue with master data management in organizations is the lack of data ownership and governance. In most of organizations, the MDM is decentralized and spread across multiple functions
- **Multiple ways of working** – because MDM is not centralized, the definition of data varies across different regions or product groups. This leads to inconsistency and duplicity in master records
- **Missing the visibility** – in absence of a dedicated MDM process, no one in the organization has a clear view of the availability and correctness of master data records. In some organizations, the rigor is there when a new master record is created, but subsequently the attributes of a master record is not reviewed throughout the lifecycle, resulting in inconsistent and inaccurate data
- **Data roles and responsibilities are not clearly defined** – there are no clear data roles and responsibilities defined within an organization. Typically, in MDM a clear segregation of roles is required across data owners, data stewards, data creators and data users, to ensure appropriate MDM accountability. There is no set standard which fits all organizations for master data governance. It varies, in line with the size and desired level of maturity for master data management.

...and the answer lies in...

The best way to avoid issues is to set up an integrated master data management system, with dedicated governance over the correctness, completeness and on-time availability of master data. Conducting a mature assessment of current master data with regards to people, processes, technology, and governance will help organizations to set a realistic goal on what needs to be done with a time horizon in mind.

- Define a MDM operating framework:
 - Create a global target operating model for the new MDM organization
 - Achieve clarity in roles and responsibilities
 - Create workflow-based master data, and keep it updated
 - Establish a standard input template.
- Rule-based master data processing:
 - Implement a global data definition
 - Maximize rule-based derivation of data attributes for bringing efficiency.
- Data quality and process control:
 - Validation of MDM request against data definition and business rules
 - Duplication checks
 - Accurate classification of records
 - Periodic data checks for any discrepancies
 - SLAs and KPIs to measure MDM performance and its business impact.

As with so many things in life, an external perspective can sometimes identify issues and potential solutions more readily than can be achieved from within. What's more, that same external view can also bring with it a broad range of relevant experience that simply isn't available inside the organization. A knowledgeable and seasoned service provider can help to unleash the full potential of master data, and perhaps even provide an end-to-end service, from advice, to implementation, to managing the services.

It's worth considering. In an increasingly competitive business world, the efficiency of the supply chain is crucial not just to margins but to customer goodwill – and a great supply chain is built on great data.

Abhishek Bikram Singh *has over 12 years of industry experience (CPG, Manufacturing, Chemical, Retailers) in managing different supply chain functions. He has worked with clients across industries to define their current MDM maturity with respect to people, process, technology, and governance, and to develop their target operating model.*



The efficiency of the supply chain is crucial not just to margins but to customer goodwill – and a great supply chain is built on great data."

Abhishek Bikram Singh

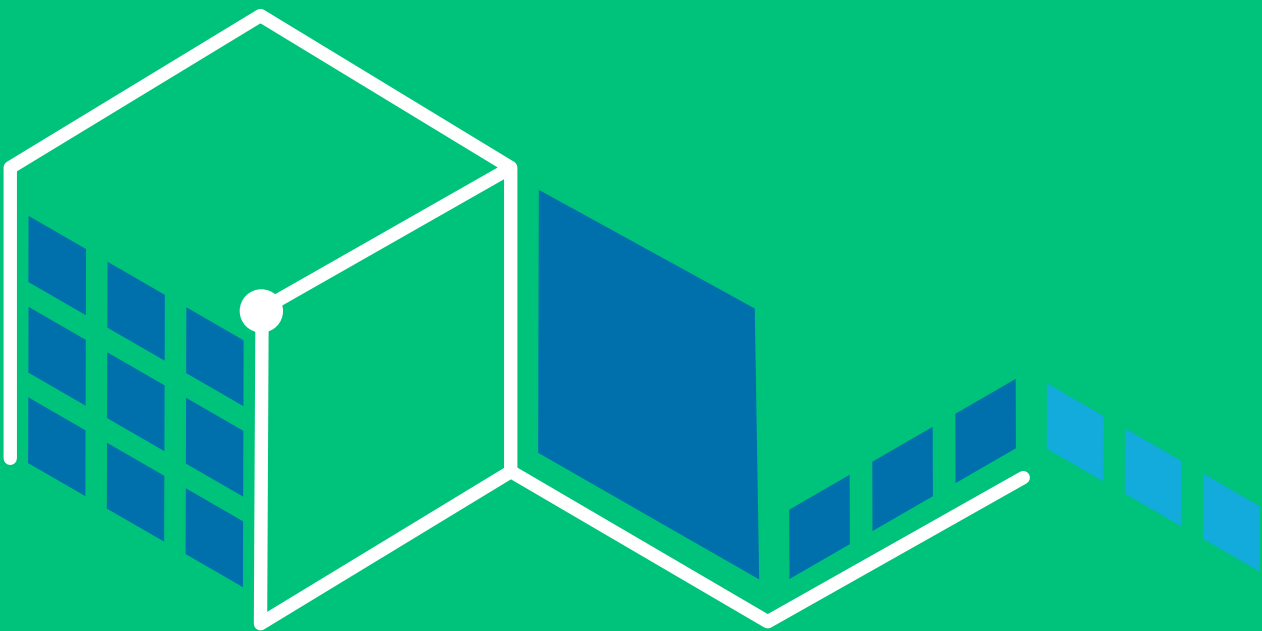
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Is your business ready for an order management system?

Abhishek Bikram Singh

*Senior Consultant, Supply Chain Management,
Capgemini's Business Services*



Before investing in an order management system, aim for a global process with minimal regional exceptions and embark on a process optimization journey.

The journey to omnichannel

From Amazon to Walmart, organizations are untouched by the advent of omnichannel order fulfillment. Customers now demand an omnichannel experience – from placing the order online to options for home delivery, store collection, or pick-up from a convenient collection center. A customer might visit a physical store, experience the look and feel of a product, and expect it to be delivered to his or her home.

A simple definition of an omnichannel order fulfillment includes the entire process:

- Customer order capture through different sales channel – store, online, mobile app, kiosk, call centers, etc.
- Order fulfillment through different inventory sources – store, warehouse, supplier, or even manufacturing sites
- Delivery to the end user at his or her choice of fulfillment locations – store, home delivery, or store pickup.

Why do I need an order management system?

Most retailers start small. They often have a single channel and limited fulfillment centers to cater for customer orders. As their business grows, however, they go through a cycle of selling more products; expanding to other sales channels, including e-commerce, flagship stores, online marketplaces, multi-brand retailers, etc.; expanding into multi-markets across geographies; servicing customer orders through distributed fulfillment centers; and then potentially manufacturing products in-house and through a global supplier network.

Due to the nature in which businesses grow, a retailer's IT infrastructure is often not able to cater to this complex order fulfillment, and retailers implement workarounds to optimize their ERP. Complexity is also generated through mergers and acquisitions during specific growth periods.

This leads to every retailer having their own ERP and systems developed in-house to cater to their own specific needs, and their own fulfillment process with varying degrees of order prioritization and allocation logic.

Investment in an order management system (OMS) can change all this.

Are you ready to invest in an OMS?

It's clear that investing into a comprehensive OMS solution can overcome all your order fulfillment changes. But is it as simple as it sounds?

The existing complexity and variability in my clients' order management processes across geographies is still very much unknown. While there is awareness of this non-harmonized global process, what is still missing is an understanding of its impact on the OMS rollout, which leaves two choices:

- **Carry inefficient and non-harmonized processes into your OMS tool** – this would most probably end up replicating your current ways of working in the guise of incorporating the regional variance, which defeats the whole purpose of reaping the full potential of OMS
- **Design a global order management process incorporating only genuine regional differences** – while this will enable you reap the full benefit of an OMS in the long term, in the short term it will cause disruption in your order management to varying degrees in different markets. The noise will be heard across the organization, causing a delay in rollout, and in extreme cases a roll back. This creates a scenario where regional markets start dominating the roll out in the guise of "we are unique and our needs should be incorporated into the OMS."

Clearly, both situations are undesirable. But can they be avoided? My advice would

be to go for a maturity assessment of your existing order fulfillment process. Capgemini's [ESOAR methodology](#) is a unique and straightforward transformation methodology that addresses the underlying causes of inefficiency in your business operations, before working on the actual symptoms. It enables you to map your current processes by asking and answering the following questions:

- **Eliminate** – is there a customer specific process created in a region that can be eliminated?
- **Standardize** – is your order allocation principle defined and handled differently across regions? Is your order validation process standardized?
- **Optimize** – are you using multiple tools and sub-processes across markets? Has every market created their own in-market tools to do their job?
- **Automate** – what is the percentage of work being done in the process through SCM platforms and tools?
- **Robotize** – are you capturing your customer orders manually? Is invoicing still generated from ERP manually?

These steps require you to run an internal workshop, or discover opportunities for elimination, standardization, and optimization with help of external experts. Failure to leverage the whole ESOAR journey and look for an OMS solution for all your fulfillment challenges will result in sub optimal results and won't give you the return on investment you might envisage.

My advice? Aim for a global process with minimal regional exceptions, and embark on a process optimization journey before you invest in an OMS.

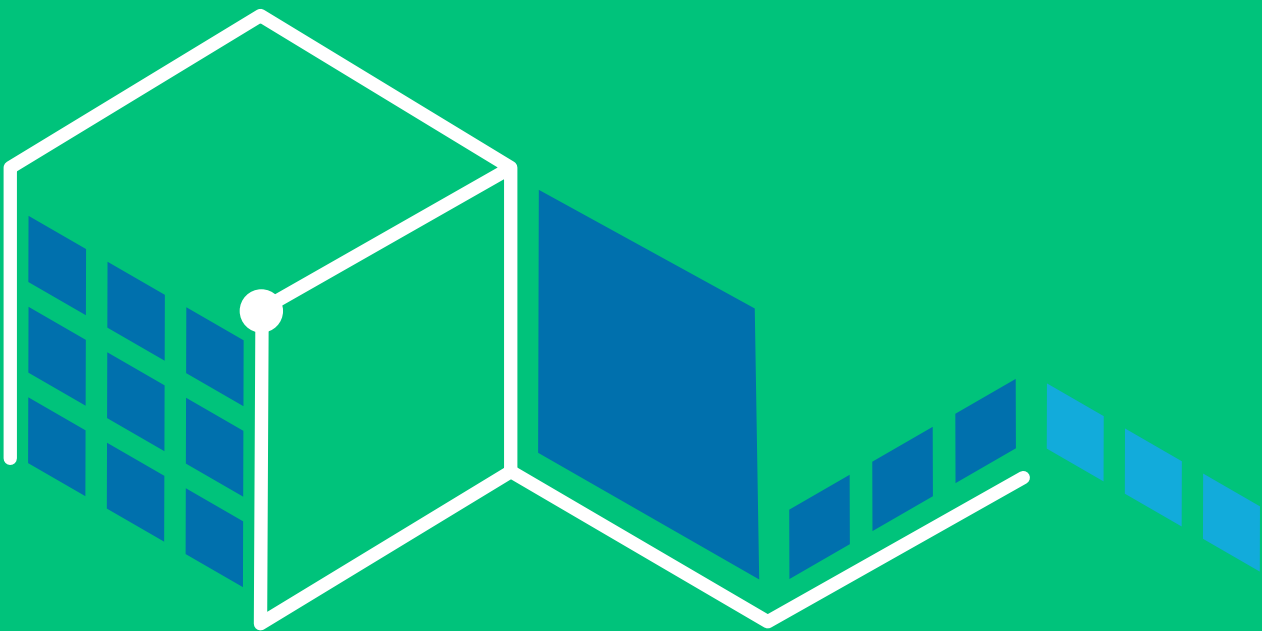
Abhishek Bikram Singh works with clients across industries to define their order fulfillment and master data management maturity.



Control towers – umbrella visibility for your supply chain

Jörg Junghanns

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



By delivering unmatched levels of transparency across your value chain, control towers can optimize your logistics operations, reduce emissions, and increase customer satisfaction.

Cast your mind back – it's circa mid-1990s and you need to buy a new kettle. You drive into town, park up, and trawl around from shop to shop comparing models and prices. Of course, one shop has the right model, wrong color – while another shop has the right color, but sadly the wrong model.

Finally, you settle on a particular kettle that more or less satisfies your cost, design, color, and quality preferences. All you wanted was a cup of tea, and it's taken you all morning.

Fast-forward 25 years – you need to buy a new kettle. You simply open the internet on your phone, browse the various models on a comparison website, and then purchase one based on the price and shipping. The visibility on product, price, and shipping has empowered you to truly find the right product, at the right price.

Shouldn't you expect this same level of visibility across your supply chain?

From a siloed supply chain...

Likewise, a lack of real-time tracking, visibility, and transparency across your organization's supply chain can prevent you from responding quickly and dynamically to volatility or stakeholder demands – and also make it difficult to expand into new markets and geographies.

Improving the effectiveness and efficiency of your supply chain operations is all about breaking down the silos in which it operates. Although many organizations have pockets of excellence in various areas of their supply chain, they are not connected and lack any overall visibility.

While you might have visibility for a particular product or process within an individual supply chain of your organization, you might not have visibility of that product or process across product lines, divisions, geographies, and operating models of your organization.

... to a centralized control tower organization

Implementing a control tower across your supply chain operations enables you to consolidate and harmonize all of your products and geographies in one place. Acting as a central umbrella-like hub that merges data and physical material flows with your organization, processes, and culture, a control tower can improve your supply chain visibility.

Of course, this is nothing new. Control towers have always been a powerful approach to increase supply chain performance – but they have been held back by a lack of appropriate technology. Now with the rise of virtual reality, artificial intelligence (AI), intelligent automation, and robotization, control towers have the potential to contribute massively to the way you control and execute your supply chain management.

A tailor-made operating model...

Organizations have traditionally run their supply chain operations in a top-down manner. This has typically generated a set of consistent or inconsistent sales data across product lines and geographies, which is used to inform the organization how future operations of a particular product should be set up and run.

A future-ready control tower operates in exactly the opposite way and leverages a bottom-up approach:

- **Visibility** – first, you must ensure your data is complete, consistent, and provides the right visibility on how you operated the supply chain for a particular product. This typically involves the use of dashboards and cockpits that provide real-time visibility
- **Analytics** – second, you apply logic, intelligence, and analytics to your data to understand exactly how supply chain operations for that product

were run. This involves root cause analysis, simulations and “what if” scenarios, as well as risk analysis and response management

- **Execution** – third, only once these first two steps have been carried out do you plan, produce, fulfill, sell, and deliver that product. This is underpinned by a technology backbone that connects an ecosystem of suppliers, logistics service providers (LSP), contract manufacturers, customers, and distributors.

Of course, the same principles also apply to those who run supply chains as their core business – for example, logistics service providers (LSP). A control tower can help an LSP integrate several business units, such as air freight, ocean freight, land transport, and contract logistics. The consolidation and integration of this cross-BU transportation and warehousing data enables LSPs to proactively suggest supply chain optimization opportunities for their customers. This is nothing less than a complete revolution for the logistics industry.

“Implementing a control tower across your supply chain operations enables you to consolidate and harmonize all of your products and geographies in one place.”

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

... that drives innovation

To enjoy enhanced visibility across your supply chain operations, it is critical to be able to make the right decisions.

A digitized control tower not only leverages intelligent automation to reduce manual and human intervention, but also a best-in-class analytics solution to provide insights, interpretation, and anticipation of all corners of the global supply chain ecosystem. This provides real-time decision-making that keeps your supply chain delivering against the commitments you have made to your clients.

With intelligent algorithms that support improved decision-making, autonomous bots can steer and execute automated activities, reading, understanding, and sensing of language-independent information and document flows across the supply chain. In addition, by implementing a blockchain that supports and secures the interaction of your supply chain ecosystem, this will push more ownership of supply chain data to its stakeholders, contributing to the increase of supply chain data quality and consistency.

The good news is – a control tower concept that leverages only a part of this innovation will be able to contribute to cost control and provide a significant level of scalability for the growth to come. However, while digitalized supply chains have the potential to be entirely no-touch and fully autonomous, it is unlikely to happen within the next five years.

And finally...

Implementation of a technology-enabled control tower represents a paradigm shift in the way supply chain operations are carried out, and requires a transformation mindset to be successful and reap the rewards.

Your new kettle arrived this morning. You sit back with a cup of tea and marvel at the way technology and analytics have revolutionized modern commerce. You also reflect about whether or not somebody actually touched your kettle order and its flow to become a shipment? Could implementing a control tower do the same for your supply chain?

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



Implementation of a technology-enabled control tower represents a paradigm shift in the way supply chain operations are carried out, and requires a transformation mindset to be successful and reap the rewards."

Jörg Junghanns

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



Digital Supply Chain

Digital transformation for your supply chain

Capgemini's Digital Supply Chain offering increases your competitive advantage by strengthening your business drivers and focusing on your end customers, opening up your channels to new innovative business models to deliver increased revenue, profitability, working capital, and customer satisfaction.

Our Digital Supply Chain solution standardizes, automates, and integrates your systems and data to create a real-time operating and decision-making environment across your supply chain operations, including:

-  **Demand and Supply Planning**
-  **Order Fulfilment and Management**
-  **Master Data Management**
-  **Logistics Control Tower**
-  **Procurement Operations**



For more information, visit us at:

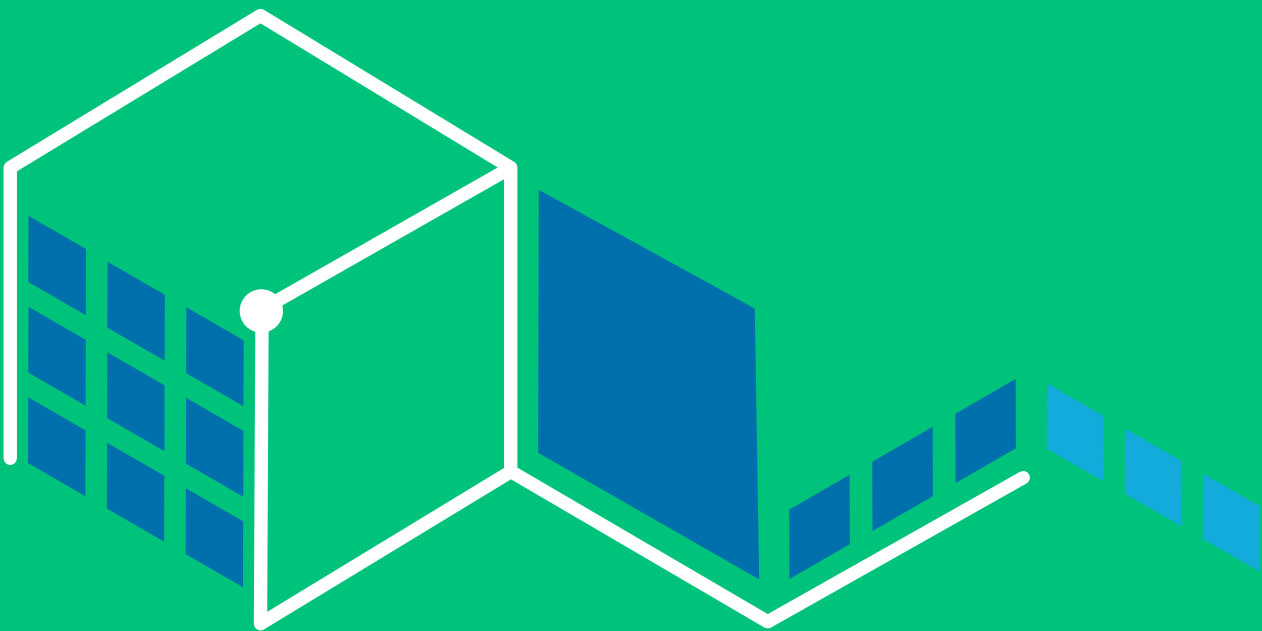
<https://www.capgemini.com/service/business-services/optimize-your-supply-chain-and-vendor-performance/>



The digital supply chain and procurement

Greg Bateup

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



Implementing Capgemini's D-GEM architecture and ESOAR methodology across your supply chain can deliver a much more streamlined, cost-effective, and responsive procurement system – as well as a higher overall quality of customer service.

In an article I wrote earlier this year, I referred to the preparations organizations need to make as they move towards a digital supply chain. It's a significant task, I said, and it's akin to eating an elephant – you have to do it one piece at a time.

Even if we take this pragmatic approach, breaking the problem down into bite sized chunks may help further. When I speak with clients, regardless of where they are on their journey, I always talk about four phases you should consider when addressing your procurement transformation:

- **Clear visibility** – while many organizations have a certain level of analytics in place, they often miss the “facts and data.” This is the clear and concise information required to take decisions on focus areas. While having clean master data is definitely something to aim for, your organization can gain valuable insights from simple analysis of the data it already has. As you continue to understand this data and address each problem, you will also understand more about what to address next.

Capgemini's ESOAR methodology (Eliminate, Standardize, Optimize, Automate, Robotize), can provide some structure to this process – and when a sizeable amount of your data has been aggregated into one homogenous whole, it becomes much easier to perform discovery and analytics routines to obtain a clear understanding of the current environment

- **Effective control** – with a good understanding of your data, the next stage is to implement processes, tools, and policies to ensure control, and to facilitate the transition of work to the new delivery model. This can be a full-blown target operating model with

outsourced delivery, or it might be centralizing procurement operations for your largest entity as a pilot. The objective is to gain some control over processes that were previously managed across the enterprise, and use the knowledge you gain to plan the next phase of your journey.

Capgemini's Digital Global Enterprise Model – or D-GEM – offers a structure for achieving this. It's a flexible, platform-based architecture that provides a complete overview of an organization's people, processes, technology, and governance with control points, accelerating the transition to transformed, future-proof processes

- **Drive compliance** – with your data, processes, tools, and policies now under control, it's important to ensure they stay that way. This is about embedding change management across the organization, either through ongoing interaction and training for end users, or digital platforms with the right user experience to drive behavior
- **Ongoing optimization** – although compliance is important, it doesn't mean the new environment is monolithic and fossilized. The fourth and final stage is to introduce a continuous feedback loop – including analytics – to reduce process exceptions, scope for improvements, and identify and drive further value.

I've mentioned D-GEM and ESOAR within the stages of this assessment, but in fact, they can bring a range of benefits right across the transition process to the digital supply chain.

Adopting an approach such as this may indeed be like eating an elephant – but it's an investment that truly pays off, enabling organizations to derive more value from

their data, and also to achieve greater control of their processes.

The result? A more streamlined, cost-effective, and responsive procurement system, and a higher overall quality of customer service.

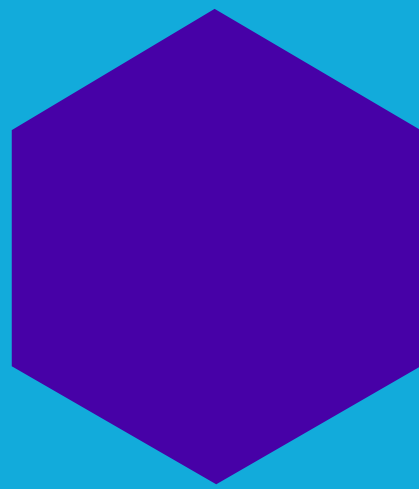
Greg Bateup *has worked with clients to deliver business transformation and BPO services for almost 30 years. For the last few years, Greg has focused on the digital transformation of the source-to-pay function, and how organizations can not only drive efficiencies in the procurement function, but also drive compliance and savings.*



Adopting an approach such as this may indeed be like eating an elephant – but it's an investment that truly pays off."

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





Sharing Success



Capgemini and Airbus – making a success of RPA

Adam Bujak

Global Head of the Intelligent Automation Offer, Capgemini

Pierre Ladoux

Engagement Manager, Continuous Improvement of Airbus Supply Chain Operations, Capgemini

The success of three end-to-end RPA pilot projects implemented by Capgemini has led to the creation of the Airbus Center of Excellence as part of the organization's target operating model.

In 2018 the research group HFS published its list of the [Top 10 robotic process automation \(RPA\) service providers in 2018](#). Providers were ranked overall across key execution deliverables, innovation, sustainability, and "voice of the customer" criteria. Their strengths and capabilities were assessed across the RPA services value chain, and the depth of their experience with the leading RPA software technologies was considered.

In short, with the publication of this report, significant results could be said to be in – and I'm delighted to say that Capgemini was adjudged to rank among the highest RPA providers in the world.

It's partly the breadth of the report's terms of reference that made this judgment so important for us. It has corroborated our fundamental thinking, which is that the automation of processes is best addressed not in a piecemeal fashion, but as part of a holistic approach, recognizing their place in the way the organization works so as to maximize their impact and increase their contribution to the enterprise-wide value chain.

Indeed, at Capgemini, we see RPA as part of a broader approach that we call [Intelligent Process Automation](#). Artificial intelligence (AI) and smart analytics are used to boost robotic processing performance and create augmented workforce solutions, so team members can make more valuable use of their time.

Business process improvement...

There are some good illustrations of this holistic principle. For example, we've been working closely with Airbus for the last 24 months on a program of business process improvement, looking specifically at the application of RPA to the manufacturer's supply activity.

As part of this, since March 2018 we've been working together on three pilot projects. The first of these focuses on electronic

data interchange (EDI), streamlining collaboration between Airbus and its suppliers and specifically automating the generation of purchase orders dependent on delivery dates and quantities.

The second project analyzes exceptions in manufacturing resource planning (MRP), and automatically prioritizes anomalies. Each time the process runs, the system identifies discrepancies between order plans and calculated submissions: so, for example, if a project for which resources have been planned is postponed, and yet the purchase order has already been raised, the system will flag this, and note it against the purchase order for attention.

The third project checks for data consistency in flows of materials between Airbus's different entities.

For the first few months, all three projects were monitored at the desktop level, and since November they have been running from the server (with 98.5%, 98%, and 82% successfully processed items, respectively). All of them have been evaluated as sufficient success for RPA in terms of structured development and for the program to be scaled to become an Airbus Center of Excellence. What's more, Airbus is convinced that an external services provider should be involved to establish a target operating model and sustain an end-to-end approach.

... and enterprise-wide digital transformation

In June this year, we took things further with Airbus, when we signed an agreement to develop and propose the [Skywise platform's](#) data services to airlines. This new agreement forms part of the digital transformation of the aviation sector as a whole, including its entire ecosystem. It enables airlines and other aeronautics organizations to store, manage and analyze their data more efficiently, thereby making it possible to manage a fleet of aircraft over its entire lifespan, integrating all of

its operations and maintenance. Capgemini will be supporting Airbus as a data and digital transformation partner, and has been active in Skywise developments since the platform was first developed.

The overall goal has been to maintain Airbus's momentum in digital transformation, and specifically to increase productivity by reducing engagement in low-level procurement activities so as to focus on areas delivering a higher value for the organization and greater satisfaction for employees.

Everything is connected

Of course, it's always gratifying to receive the endorsement of an independent arbiter such as HFS. But it's even more heartening to know that the approach to which we're committed, and the manner in which we execute it, are eliciting such warm enthusiasm from the organizations we serve.

The supply chain projects and the Skywise development we are conducting at Airbus are consistent with the [Digital Global Enterprise Model](#) – D-GEM – that we announced last year; and D-GEM, in turn, is founded on the principle that everything is connected.

When we recognize this and turn it to our advantage, the benefits can be scalable, sustainable – and substantial.

Dr. Adam Bujak 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.

Pierre Ladoux Wleads the Supply Chain Efficiency offer and steers a pluri-annual contract for Airbus Procurement Operation dealing with transforming Airbus Supply-Chain to meet industrial ramp-up ambitions.

Syngenta reimagines its HR for an enhanced employee experience



Through its partnership with Capgemini, Syngenta standardizes its global HR processes, leading to the introduction of best-in-class digital tools to achieve greater effectiveness and a better employee experience.

Transforming HR to support critical objectives

As a worldwide leader in the agriculture industry, Syngenta has made feeding a rising population its primary goal, and dedicated world-class science and innovative crop solutions to providing effective answers to the challenge of global food security.

To achieve this ambitious objective, the organization needs to employ an extremely high caliber of talent. This means operating a highly effective and responsive HR function to overcome the challenges of identifying and retaining new and existing talent.

In 2012, Syngenta reviewed its HR processes and understood the opportunity to enhance its ability to support potential and existing employees by consolidating its services across regions. To ensure the success of the project, Syngenta required a transformation partner that would guide the creation and implementation of a unique solution to fit its needs.

Syngenta selected Capgemini as its partner based on the success of the organizations' existing relationship, as well as Capgemini's well-established history of delivering effective global transformation solutions. Capgemini's demonstrated understanding of HR transformation, digital technology, and the agriculture industry singled it out from other potential partners.





In 2017, Syngenta and Capgemini won the HRO Today EMEA Award for Business Partnership Excellence, in recognition of transforming Syngenta's HR model for a digital world."



The leaders responsible for advancing the transformation agenda within both organizations – Ben Debnath (Global Head of HR Operations, Syngenta) and James Eastwood (Engagement Executive, Capgemini) – were recognized as 'Global HR Superstars' by HRO Today in 2018 and 2019 for 'leading transformative efforts at their organizations'".

Standardization creates the foundation for digital transformation

Syngenta and Capgemini started by conducting a thorough analysis of Syngenta's HR processes to establish a shared understanding of the opportunities for improving performance and the challenges the solution needed to address. The study highlighted the need for Syngenta to standardize its processes and ways of working on a region-by-region basis.

During the period 2012–2015, the partners consolidated all HR processes into four global delivery centers, which included implementation of a service desk focused on Syngenta employees. This eliminated region-specific ways of working and introduced a single approach to all HR operations, resulting in an expansion of HR services to cover around 22,000 members of the Syngenta organization. At the same time, Syngenta was able to reduce the cost of operations by 30%, while expanding the ability of its HR function to provide effective services more rapidly.

This standardization and consolidation created the groundwork for the partners to further explore opportunities for improvements to Syngenta's HR processes among other digital transformation projects.

State-of-the-art digital tools deliver a more fulfilling HR experience

In 2015, with the transition finalized and consolidation complete, Syngenta and Capgemini continued HR transformation to support business change, strengthen Syngenta's talent pipeline, deliver HR excellence, and shape the organization's culture and leadership. More specifically, the transition enabled the partners to evaluate HR services in ways that hadn't been possible before – most notably by measuring customer satisfaction. This in turn made it possible to identify areas where services needed improvement, and so to set about creating the right customer experience for HR service users.

The partners embedded a "One HR" team mindset, working together as one team not just to respond to queries and complaints, but also to identify and deal

with the real root cause of problems and reduce recurrences. This "One HR" mindset enabled the partners to combine resources such as analytics, customer service skills, HR excellence, automation, and robotics that led to a range of tangible improvements, including enhanced user satisfaction, reduced customer complaints, and faster and more effective ticket resolution.

In 2016, Syngenta and Capgemini implemented automation projects across quality checking, data entry, annual compensation, and record filing. As well as delivering financial savings – including \$340,000 savings in compensation statement production alone – automation has improved the speed and reliability of processes, and reduced the scope for human error. This has had a major impact on service levels.

A new operating model for next-generation HR

In 2016–2018, the partners planned, developed, and implemented their "HR Next Generation" project – a new operating model and technology for next-generation HR that reflects Syngenta's commitment towards using technology to improve accuracy and efficiency, without removing the human element of customer satisfaction.

Going live in mid-2018, the HR Next Generation project focused on upgrading three of Syngenta's core legacy HR technology platforms used to deliver an enhanced employee experience across 90 countries:

- **Workday** – replacing SAP as the beating heart of Syngenta's new systems landscape, Workday acts as the core database for all people data.
- **ServiceNow** – as Syngenta's new case management system, ServiceNow enables tickets to be transferred between Infrastructure Services and Finance teams more easily. ServiceNow is also leveraged across other parts of Syngenta Business Services.
- **RightAnswers** – knowledge management software that integrates with ServiceNow to enhance the agent and customer experience by resolving tickets faster and in fewer steps.

On top of these core technologies, the partners also modernized Syngenta's entire HR landscape by implementing a range of digital tools that enabled the business to deliver more effective services to its existing and new employees. These tools included:

- **SumTotal Learning Management System (LMS)** – a global learning solution that delivers a strategic shift towards virtual learning. SumTotal LMS enables Syngenta to access their corporate learning programs from one single, easy-to-use site.
- **ESCRIBA** – a digital document management system that eliminates manual work to substantially reduce contract generation time and improve accuracy.
- **SumTotal compensation tool** – a new platform for enhanced, more consistent, and user-friendly compensation management.
- **Transversal digital coach** – a new knowledge base tool that provides instant digital access to best practice management material, advice, and guidance.
- **Power BI global command center** – a tool that consolidates and converts data and analytics from different sources into business intelligence, to speed up analysis and reaction time.
- **UiPath automated payroll file production robots** – an automated payroll solution that accelerates completion of complex tasks by eliminating manual intervention, reducing cost and improving quality.

Continuing digital transformation success into the future

Building on the successful and impactful transformation of Syngenta's global HR operations, the partners identified numerous opportunities for improved services, including the implementation of robotics and automation to enhance productivity and accuracy. To this end, in 2018, Syngenta and Capgemini agreed to extend their contract through to 2022 – cementing a successful and highly effective, 10-year partnership to deliver a wbest-in-class customer experience.

With this renewed agreement, Capgemini will extend its services to deliver its Digital Employee Operations solution to the agribusiness leader. As part of the contract remit, Capgemini's experts across delivery centers in Nanhai, Krakow, Campinas, and Kolkata will work alongside Syngenta to continue transforming the full scope of its HR services in support of Syngenta's 28,000 employees around the world. These functions include new hire onboarding, HR administration, payroll, compensation, learning services, performance management, talent management, and data analytics.

This extended collaboration will lead to cost savings, increased productivity, enhanced employee satisfaction, and an accelerated pace for the digitization of Syngenta's global HR operations.

Enhanced employee satisfaction at reduced cost

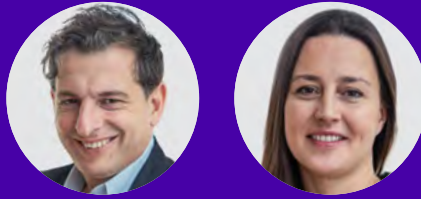
The three-phased transformation program and "One HR" team mindset has led to a positively transformed perception of HR operations and a range of tangible outcomes, including:

- 58% to 90% increase in employee satisfaction
- 75% reduction in customer complaints
- Faster and more effective ticket resolution time, with more than 90% of tickets being resolved within two days
- Anywhere-anytime access to real-time information and less time spent on HR administration
- Enhanced accuracy and efficiency of Syngenta's HR operations
- 30% cost reduction in HR operating costs from 2012–2015, followed by an additional 40% cost reduction as a result of the "HR Next Generation" program
- Reshaped learning services administration with cloud-based technology and service catalogue.

Together, Syngenta and Capgemini will continue to follow their "One HR" team mindset that combines both organizations as a single team to continuously exchange information and expertise. By combining Syngenta's impressive drive for innovation with Capgemini's knowledge of digital transformation and HR processes, the partners will continue to demonstrate their leadership abilities and commitment to a superior HR experience.

In 2019, the two companies also qualified as finalists in the Business Transformation category, at the European SSON Impact Awards."





Tracking travel the Capgemini way

Xavier Italiano

Contract Manager, Capgemini's Business Services

Magdalena Likus-Smietana

International Mobility Manager, Capgemini's Business Services



Innovation Nation talks to Xavier Italiano and Magdalena Likus-Smietana about Capgemini's award-winning Travel Tracker Tool provides enhanced visibility at a global level for our people on assignment abroad, while enabling the mobility team to spend more time on valuable and complex processes.

First of all, many congratulations on winning the [HRO Today EMEA](#) award for your Travel Tracker Tool. Could you summarize what the tool does and how it works?



Xavier Italiano | Thank you! We were very excited to win the HRO Today award in the "Innovation in Human Resources, Technology" category. This award is the result of all the hard work done by Capgemini Poland's International Mobility Team. I'm really proud of all the teamwork that has gone into considering the needs of the end-user and design the tool accordingly.

The Travel Tracker Tool is a digital mobility and travel data collection optimization solution for employee-travellers and mobility teams across the Capgemini Group.

The tool offers enhanced visibility at a global level for all employees on assignment abroad, with a comprehensive dashboard that gives different departments a direct and accurate view on the number of days the employee has spent on assignment. By automating simple tasks, the tool reduces the number of repetitive activities, and frees up time for Capgemini's HRO International Assignments (IAS) team to spend on more valuable and complex

processes, including complex requests such as visa preparation and employee onboarding.

The fact that our automated Travel Tracker Tool is delivered in-house by our fantastic team of developers from Capgemini's Cloud Infrastructure Services, very much sets Capgemini apart from other organizations that either still work very much on a manual basis, or use mobility tools delivered by external providers.

What were the initial challenges that led to the development of the Travel Tracker Tool?



Magdalena Likus-Smietana | Mobility teams across the Capgemini Group were having to deal with a number of challenges including compensational salary calculations, export allowances, taxation, social contributions, and meeting the minimum wage. In addition, every employee that went on a business trip or secondment abroad had to manually complete an Excel document, which lacked certain controls to help avoid sending incomplete or inconsistent data.

Each month, the employee had to send this document to the relevant mobility team, who then created a number of reports and used the data for processes such as tax reconciliation, shadow payroll, and minimum wage alignment. All of this was, as you can imagine, not only extremely time-consuming, but prone to a range of different errors and inaccuracies.





We've tried to take advantage of this opportunity several times, and in November 2018 finally found a way. Following analysis of our approach to collecting, processing, and reporting data, we designed a Travel Tracker Tool that responds to the increased volume of travel reports arising from increased international travel of a growing corporate organization.

"The Travel Tracker Tool is a digital mobility and travel data collection optimization solution for employee-travellers and mobility teams across the Capgemini Group."

Xavier Italiano
Contract Manager,
Capgemini's
Business Services

Capgemini's Travel Tracker Tool – helping to overcome the challenges of modern mobility

Capgemini's Travel Tracker Tool is a digital mobility and travel data collection optimization solution for employee-travellers and mobility teams across the Capgemini Group that offers:

-  Enhanced global visibility for employees on assignment abroad and the finance department
-  Automated data capture and processing
-  Increased speed of data processing
-  Minimized legal, commercial, and tax risks for employees working abroad



Capgemini's Travel Tracker Tool in action



Before

Capgemini France's mobility function was suffering from a time-consuming, manual process in which employees had to submit an Excel document on a monthly basis.

Time taken to manually process one Travel Tracker Excel document 2 minutes

After

Capgemini's Travel Tracker Tool consolidates all data in a single dashboard, providing easy and direct access to downloadable reports.

Time taken for the Travel Tracker Tool to process the data 0.025 minutes



Increase in time savings – over

98.8% ↑

Time saved by in June 2019

1,694 ↓
minutes

The impact of Capgemini's Travel Tracker Tool

For employees travelling on assignment:



User-friendly design
and interface



Intuitive submission
forms

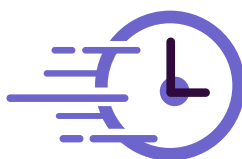


Increased accessibility

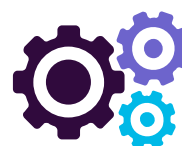
For Capgemini's HRO International Assignments team:



Enhanced accuracy
and efficiency



Easier and faster
processing speed



Automated reporting

For the finance department and local authorities:



Real-time data
processing



Enhanced trackability



Faster processing



Employees find the Travel Tracker Tool very easy to use, very intuitive, and not a drain on time. The time from conception to build was very quick, and when it was tested with our user group, the updates to enhance the user experience were exceptional. The tool is a very good innovation by the Capgemini Poland team."

Peter Baird

Director, International Assignments Services, Capgemini



“

The Capgemini Poland team has created a new tool that is going to help and improve life for thousands of our employees worldwide. The Travel Tracker Tool is one the most important evolutions that we needed for International Assignments Services.”

Patrick Gidon

Head of International Mobility France and Head of Global Travel Safety, Capgemini

Could you provide a specific situation in the Travel Tracker Tool has been used?

Magdalena Likus-Smietana | Yes, of course. Capgemini France's mobility function was suffering from a time-consuming, manual process in which their employees had to complete and submit an Excel document on a monthly basis. This was prone to a range of human-based errors, inaccuracies, and incomplete data. This was having a negative impact on both the employee in terms of timely compensation, and the mobility team.

We also had to collate data from different Excel documents to create consolidated reports, as well as respond to questions and queries. It would take a minimum of over two minutes to process one employee's Travel Tracker Excel document.

Xavier Italiano | Implementation of Capgemini's Travel Tracker Tool now enables the mobility team to consolidate all data in a single dashboard, which provides easy and direct access to downloadable reports. The tool also sends reminders to the employee, helping to ensure the completed tracker is sent back on time. The manager or HR assistant has direct access to his or her employees' trackers and can verify or reject the tracker independently.

The Travel Tracker Tool, helps the team save almost 30 hours of processing time every month, which is enabling us to spend more time on complex, value-add tasks.

What impact has the Travel Tracker Tool had on the various Capgemini stakeholders?

Magdalena Likus-Smietana | The Travel Tracker Tool has had a significant impact on three different levels. For the end user – the employee travelling on assignment – it is quick and easy to complete, more user-friendly and efficient, and doesn't allow the employee to send empty or incomplete forms.

Once the tracker is sent, the traveling employee receives the assurance that the information they provide is complete. The mobility team can process the data in real time, enabling the finance department to proceed with additional payments, and ensuring the employee doesn't suffer from any delay in receiving these payments.

Xavier Italiano | On top of this, reports created by the tool give a full picture on the status of employees on assignment and can be used to track the situation and location of any employee who is working in a medium or high-risk country

Finally, as the finance department is able to process clean data in real time, it can proceed with the relevant tax declarations and payments to the employee and/or the local authorities.

In short, by easing the data entry and collection of data, the Travel Tracker Tool simplifies the work of all parties involved in international mobility processes – through easier and faster processing speed, enhanced trackability, easier accessibility to data in case of need of correction, and a user-friendly design and interface.

How is the Travel Tracker Tool relevant to the wider HR profession and industry?

Xavier Italiano | That's a very good question. While the Travel Tracker Tool is currently delivered internally across the Capgemini Group, it has the potential to transform the way large, complex, multi-unit organizations process their mobility data to be more user-friendly, transparent, and cost-effective. It is ideal for any business unit or company looking to streamline their international employee mobility.

It not only represents a simple tool that can be adapted very easily to any new company or project profile, but is first and foremost, a key tool for the secure data collection of any employee travelling on assignment. From an operational point of view, the Travel Tracker Tool is crucial for any international business.

Finally, what's the future for the HRO IAS team and your award-winning Travel Tracker Tool?

Magdalena Likus-Smietana: With overseas travel continuing to evolve rapidly due to different laws applicable in each country and constantly changing rules, it is vital for a mobility teams to be innovative.

Capgemini's HRO IAS team is constantly designing and implementing innovative, automated tools, solutions, and templates that enable our internal stakeholders to adapt to this constantly evolving landscape. All of the solutions the HRO

IAS team deploys – and the Travel Tracker Tool is the best example of this – helps simplify the work of travelling employees, the mobility team, and all departments such as HR that deal also with mobility data.

Xavier Italiano manages delivery for HR administration and recruitment services for Capgemini France. He supports the delivery of international mobility services for France, Germany, Belgium, Luxembourg, and Switzerland.

Magdalena Likus-Smietana manages IAS consultants and experts that provide high-level international mobility services for Capgemini in Europe, including France, Belgium, Germany, Switzerland, and Luxembourg.

 *The Travel Tracker Tool helps support our overall ambition of delivering a much better employee experience. We want to leverage this solution globally and are counting on the Capgemini Poland team to deliver more solutions to the International Assignments Services fraternity."*

Garry Burr
Vice President, Mobility and International Assignments Services, Capgemini



Capgemini China – home improvements

Elaine Chen

Head of Facilities and Administration, Capgemini China

Michael Yu

IT Director, Group IT Global Infra APAC, Capgemini China



Just like the transformation programs we carry out for our clients, our own office relocation demonstrates the importance of good preparation, a user-driven design, comprehensive planning, and the right technology.

Over the years, Capgemini's Business Services has worked with multinational enterprises across many market sectors, so we're used to witnessing the beneficial effects of change – and in more recent times, we've become accustomed in particular to seeing the distinct commercial advantages that digital transformation can bring.

There is an old Chinese proverb that says: "The state of a nation is reflected in the home." We're always looking for ways in which we might take advantage of the improvements we bring to others, so when the expiry of the lease approached on our premises in China, we saw an opportunity not just to relocate, but to make some changes.

The challenge of legacy IT

Capgemini China is home to over 30 client engagements supported by more than 1,000 people. We have a complex IT network environment that comprises the 30 IT network configurations needed to serve our clients.

Our premises were using legacy IT and security technologies that would soon be outdated and not able to meet the requirements of our customers. On top of this, the air-conditioning system was costly, the seating arrangements were unsatisfactory, and the cost of unallocated space was high.

Most of all, we needed to provide a stable IT environment and high-performance facilities to help our users meet service level agreement (SLA) expectations and introduce more advanced IT technologies and digital solutions.

In general, we sought further ways to improve employee wellbeing, to upgrade the technical infrastructure, and to reduce costs.





hanging speakers, wearable wireless microphones, and a touch-screen central control system.

The new office also enabled us to reduce unallocated space costs and to improve the seat utilization rate. As with the transformation programs we conduct on behalf of clients, our own office relocation demonstrates the importance of:

- Good preparation
- A user-driven design
- Comprehensive planning
- The technical knowledge needed to implement the solution
- Preparing different rollback plans as insurance against many eventualities.

New beginnings, new adventures

The outcome of the relocation has been truly spectacular. The introduction of new IT technologies has enabled us to greatly empower our employees and clients with advanced, digital IT solutions. This includes:

- **Unique IT network relocation design** – our users, PCs, and servers use the exact same IP address/subnet as they did previously in the old office. This has meant no change was required on both the Capgemini and our clients' backend systems, which greatly reduced the amount of work, complexity, and disruption of our IT systems relocation on our people and clients
- **State-of the-art data center and server room** – we introduced a full set of advanced monitoring systems with fingerprint access, server room air conditioning, an advanced fire alarm and extinguishing system, and a specially designed fresh air ventilation and exhaust system
- **Well-designed core IT infrastructure** – a state-of-the-art CCTV/access control system and a new Cisco VoIP telephony system that provides enhanced performance and security
- **User-friendly reception desk** – with integrated 55" flat screens, modern sound system, and easy-to-use visitor sign-in system.



A state-of-the art data center

We decided to move out of our outdated building, which in addition to the challenges mentioned above, was a relatively long distance to the metro station, and which many of our employees found to be unattractive.

Progress was cautious. Because of the importance to our clients of the services we provide, we didn't cut straight over from one location to the other, but instead implemented a parallel run methodology, so we knew we could roll back rapidly to our old offices if IT services were interrupted at our new premises. To achieve this, old circuits were kept up and running in the old office, and were terminated only after all users had been successfully moved to the new location.

The two sets of premises were temporarily connected by a dedicated purchase-to-pay (P2P) circuit on layer 2 to make use of the same network subnets and the IP address in the new office. This meant users could plug and play seamlessly, without a need to change any of the security configurations so as to allow them access to Capgemini and client systems.

The new state-of-the art data center features an advanced uninterruptible power source (UPS) system with dual loop redundancy and a precision air conditioning system to improve performance and cost-effectiveness. Meeting rooms, training rooms, and collaboration rooms are equipped with productivity devices including a 120" screen with a wireless laser projector, a wireless 75" movable touch and writing screen, touchscreen booking systems,



Relocating Capgemini China has led to a range of results, including:

- €1.5 million savings over five years
- Business operation continuity from the first day after relocation
- Environmentally aware premises, including furniture, carpets, and decor
- No SLA breaches
- Commendatory letters from clients.

We have another proverb in China that says: "Away from home they look at your clothes. At home they look at what is under them." We sleep well at night in the knowledge our Nanhai delivery center is best-in-class – both inside and out.



Elaine Chen is Head of Facilities and Administration at Capgemini's Nanhai center. She also leads Capgemini China's corporate responsibility and sustainability (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.

Michael Yu led the regional Group IT team to design and execute the overall IT relocation architecture to successfully relocate Capgemini China's entire IT system to new premises.



“ We sleep well at night in the knowledge our Nanhai delivery center is best-in-class – both inside and out.”

Elaine Chen
Head of Facilities and Administration,
Capgemini China



Breaking through in artificial intelligence

Miroslaw Bartecki

Director, Capgemini's Business Services



Our process-driven, client-specific, benefits-based approach to solutions development is entering an entirely new phase.

Ask most people, in business or out of it, to think of artificial intelligence (AI), and the chances are one of the first things they'll mention will be some form of human-computer interaction. It stands to reason – if it's smart, we're going to engage with it in some way.

If you then ask the same question of developers in particular, it's highly likely that one of the first factors they, in turn, will mention will be the need for these interactions to be natural. If the system doesn't understand someone's words or intentions, or if it regularly acts inappropriately in a given context, it won't be long before people get frustrated – and if that happens, the object will have been defeated. Worse still, the brand's reputation will have been tarnished.

Virtual agents

All of which is why, here at Capgemini, we were so proud a few weeks ago to be able to announce we had won the AI Breakthrough Award for the Best Virtual Agent Solution. This year's program attracted more than 2,500 nominations from more than 15 countries worldwide, and it was particularly exciting for us to find that Microsoft and Google also entered in the category we won.

Our winning entry was our "Cash Collections Assistant Powered by Artificial Intelligence." Designed for use in both consumer and B2B environments, the solution aims to provide a natural customer services experience in the crucial business area of cash flow.

Our solution makes courtesy calls to businesses and individuals, reminding them that a payment will soon be expected. It also makes calls when debts are overdue. We've worked with best-of-breed third-party providers to make this service available in 24 languages, including less common tongues such as Dutch and Finnish, and in several accents too. For instance, English can be rendered in accents including British, American, and Australian. The solution

can handle colloquial as well as more formal language, and it also emulates the occasional moments of hesitation in regular speech, to make the conversation feel more natural.

The intelligence that sits behind the solution is at least as important as the voice output. For instance, Cash Collections Assistant Powered by Artificial Intelligence recognizes promises to pay and logs them automatically, and it also can handle the early stages of a dispute. All of this reduces the number of repetitive collections tasks, enabling an augmented workforce, with human collectors focusing on more complex work, and handling process exceptions.

What's more, the solution is integrated into back-end services such as SAP, so it's part of an end-to-end approach. As time passes, we expect its capabilities to grow: the solution's ability to mine corporate data for information will arm it with knowledge that any one individual call handler might not have.

The integrated nature of our approach is fundamental. Here, as is the case in pretty much everything we do at Capgemini, the solutions we develop are informed specifically by the processes and circumstances of the organization to which they are being applied. This isn't technological gee-whizzery for its own sake: if there are no material business benefits for our clients, there is no point in taking things forward.

Looking ahead

The AI Breakthrough Awards are run by Tech Breakthrough, a leading market intelligence and recognition platform for competitive global technology markets. The aim of the awards, Tech Breakthrough says, is to honor excellence and recognize the creativity, hard work and success of companies, technologies and products in the field of AI.

The roll call of winners of these awards this year is impressive, and our own success is a source of great pride for us. Not just pride, though: it's also a source of great encouragement. With digital transformation, our process-driven, client-specific, benefits-based approach to solutions development is entering an entirely new phase. These are exciting times.

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.

“With digital transformation, our process-driven, client-specific, benefits-based approach to solutions development is entering an entirely new phase. These are exciting times.”

Miroslaw Bartecki
Director, Capgemini's
Business Services

Capgemini named a Leader in Advanced Analytics BPS by NelsonHall



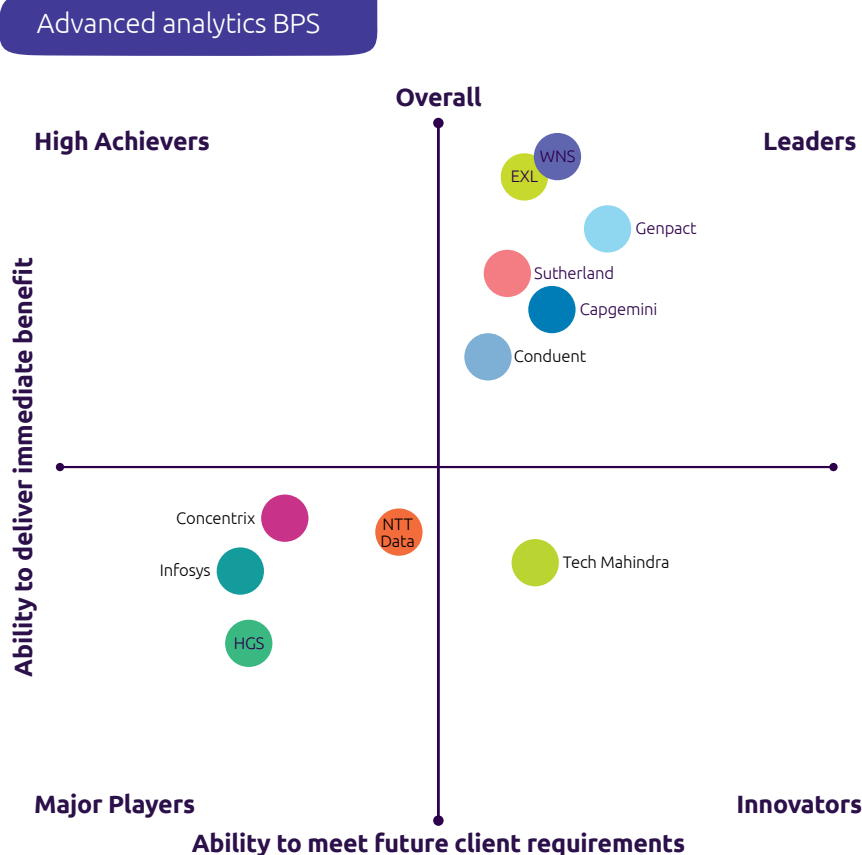
Capgemini scores highly in the NelsonHall Evaluation & Assessment Tool (NEAT) Report on Advanced Analytics BPS.

In the latest NEAT titled, "[Advanced Analytics BPS NEAT Assessment 2019](#)" Capgemini scored highly as a Leader in its evaluation grid for the "ability to deliver immediate benefit" to customers and "ability to meet future client requirements." NelsonHall assessed 11 vendors offering advanced analytics business process services (BPS) for this report.

The report primarily highlighted Capgemini's "proprietary suite of predictive algorithms and accelerators and interactive insights with a portfolio of implementations across sectors and network of strategic analytics and artificial intelligence (AI) partnerships and tie-ins." In addition, it also acknowledged Capgemini's expertise in the following areas:

- Strong spend and RCM analytics capabilities with proprietary tools and frameworks and client base
- Strong supply chain analytics capability with multiple implementations
- Implementations in computer vision and image analytics with planned investments
- Investments in Internet of Things (IoT) analytics.

Capgemini is at the forefront of innovation, digital transformation and a customer-centric approach. Its in-depth analytics expertise is backed by a variety of industrialized offerings covering different business areas such as procurement, supply chain, and HR, tailored for organizations to optimize their processes with the help of actionable insights from data.



"We are delighted to be positioned as a Leader by NelsonHall for our strong expertise in analytics across sectors and geographies. Our rich experience in analytics is focused on solving complex business challenges of customers, producing measurable gains in business outcomes and driving their growth journey through innovation."

Bala Natarajan

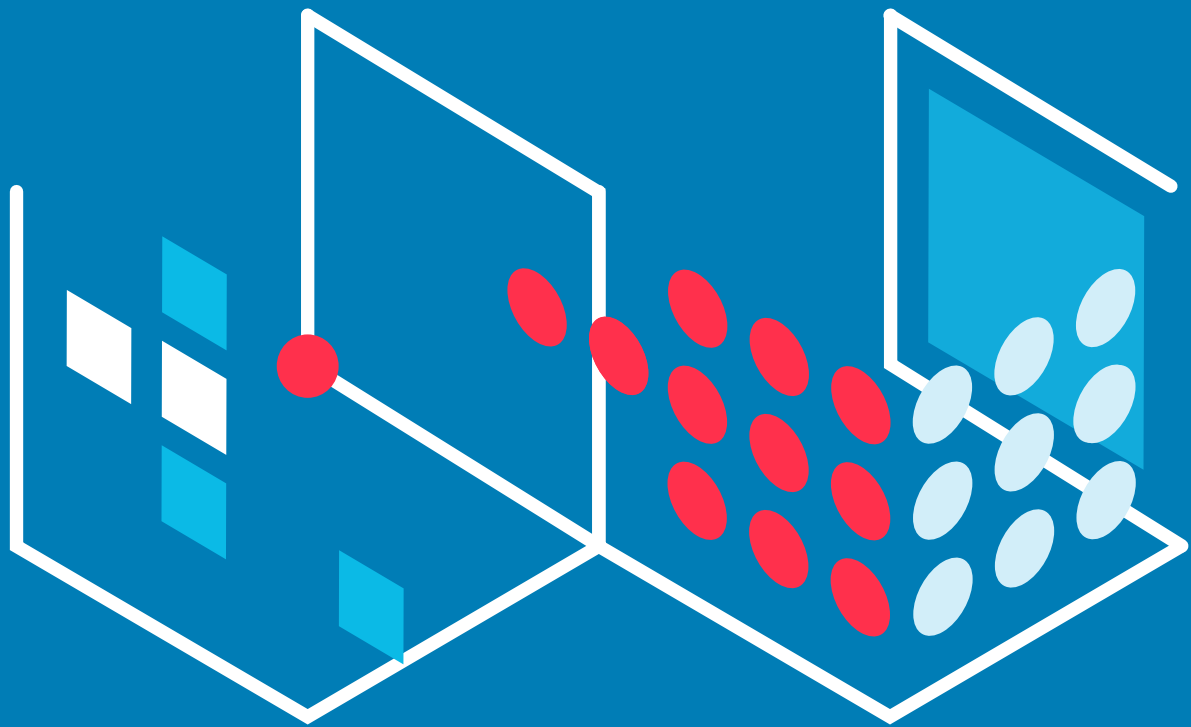
Senior Director – AI, Data Science and Analytics, Capgemini's Business Services

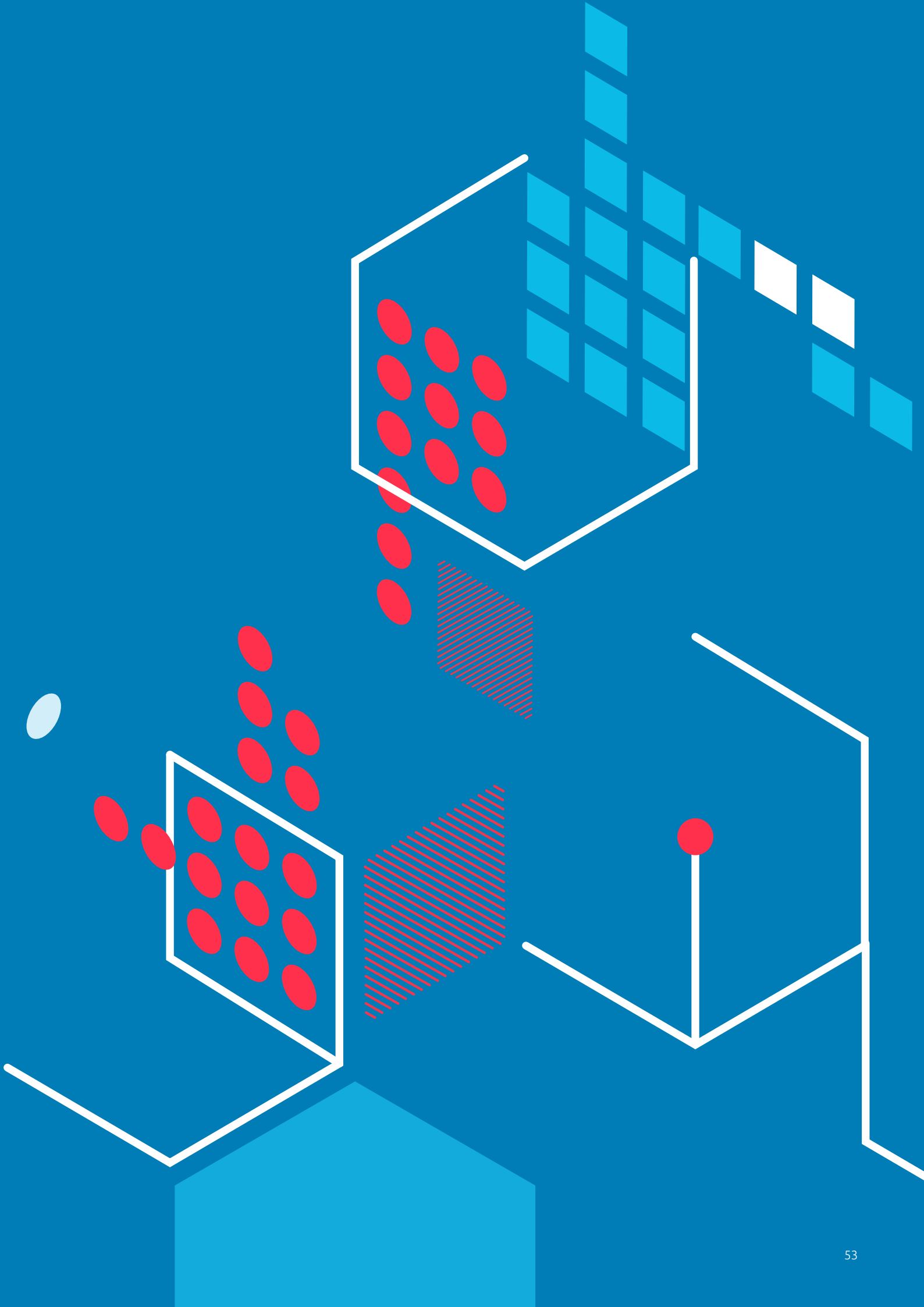
"Capgemini has robust analytics capabilities aligned with current client needs such as predictive algorithms and accelerators in spend, RCM, and supply chain analytics. It has also invested in the next stage of analytics services in AI, computer vision, and IoT to meet future market requirements across industries such as food, auto, and medical device manufacturing."

Ivan Kotzev

Lead Analyst CX Services, NelsonHall

Technology Talk







Delivering tomorrow's intelligent process automation, today

Gina Gray

Commercial Director, Celaton





Innovation Nation talks to Gina Gray, Commercial Director at Celaton, about how its Intelligent Document Processing platform – inSTREAM™ – helps Capgemini’s customers automate and streamline their end-to-end business processes to deliver a significant reduction in their operational expenditure.

Welcome Gina. Could you start by giving an overview of Celaton and some of the recent changes to the organization?

Gina Gray | Yes, of course. Over the last few months we’ve seen a number of changes at Celaton, the most notable being the relaunch of our brand, which you can see in all its glory on [our website](#). The new look and messaging reflect not only the increasing maturity of the automation market, but also Celaton’s unique personality, which combines strong technology, expertise, and a passion for supporting customers on their digital transformation journeys.

This new look and approach has enabled us to take the next step on our journey and better represents our people, who are the heart and soul of what we do. This is why we chose to adopt a logo reminiscent of honeycomb – our people, technology, and customers working together in harmony to achieve a common goal, just like bees in a hive. Each element is dependent on each other and vital to achieving success.

It has been an exciting journey since I joined Celaton in 2014, no more so than over the last year. The management team are working closer than ever to ensure that the deployment and development of our Intelligent Document Processing (IDP) platform – inSTREAM™ – is as efficient and effective as possible. This ensures that our customers always receive the best service and technology to support them on their digital transformation journeys while solving real-world business problems.

When I joined Celaton my role was focused on business development by building relationships with partners and any new direct customers. The Capgemini partnership has been our biggest success story with regards to partners and we

now have 12 live customers with them and another 4 in the pipeline currently.

My role has expanded significantly and I now have overarching responsibility for the total business revenue including business development, marketing, partnerships, and existing customers. I also work closely with our CTO, Richard Hill, along with the project management, implementation, and support teams to ensure we are able to deliver to, and where possible exceed, customer expectations.

Could you summarize exactly what Celaton does for Capgemini’s clients and the value you bring to our solutions?

When Capgemini initially reached out to us they were looking for an artificial intelligence (AI) solution to extend their automation capabilities in the delivery of services within their BPO division – more specifically invoice processing. Over the four and a half years since the start of our relationship, we have successfully delivered a unique blend of Capgemini’s expertise and Celaton’s inSTREAM IDP platform to Capgemini’s customers.

Organizations are receiving increasing volumes of unstructured and semi-structured content flowing in from customers, suppliers, and employees. With such high volumes of unstructured data, combined with the limitations of legacy business systems, not able to deal with this growing variety of channels, organizations are faced with significant challenges in scaling their operations, enhancing their value proposition, and increasing customer and employee satisfaction. Celaton’s deployment of our inSTREAM IDP platform enables Capgemini’s customers to automate the handling of this unpredictable content

through a machine learning (ML) system called “Human-in-the-Loop” resulting in significant resource and cost savings.

Enablement of Human-in-the-Loop means the platform is continually learning from the processing of exceptions, by collaborating with operators who teach it where to find key information. One of the key benefits of inSTREAM versus other automation tools is the exceptions are handled “in-flight” as part of the standard process and do not require separate exception queues or configuration by professional services employees in order for the documents to be processed.

inSTREAM learns from every transaction it processes, and as the volume of documents increases, its confidence and accuracy improve to a point where straight-through processing is achieved with no need for reprogramming. As inSTREAM’s confidence and accuracy increases, the amount of interaction needed with humans decreases, enabling Capgemini’s customers to focus on more value-based tasks.

inSTREAM was designed to reduce labor intensive, repetitive, and often error-prone tasks, enabling Capgemini’s customers to spend more time on customer-centric and complex tasks. By doing so, inSTREAM has demonstrated its ability to significantly reduce operational expenditure. On average, Capgemini and Celaton’s Intelligent Process Automation service enables clients to realize 86% reduction in invoice processing time. In addition inSTREAM also enables Celaton’s customers to achieve an average 85% reduction in manual processing of customer correspondence, 75% efficiency gains achieved for sales order processing and a 74% reduction in average transaction costs for claims handling.

How does inSTREAM work?

inSTREAM comprises multiple technologies including AI, ML, optical character recognition (OCR), intelligent character recognition (ICR), natural language processing (NLP), and cognitive computing to deliver the best solution to address a customer's individual business challenges. Unlike traditional robotic process automation (RPA), which automates tasks within a process, inSTREAM delivers automation to the end-to-end processes such as accounts payable, sales order processing, customer correspondence, and claims.

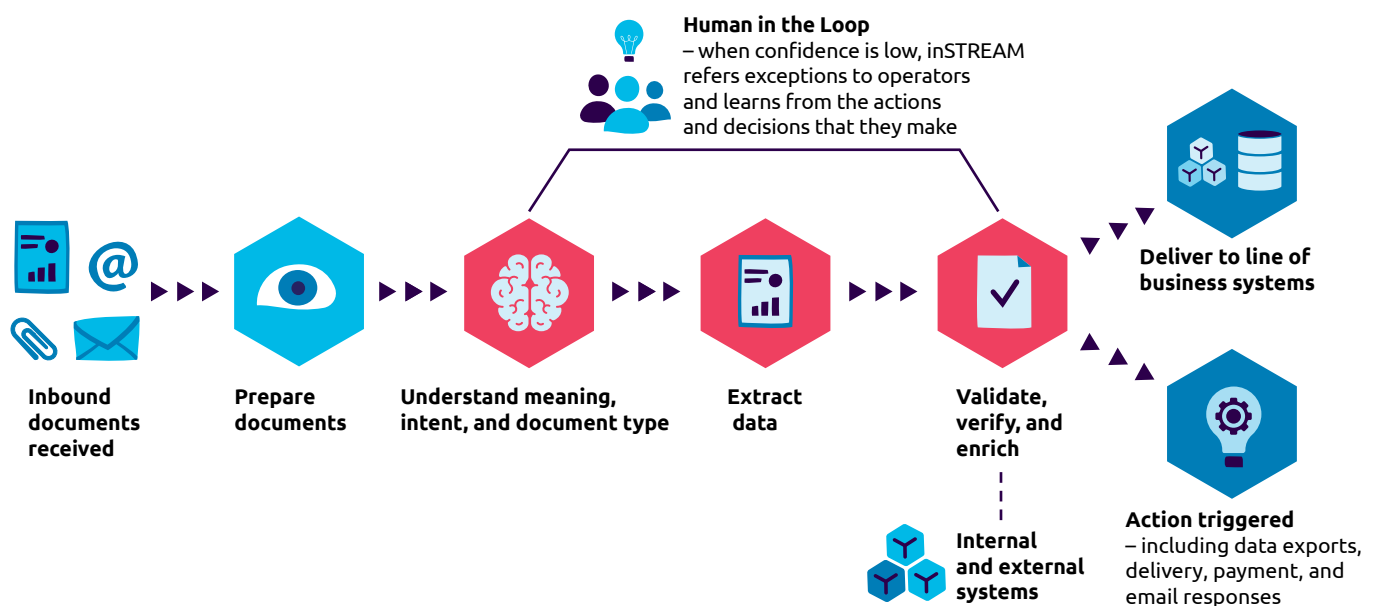
So how does inSTREAM work? This is easier to explain in the context of a business process such as invoice processing. inSTREAM is able to process all invoices regardless of how they are received including paper (post), email and attachments, fax, and electronic data interchange (EDI). It is able to read and process all formats, structured, semi-structured, and unstructured ensuring all invoices received follow a single process through inSTREAM.

inSTREAM prepares the documents for processing by converting them into a digital, machine-readable format – using OCR if needed – to normalize all documents regardless of its originating format. inSTREAM uses its AI algorithms to apply previous learning and experience to understand the document type, meaning, and intent, and then apply business rules to extract key data. Once inSTREAM has extracted the data it is able to carry out further tasks to validate the data including (but not limited to): verification of supplier details, matching invoice against purchase orders, 2-way matching, date and currency conversion, internal approvals and payment terms, external compliance, checks and measures including duplication, date validation, and invoice values are correct.

Having reached out to the other sources such as external databases or business systems, the verified and enriched data is collated and inSTREAM applies business rules in order to suggest an outcome. Should inSTREAM not feel confident about the outcome or business rules and checks and measures do not add up, the invoice will be shown to an operator (Human-in-the-Loop) to assist with validation and teaching. If, however, confidence and accuracy is high, inSTREAM can deliver the document and output directly to the business system without needing any human interaction (straight-through processing). The outcome could also be the request for additional information or rejection of a non-compliant invoice, which inSTREAM will also perform without needing human effort.

The application of a combination of technologies within inSTREAM to the different tasks within the process, enables the platform to be effective at streamlining end-to-end business processes and deliver transformation benefits to customers.

inSTREAM



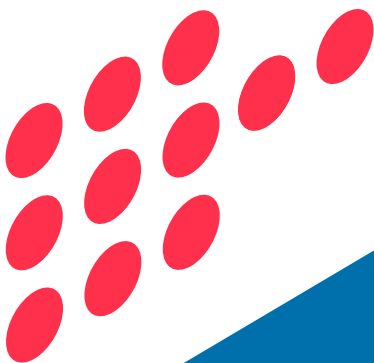
What's next for Celaton?

Until now, inSTREAM has been run in a traditional data center in London – when Celaton first developed inSTREAM, clouds were things you found in the sky. But the world has changed, and the cloud has become a proven, stable, and reliable place to operate global services.

With this in mind, inSTREAM is moving to a new home in the Amazon Web Services (AWS) cloud. This move will bring the opportunity to grow our technology and architecture in line with modern trends in a way that is simply not possible in a traditional data center. This provides us with the opportunity to leverage the encryption, security, and reliability offered by AWS to help us continue to deliver our service to the high standards our customers have come to expect.

Our move to AWS has been planned with four key considerations at its core: Security, High Availability, Scalability, and Disaster Recovery. AWS gives us the tools needed to ensure we meet our needs in each of these areas, while also offering the opportunity for future expansion and growth as we explore and take advantage of more of the technologies and global availability that AWS has to offer.

Gina Gray is the *Commercial Director at Celaton.*



Unlike traditional robotic process automation, which automates tasks within a process, inSTREAM delivers automation to the end-to-end processes such as accounts payable, sales order processing, customer correspondence, and claims.”

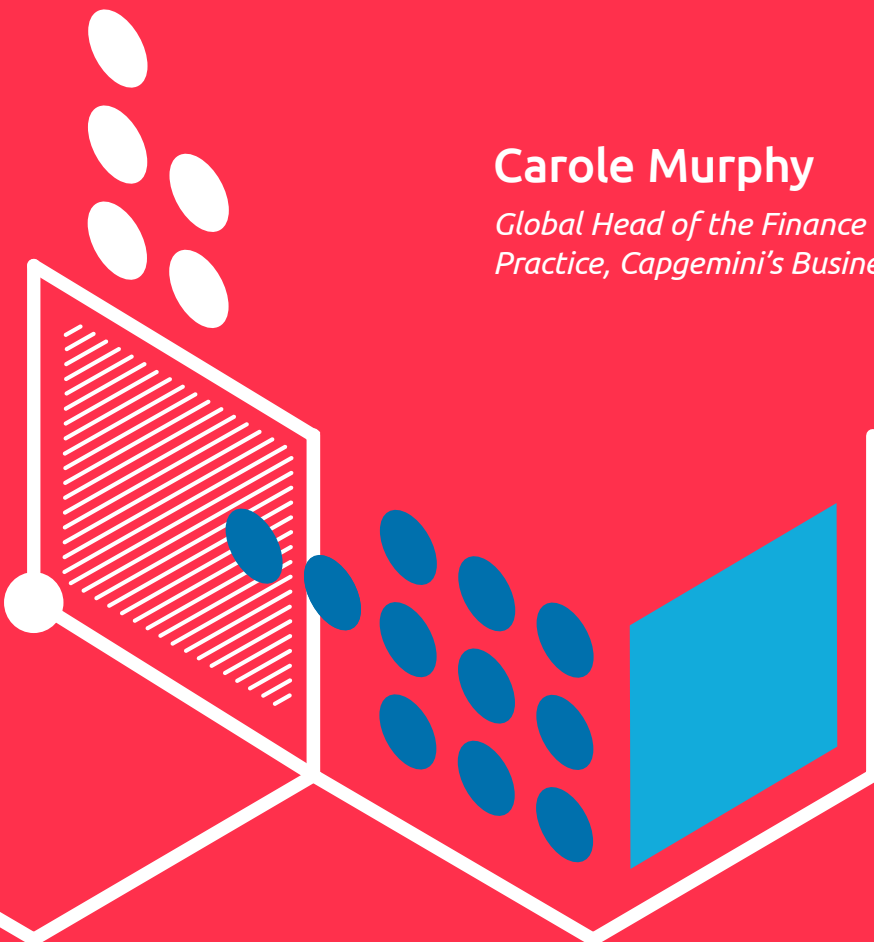
Gina Gray
Commercial Director, Celaton



An effective approach to implementing intelligent automation

Carole Murphy

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



ESOAR is a unique and straightforward transformation methodology that addresses the underlying causes of inefficiency in your business operations, before working on the actual symptoms – to create a platform for intelligent automation and artificial intelligence.

The amount of data exposed to organizations in the digital world is growing exponentially and at a rapidly increasing speed. This is no understatement.

Robotic process automation (RPA) and intelligent automation promise much, but reaping the benefits of these technologies requires a considered approach to ensure optimal success and minimal expenditure. These technologies are best put to use after simplifying and standardizing business processes to magnify the efficiency, while leading to improved effectiveness, control, and business value.

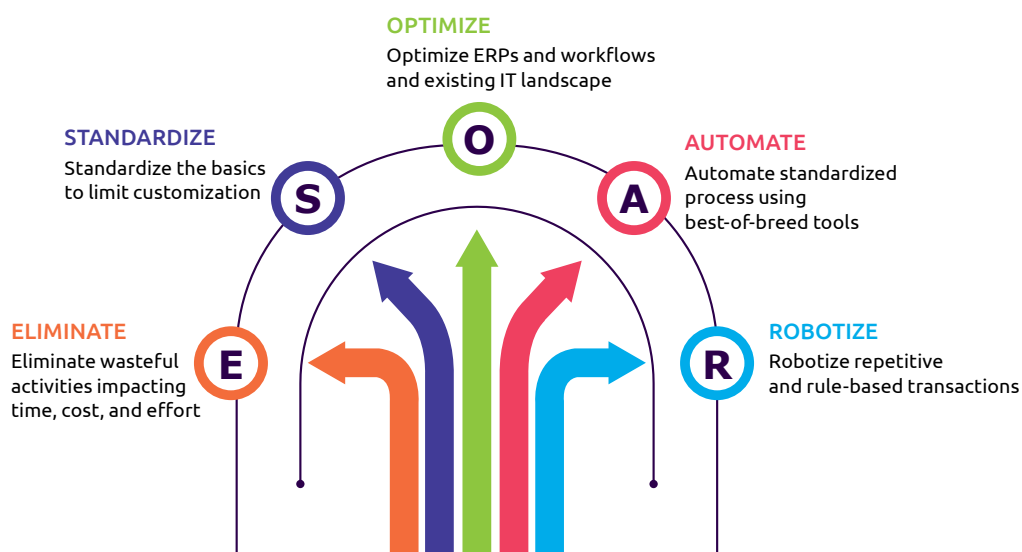
Reimagine your processes in the light of intelligent automation

Reimagining business processes not only sets the vision for an automation journey, but also ensures organizations make the right choices that underpin effective automation. Failure to make these choices can lead to challenges in scaling up and justifying return on investment. It is, therefore, crucial that organizations identify the areas that are ripe for automation, before they actually start to develop an automation solution.

Capgemini's approach to developing an intelligent automation solution is called ESOAR (Eliminate, Standardize, Optimize, Automate, Robotize). This unique and straightforward transformation methodology addresses the underlying causes of inefficiency in your business operations, before working on the actual symptoms – to create a platform for intelligent automation and artificial intelligence.

ESOAR is all about reimagining your processes in the light of intelligent automation, enabling you to implement straight-through processing and automated solutions while delivering the best impact and outcomes to your business users. ESOAR identifies opportunities to eliminate processes up front if necessary, and enhances your existing investments in technology, setting the agenda for a holistic approach to transformation of your business operations.

ESOAR methodology





ESOAR is all about reimagining your processes in the light of intelligent automation, enabling you to implement straight-through processing and automated solutions while delivering the best impact and outcomes to your business users."

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



ESOAR identifies opportunities to eliminate processes up front if necessary, and enhances your existing investments in technology."

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

Eliminate

When implementing transformation, our teams take the opportunity to identify and eliminate all unnecessary and sub-optimal transactions/interactions. We focus on keeping customers/users on the "golden path" and refuse to design for any task, activity, or service channel that falls outside that ideal.

We make golden paths intuitive, fast, and effective, enabling all other pathways to be removed. Customers/users get the best possible experience and our clients save costs. It is likely that more than 80% of transactions already follow a golden path. By improving the experience further and stopping the root causes for exceptions we drive compliance to 100%, minimizing the risk of a competitive decline in core customer/user satisfaction.

Stopping transformation teams from planning for exceptions requires clear corporate policies to reinforce the business strategy. Our teams focus on areas that create business value with high business volumes. As a result, the transformation activity delivers early benefits to important stakeholders and gains positive momentum.

Standardize

After the elimination phase has removed all the unnecessary and sub-optimal activities, all that is left are the "golden paths" for your transactions and interactions. They must be validated by a broad representation from the business, who approve standards for customer/user experience, effectiveness (service levels), business value, and efficiency.

These standards create the parameters for the minimum viable outcome of the transformation. The implementation will not proceed unless these key measures of success have been documented, reviewed and approved. Standardization is too often associated with poor user outcomes. However, this is generally a result of setting the wrong standards, rather than a reflection on the effort to standardize.

A set of standards give clarity and focus to the transformation team. They are able to quantify what success looks like and will stop measuring the wrong things. This ensures that the solutions are better aligned to business priorities, leading to good feedback and higher adoption from users. Implementations gain support and are viewed as a success.

Optimize

The standards created in the previous phase are used as design criteria to optimize the new operating model. Capgemini uses design thinking supported by the "[Five Senses of Intelligent Automation](#)" framework to:

- Put technology at the heart of the solution. This recognizes that machines can perform some activities significantly cheaper, quicker and more effectively than people
- Re-focus human involvement to areas where they can best impact outcomes and add value, enabling people and machines to establish a new balance in their respective activities
- Change the processes to support the new operating model.

We recognize that organizations have invested significantly in their existing operating model, and quick wins are realized by repurposing some of these assets. We work with all stakeholders in the optimization phase to reduce internal competition and create better alignment of purpose. Compromises may be made initially on the implementation, but they must be steps towards the ultimate transformation objective. New investments will be used to improve, augment and/or replace these assets, as appropriate, to drive synergies and deliver the minimum viable outcomes.

Aligning all internal stakeholders around the optimized transformation builds strong ownership of the solution and the implementation plan to deliver the outcome. The individual components work better together to deliver synergies, and the whole is greater than the sum of the parts.

Automate (intelligently)

The new technology landscape is characterized by nimble, modular solutions. By adopting a “building block” architecture that supports continuous development and dynamic adjustment, resources can be added and removed quickly and affordably. APIs are used to connect solutions that enable the transformation team to continuously update the underlying technology. This may be done by introducing new tools or enabling functionality embedded in existing tools that had not previously been utilized.

The transformation team prioritizes the implementation of tools that add intelligence or new functionality to the overall solution. It could be a chatbot that gives customers real-time transaction updates, or a data-mining tool to augment the expertise of an advisor with real-time insights drawn from a knowledge repository. Customers and users experience a constantly evolving richness in their interactions.

Robotize

Finally, the team deliver robots. These will not be visible to customers/users and are simply used to improve the efficiency and effectiveness of the now well-established solution.

The primary benefit of robots is to help free up people’s time from doing repetitive and/or mundane tasks, so that they can focus on adding real value to the new operating model.

A holistic approach to transformation of your business operations

The one question I’m asked most about automation is – which organizations have automated all of their business operations? The answer is straightforward, but important. No legacy organization has achieved 100% automation. We’re all still learning.

Following each of the ESOAR steps thoroughly and sequentially in the correct order to review your business operations is critical to maximizing the chances of success. It not only identifies opportunities to eliminate processes

up front, but also gives you the best return on your existing investments in technology and ERP, redirects resources from repetitive tasks towards higher-value business activity, and drives best practice.

It is important each step and understand the trade-offs. If you’re not able to first Eliminate, Standardize, and Optimize your processes, the application of automation simply won’t deliver on the results you expect.

By re-engineering your processes in the context of intelligent automation, ESOAR sets the agenda for a holistic approach to transformation of your business operations – enabling you to implement straight-through processing and automated solutions, while delivering the enhanced outcomes to your business users.

Simple logic can deliver the best results.

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. These include industry-specific transformational solutions across finance and accounting, supply chain, procurement, and analytics.



By re-engineering your processes in the context of intelligent automation, ESOAR sets the agenda for a holistic approach to transformation of your business operations."

Carole Murphy

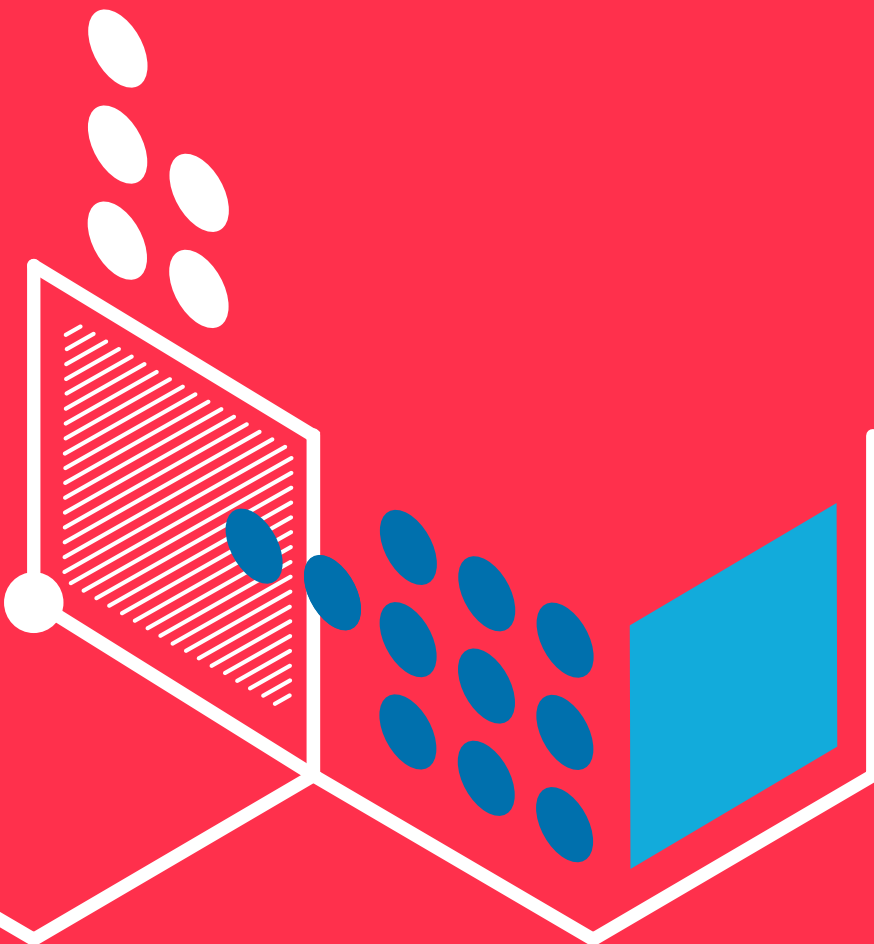
Global Head of the Finance Powered by Intelligent Automation Practice, Capgemini’s Business Services



Augmenting the workforce

Adam Bujak

*Global Head of the Intelligent Automation Offer,
Capgemini's Business Services*



Intelligent automation is exposing rich seams of information that an augmented workforce can mine and exploit to an ever-greater degree.

The “augmented workforce” is a term we are hearing increasingly often these days, but the concept is hardly new. Think, for example, of the cotton mills of the Industrial Revolution. Scores of looms were driven not by the millworkers, who had other tasks, but by a series of steam-powered belts resulting in a larger production output, higher quality, and new ways of working combining humans and machines.

As time passes, what perhaps started with the simple application of RPA is evolving much further, and much faster. For example, Capgemini’s Cognitive Document Processing is helping financial institutions accelerate contract evaluation, customer onboarding, and claims processing, generating tangible top-line growth outcomes, increased customer satisfaction, and sizable bottom-line improvements.

Non-FS organizations are also realizing measurable benefits from the application of intelligent automation combining RPA, AI, and analytics. For example, a leading UK-listed water utility business recently tested an AI platform to analyze large data sets on factors such as weather, demand for water, pump performance, and electricity prices. The information is used to make decisions on the most cost-effective and efficient way to run pumps, detect burst pipes, and minimize the risk of discolored water. During the trial, the utility saw energy savings of 22%.

When A + B is greater than itself

However, as the cotton mill example shows us, it’s important not just that technology delivers benefits like these, but that it does so in concert with the human workforce. That’s where AI can really take off – when you combine it with people, you create an outcome that is greater than the sum of its parts.

Capgemini has been developing a methodology that orchestrates tasks between people and machines—whichever

of them is most appropriate in individual cases. It 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.

The term “orchestration” is a good one, because implicit in it is a sense of fluidity – areas and occasions when, as it were, either people or technology will be playing solo, and other times and places when they will be playing together.

The algorithms we use gauge possible outcomes and use formulae to create human-in-the-loop solutions in which the process efficiency is better than machine-only, but is achieved at a cost that is much lower than person-only. This truly is augmentation in action.

Real-world benefits

We’re working with clients to build an augmented workforce approach in functions including finance, the supply chain, human resources, and contact centers, to name just a few. We help them identify their need and shape their response; we create a model for them; and we help them execute it, so as to achieve the outcome they seek.

It’s paying real dividends, and not just for the business, either. As this new approach to tasks consolidates itself, we’re seeing the workforce change. People are acquiring and using skillsets that didn’t even exist a few years ago. Why? Partly because the technology requires an understanding of the new world of intelligent automation, and partly because people are now freed from the repetitive tasks of yesterday, and are able to focus on the increased value they can bring to the business requirements of today and tomorrow.

Intelligent automation is streamlining processes, and is weaving itself into the fabric of the modern enterprise, thereby benefiting the organization, the workforce and the customer alike. In a way, perhaps, we’re not so far from the cotton mill with which this piece opened.

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.

“We’re working with clients to build an augmented workforce approach in functions including finance, the supply chain, human resources, and contact centers, to name just a few.”

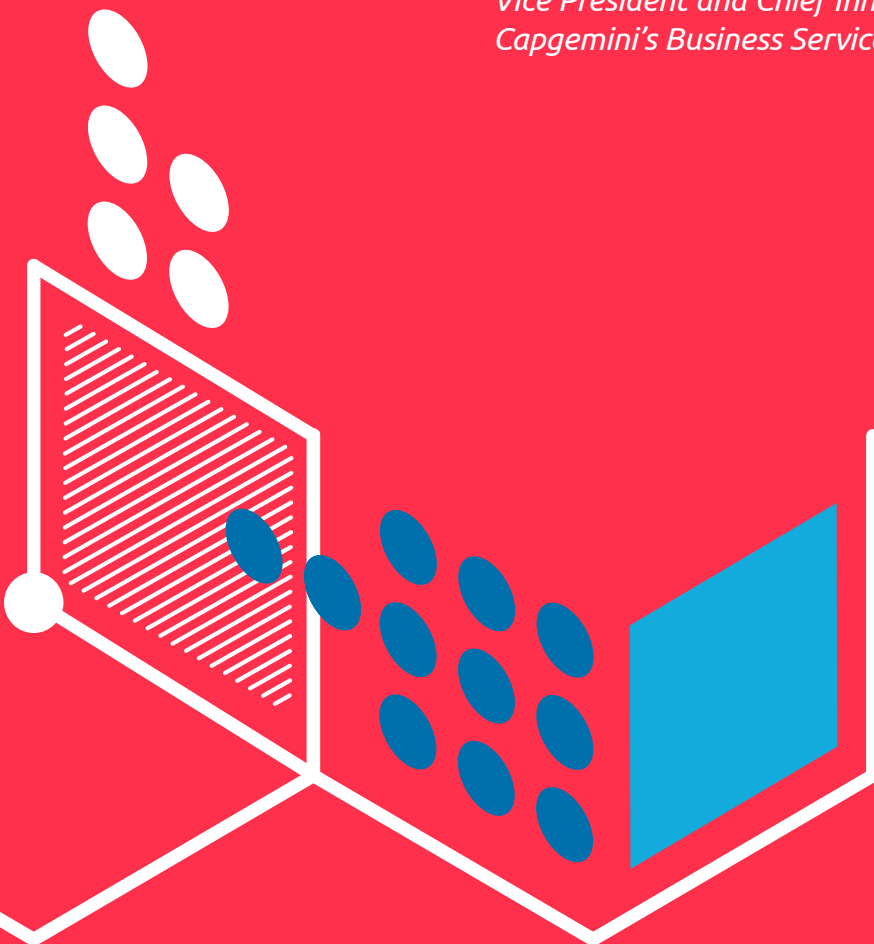
Adam Bujak
Global Head of the Intelligent Automation Offer, Capgemini’s Business Services



Digital twins and business process transformation

Lee Beardmore

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



Digital twins are not only able to transform the efficiency of current business processes, they can also help organizations reimagine their operating models to adapt to the changing circumstances.

Necessity is often said to be the mother of invention, and the story of Apollo 13 in 1970 is a prime case in point.

After lift-off, an oxygen tank explodes in the side of the spacecraft, depleting its oxygen supply and power. The ground crew issue guidelines to the astronauts, which prove to be irrelevant because they bear no relation to the real-world circumstances.

At Mission Control, a fellow astronaut realizes the problem and organizes a team to replicate as exactly as possible the conditions being experienced in space. They equip their own physical twin replica of the spacecraft with only the tools and materials available to the Apollo 13 crew, carrying out experimentation in a safe, offline environment to find ways round the problems not in the manual.

Almost 50 years later, we're increasingly seeing the development of non-physical, digital twins for the same purpose.

Driving the virtuous circle

As a digital replica of potential and actual physical assets, processes, people, places, systems, and devices, digital twins are quickly becoming established in domains heavily based on the Internet of Things (IoT).

Digital twins provide a playground for human and artificial intelligence (AI) minds to meet, pulling in the data needed to train AI models that can bring huge benefits to domains of finance and accounting (F&A), human resources (HR), and supply chain management (SCM). In this realm, the data-heavy process itself is the asset – in effect, a production line for processing data.

Part of the usefulness of a digital twin lies in its capacity to be modeled on reality but developed in isolation from the real world until it approaches the best possible performance in its current and anticipated circumstances. Capturing the “as is”

metadata of an organization, its activities, people, and systems, drives a virtuous circle cycle of business mining, modeling, and improvement that provides a clear perspective on how things are operating, and helps shape and define a model of the digital twin.

This model can then be used to simulate any number of scenarios that explore hypotheses and opportunities for change.

Testing the limits

On top of a cyclical sequence of steady, incremental improvement, digital twins enable organizations to test scenarios to their heart's content. By taking things to the max, businesses can simulate radical changes to operations to see what happens, in a way no one would dare attempt in real life.

While the cyclical approach aims to achieve steady improvement in a stable environment and the extreme approach addresses cases of unlikely triumphs and disasters, a third application provides a means of developing an appropriate reaction to possible or even probable scenarios before they happen.

On top of this, machine learning (ML) can be applied to the mining data received from the company's systems to make predictions for key metrics and service level agreements (SLA) that will improve over time. This gives organizations foresight over business operations, enabling considered and prepared responses.

Navigate the future

The implications for organizations extend beyond simply process improvement, and can result in some exciting prospects:

- A continuous data stream that maintains the digital twin in perfect synchronicity with an organization's business operations

- More advanced monitoring that improves compliance and isolates key data to support root cause analysis
- A world of prediction that helps the organization reinvent its digital operations
- An active feedback loop between strategy and execution that brings new evidence to performance management
- A means to test and evaluate change scenarios that enliven a continual cycle of improvement
- Divisional and enterprise-level modeling for enhanced visibility of business operations through combining digital twins
- Predictions of business-impacting events that can lead to less reactive management of SLAs
- Creation of an AI playground by collecting training data used to seed any number of AI algorithms.

The digital twin is already transforming the efficiency of current business processes, but can also enable organizations to transform their current models to adapt to the changing circumstances – benefiting the organizations, their suppliers, and customers alike.

Apollo 13 had a happy ending – the space crew all returned safely to Earth. The story of digital twins will also be a happy one – but here, there won't be a splashdown. The journey is just beginning.

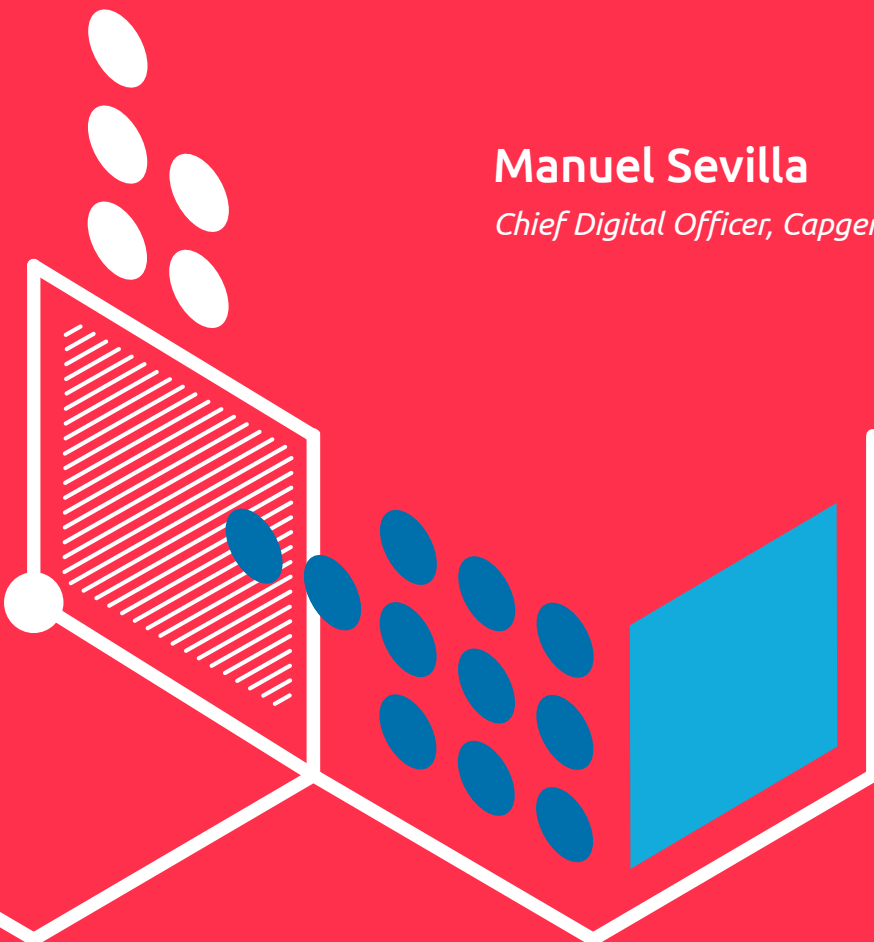
Lee Beardmore has spent over two decades advising clients on best strategies for technology adoption. More recently, he has been leading the push in AI and intelligent automation for Capgemini's Business Services. Lee is a computer scientist by education, a technologist at heart, and has a wealth of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



A next-generation data exchange platform for KYC and supplier onboarding

Manuel Sevilla

Chief Digital Officer, Capgemini's Business Services



Capgemini's new KYC platform provides an immutable, secure, traced, and streamlined way for parties to carry out KYC transactions, which means faster onboarding and eliminating the need to provide the same information multiple times.

As the first step of any B2B relationship, onboarding is critical for both compliance and customer knowledge. The two main onboarding processes today are Know Your Customer (KYC) for financial institutions and Know Your Supplier (KYS) for corporates.

KYC establishes a client's identity and activity through collecting data and supporting documents such as proof of identity, proof of address, certificate of incorporation, etc., to fulfill KYC norms. These norms encompass anti-laundering, anti-tax evasion, and anti-terrorism legislations in place in most countries around the globe.

KYC isn't a one-time process – it's a recurring process where financial institutions are required to enforce evolving regulations by collecting and maintaining updated identity records. KYC is also known to be an expensive, time-consuming, and risk-exposed process.

The challenge of KYC

Although KYC is a common pain-point affecting every financial institution, the panacea is far from being a simple industry-shared solution.

Banks are responsible for their KYC compliance and want more than anything to keep private access to their client knowledge.

In addition, KYC is a typical example of Pareto's law. If 80% of the data and documents collection can be mutualized around a common questionnaire baseline, the other 20% will account for 80% of the total costs.

In short, banks need a common baseline to cover most of their KYC data collection, while simultaneously carrying out bespoke outreach to close their extended due diligence.

A flexible KYC solution

Internally known as "Blue Catalyst", this trusted data exchange for KYC and KYS onboarding, built around three key attributes:

- **A private digital vault by legal entity** that enables any legal entity to organize information on its private vault and to share data and documents privately and securely with any other legal entity
- **A bespoke customer outreach** that enables any legal entity to bilaterally request and send information to any another legal entity for onboarding purposes
- **An end-to-end and tamper-proof audit-trail** that keeps an immutable track of every transaction that occurred on the platform while remaining GDPR-compliant by design.

The platform leverages a distributed ledger technology (DLT) protocol called Corda, created by R3. By enabling an immutable, secure, transparent, and streamlined audit-trail for parties to carry out transactions, Corda enables us to give banks and corporates trusted onboarding capabilities.

At its simplest, our new onboarding platform means operational efficiency gains, improved trust, and lower costs for financial institutions. For corporates, this translates into faster onboarding and eliminating the need to provide the same information multiple times.

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

“At its simplest, our new onboarding platform means operational efficiency gains, improved trust, and lower costs for financial institutions.”

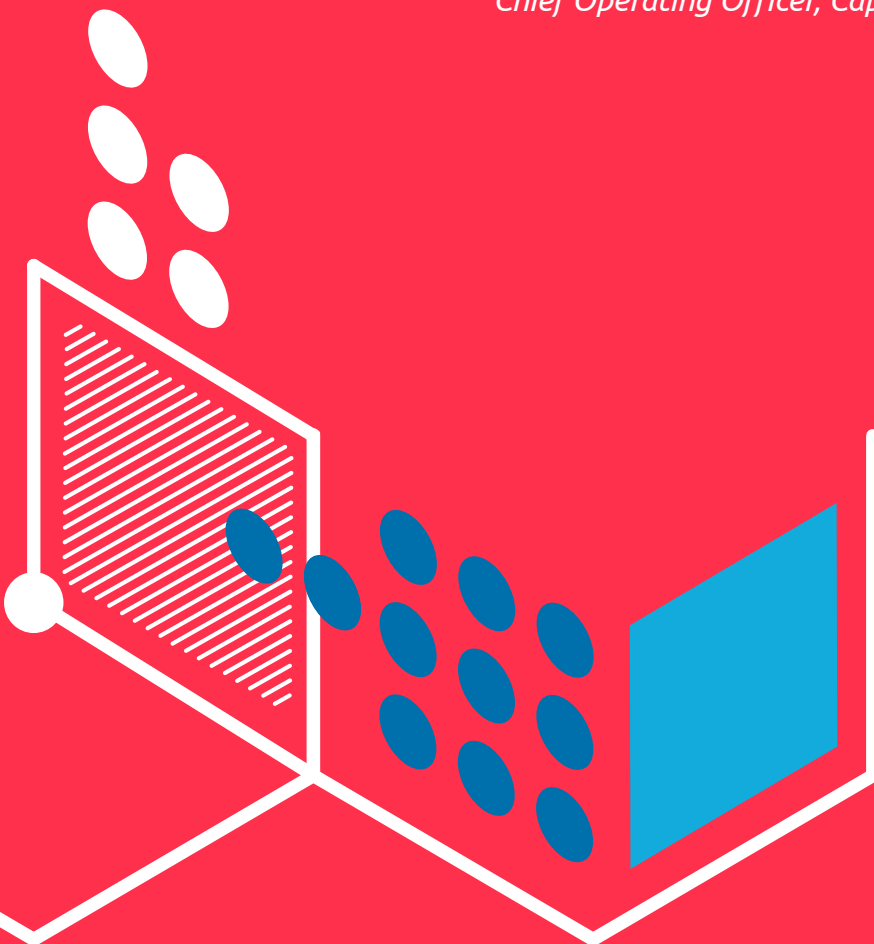
Manuel Sevilla
Chief Digital Officer,
Capgemini's Business
Services



Transforming the Capgemini Group from the inside out

Kishor Wikhe

Chief Operating Officer, Capgemini's Business Services



Delivering significant benefits to the Capgemini Group's finance and HR functions also enhances the service we are able to deliver to our clients as they embark on their own journeys of automation and digital transformation.

In our personal lives, we tend to pay more heed to advice when it's being offered by someone who has relevant experience. If you're applying for this course or that job, it makes sense to listen to people who have been there.

Business is no different – and not only for the companies receiving advice, either. It makes sense, too, for those offering their views to have inside knowledge. They are in a better position to understand the issues, and also to describe the benefits of an approach.

At Capgemini in recent years, we've been busy automating some of our key processes. To do this, we've made extensive use of the approaches we recommend to our clients, including ESOAR (Eliminate, Standardize, Optimize, Analyze and Robotize); our "Five Senses of Intelligent Automation" framework for digital transformation; and D-GEM, our Digital Global Enterprise Model.

It enhances the insights we can bring to our clients – but also, it has led to significant improvements in our operations.

Finance and accounting

Led by Capgemini Business Services (CBS), which coordinates many of our internal operations, we've introduced automation in two broad areas.

The first such area is finance and accounting (F&A). A case in point is in the handling of travel and expenses claims. We had a number of disparate systems worldwide, and replaced them with SAP Concur. Our new automated approach simplified claims, and streamlined approvals and settlements, enabling us to achieve an overall efficiency increase of 106%.

We also automated key elements of our procure-to-pay (P2P) accounts payable processes across Europe and North America, centralizing our approach to local

governance along the way. As a result, we have seen paid-on-time instances rise from 42% to 68% globally, our 46-day pay cycle has dropped to 28 days, and return to vendor cases have reduced by 40%.

More broadly, we've been implementing robotic process automation (RPA) across our F&A function. We have 37 bots in production, in areas including invoice creation and distribution, journal entry updates, variance analysis, inter-company invoicing, fixed asset module automation, and sales booking using the THOR customer relationship management (CRM) tool. In all these areas, we've been able to streamline operations, increase customer satisfaction, and reduce and redeploy headcounts.

For example, in reporting activities, we have achieved a 34% reduction in turnaround times, and as a result of improvements to month-end closing processes, we have at the time of writing been able to release 57 full-time employees and re-assign them to other functions – of whom, 37 were the direct result of RPA.

Human resources

The second area in which we've made progress is in human resources (HR). Successes here include the implementation of the Hire.Me tool, which standardizes and automates the interview coordination process; and introducing mobility to our International Assignment Services, enabling us to support employees working abroad with the business visa process.

In addition, we've been conducting a full-scale ESOAR review of our approach to learning and development; we've introduced a single, central database to manage knowledge across all our HR processes; and we've eliminated manual input from our recruitment administration processes, replacing it with a standardized

and automated solution for collating and interpreting feedback. Here, as elsewhere, the optimization of headcount we've achieved has meant we've been able to re-assign people to other fulfilling roles.

Finally, the PowerBI tools we've introduced to HR reporting have had a major impact on our client processes.

Benefits for all

The changes introduced by Capgemini Business Services have delivered significant benefits to our organization, in more than 10 languages across a five-day, 24-hours-a-day operation. These benefits are also being felt by the 1,150 people we employ in F&A, and also by more than 370 people in HR – all of which support our 200,000 employees across the globe.

More importantly, however, our process improvements also enhance the service we are able to deliver to our clients – not just in terms of efficiency, but in terms of the insights they enable us to share with them, as they embark on their own journeys of automation and digital transformation.

Kishor Wikhe is the Chief Operating Officer for Capgemini's Business Services – a global business line of the Capgemini Group. He is responsible and accountable for key activities including digitalization, reskilling, and introducing industrialized innovation across the business.



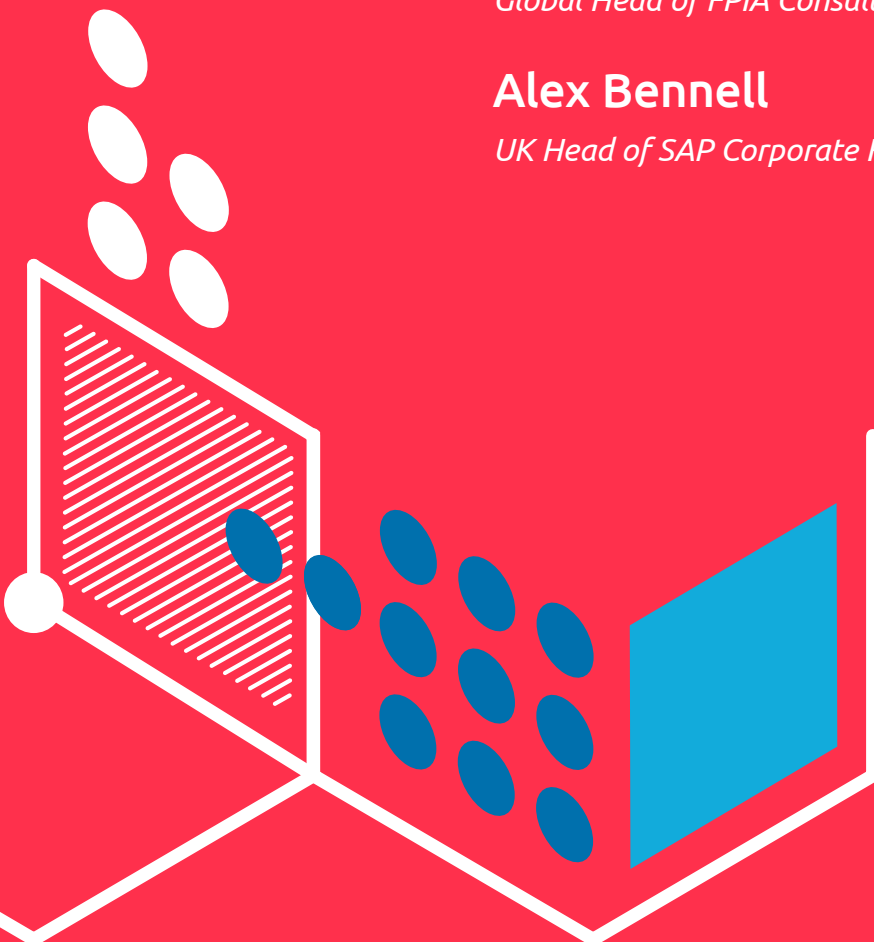
SAP S/4HANA – renewing the enterprise

David Lumley

Global Head of FPIA Consulting, Capgemini's Business Services

Alex Bennell

UK Head of SAP Corporate Finance and Procurement



SAP S/4HANA represents an opportunity for organizations to impose shape and direction on their business that will carry them into the future.

Generally speaking, organizations are constantly undergoing an evolution – gradually, and in response to circumstances – and their support systems accordingly reflect and accommodate these changes.

But every now and then, a significant event can threaten to interrupt this development. Organizations take stock. They might reconsider their entire course of action.

One such occasion is the forthcoming discontinuation of the current SAP ERP platform, and its replacement by SAP S/4HANA. Major businesses can't continue as they are; but on the other hand, they can't start with a clean sheet – especially if they are long-established multi-national enterprises. So what do they do?

The answer isn't "improvise," and nor is it "panic." Instead, they should see it as an opportunity to reorganize – to simplify, standardize, and renew their current enterprise systems, so as to make them comprehensively and renewably fit for purpose in a digital business world.

The way forward

Of course, there are challenges implicit in this opportunity. Finance teams need to shape the right roadmap. They need to determine what the rest of their business is doing about the transition, so they can coordinate. They then must decide how to start; what to prioritize; how to engage the business in their approach; and how to create and sustain momentum.

I'd argue that the way to address these challenges and to make the most of the opportunity is to recognize that SAP S/4HANA doesn't provide all the answers on its own. It can, or should, be part of something bigger.

Central to this effort is a core of mission-critical applications that run the business. It's part of what at Capgemini we term the Renewable Enterprise, which aims to reduce that core to its essentials; to introduce intelligence; to integrate, standardize, and protect its key elements;

and to link it to the cloud. In short, it aims to bring together the technology, the process, and the operating model to sustain digital transformation and enable rapid innovation.

It's a real-world approach, because while organizations are implementing it, it doesn't require things to stop, or for changes to be made offline. It increases productivity and revenue-earning potential while organizations are doing business, and while they are exploring new revenue streams – and it also builds momentum in the new levels of efficiency it brings.

Implementing a Renewable Enterprise can include architectural change, SaaS products, upgrades, team changes, and more. One means by which we deliver it at Capgemini – for line-of-business finance, in particular – includes the application of our **Digital Global Enterprise Model** (D-GEM). With D-GEM, as organizations make the transition to SAP S/4HANA, they will be better able to:

- Identify the business value and IT benefits they seek
- Revert to standard application functionality
- Build the right application suite
- Facilitate the move by streamlining and improving processes and controls using our **ESOAR** (Eliminate, Standardize, Optimize, Automate, Robotize) approach
- Embed artificial intelligence (AI) in processes, and
- Increase efficiency at a lower cost.

Potential applications for FAO

When things are considered in this way, the obligatory move to SAP S/4HANA becomes part of a bigger solution, with greater potential. In finance and administration operations (FAO), for example, organizations will be able to achieve a continuous "virtual close" – reporting faster, analyzing more deeply, acting more promptly, and predicting more accurately, to add immediacy and value to the business.

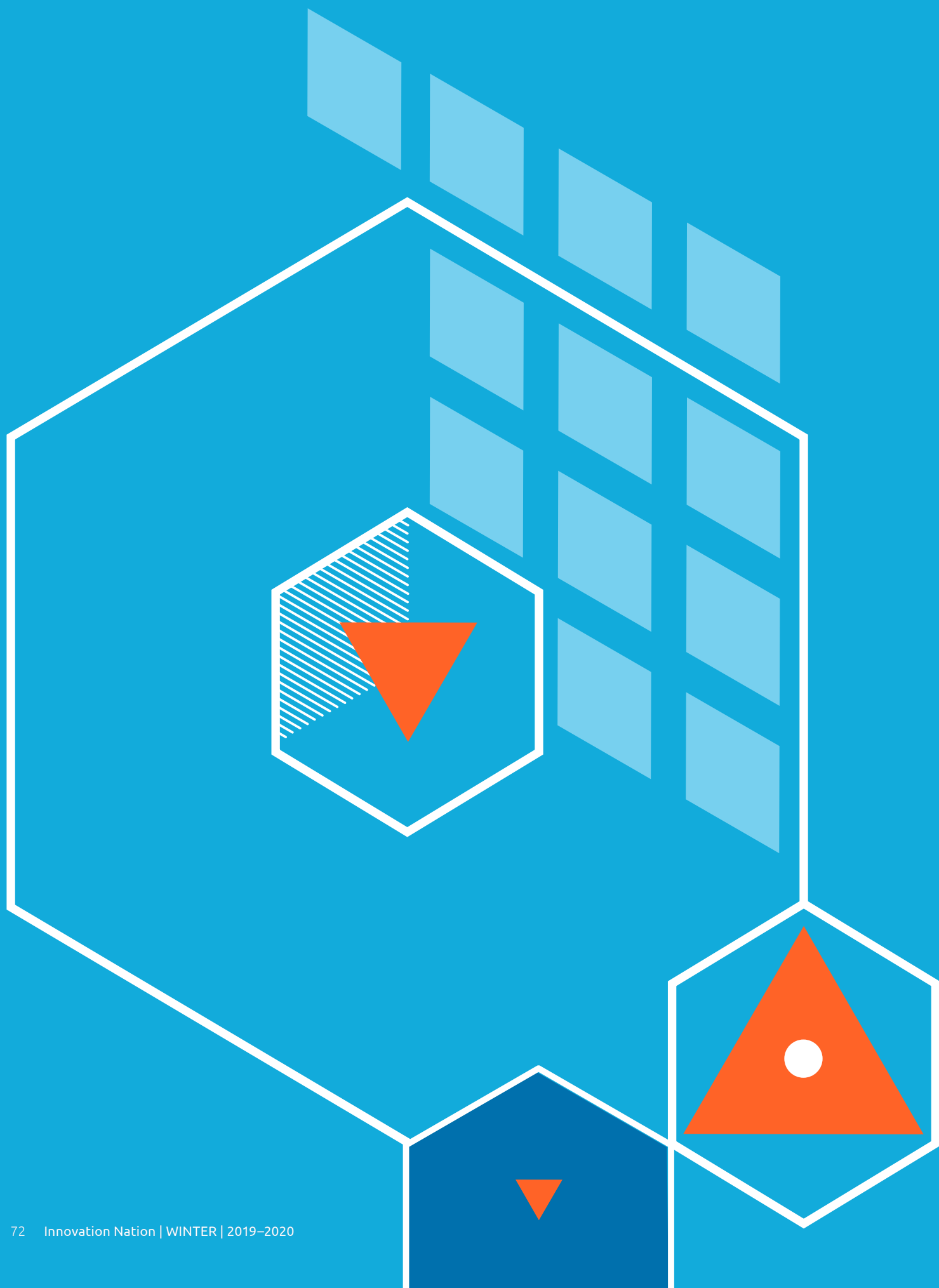
They will be able to streamline journals and also introduce robotic process automation (RPA) to key finance tasks, deriving more from their resources (human and otherwise). In addition, they'll be able to integrate processes end-to-end, so as to optimize financial performance by using machine learning and artificial intelligence to identify and address predicted late payments, for instance.

David Lumley leads a global team that delivers global finance transformation projects for large organizations across a range of industries including CPRD, Financial Services, Utilities, and Telecoms.

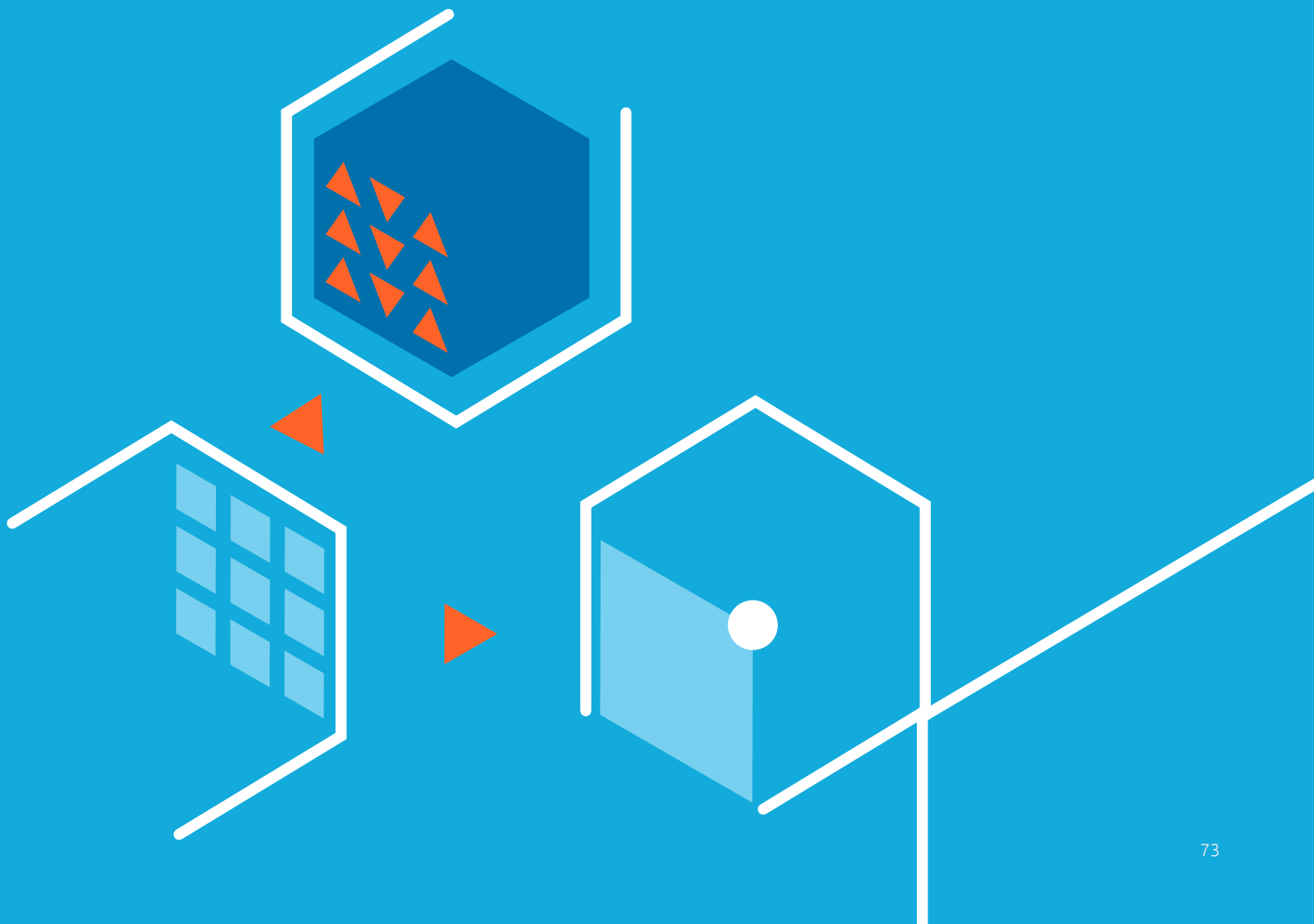
Alex Bennell helps clients develop and deliver their SAP finance roadmaps and prioritize their goals to realize business benefit.

“The obligatory move to SAP S/4HANA becomes part of a bigger solution, with greater potential.”

David Lumley
Global Head of FPIA
Consulting, Capgemini's
Business Services



Centers of Excellence



"Centers of Excellence"

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

North America

Toronto

Pensacola

Sarasota

El Paso

Guatemala City

Brazil

Capgemini Brazil has successfully leveraged the Capgemini Group's RPA Sprint Training program to reskill 12 of its delivery employees in RPA. This has already had a positive impact on savings, accelerated RPA projects, and optimized the return on investment of our RPA team members. In addition, as part of our RPA Team Goes to College initiative, our RPA and HR teams were invited by Blumenau's biggest university to give a lecture to technology students on Capgemini's approach to automation and robotization in creative processes.

Our Brazil center is also celebrating two years of its Inclusion Project, an initiative aims to hire, integrate, and develop people with disabilities. We are really proud that 17 professionals with disabilities such as visual, physical, hearing impairments now work at our Brazil center. Since the start of the project, the HR team has been delivered lectures on inclusion and weekly sign language classes to ensure that our employees with disabilities are completely integrated and enabled to give their very best to their work.

Guatemala

Capgemini Guatemala continues to drive intelligent automation across our operations through implementing the Capgemini Group's RPA Sprint project. In H1 2019, the center implemented Capgemini's RPA Sprint project, in which two waves of 24 power users integrated automation into the DNA of our entire operations. In H2 2019, the team then implemented automation into 16 different engagements, identifying 67 automation opportunities. These projects have already saved over 2,000 hours for our teams every month, leveraging UiPath as a main driver of automation and implementing other tools such as Phyton, Pipefy, and Power BI.

USA

Capgemini's El Paso delivery center has seen significant growth in 2019 and has become more and more important in our north American delivery network, supported with great talent and a strong delivery team. With a major new client and a different scope to manage – a customer service call center – the future looks bright for El Paso, as it gears up for a 2020 full of success and new challenges.

Canada

Our Halifax center has been able to implement robotics process automation (RPA) in a number of our business areas. This has eliminated simple manual and repetitive processes, and enabled our resources to become more efficient and focus on more complex tasks. It has also enabled us to design a more agile team and implement cross training to better meet our clients' expectations. People engagement and motivation at the center continue to increase as we find new ways to streamline tasks, enabling them to contribute and add value at a higher level. The center also continues to identify and solution automation opportunities that are helping us to become lean and provide a superior level of customer service.

Poland

Capgemini Poland has been awarded Best Employer in the region by Absolvent Consulting – with Krakow winning first place, and Katowice third place. We also completed the first edition of our "Fast Track to Consulting Program," where our young talent have rapidly become fully-fledged transformation consultants through an intensive learning program combining theory and



practice. Led by our Finance Powered by Intelligent Automation (FPIA) Business Transformation team, all participants received the assistance of a dedicated coach to guide them through possible career paths and options.

China

The China delivery center has been in state of excitement over the last couple months following the “go-live” of our Dairy Farm scope extension transition in November 2019. This extension has grown the engagement to over 200 FTEs, which represents a 100% increase and the single biggest engagement within Capgemini China. Our client relationship with Dairy Farm is now well over 20 years. We celebrated this momentous event with a “go-live” party for our people and clients.

Philippines

In less than three years, our Manila delivery operation has grown from zero headcount to teams of over 270 people, encompassing expertise service delivery in the areas of Digital Employee Operation and Supply Chain Finance Management.

India

Our Trichy delivery center has inaugurated a new office facility, which has recently been ISO certified (9001, 27001, 22301). This facility gives us the necessary capacity for further expansion of our existing and new deals, including the FedEx engagement, which has increased our headcount by 50%.

Our Kolkata delivery center is proud to have become the hub for Capgemini’s Digital Employee Operations (DEO) in India. Over 350 HR professionals support end-to-end HR processes across multiple clients, with two new logos – National Grid and Novartis – added in 2019. The center also continues to deliver the full spectrum of value-added projects focusing on robotics and automation, implementation of best-in-class HR systems, and the facilitation of our Talent Acceleration Event for onshore customers. On top of this, Capgemini Kolkata’s FS tower has seen huge expansion in 2019 with close to 100 employees managing six customer accounts. With many other deals in the pipeline, 2020 looks extremely promising for Capgemini Kolkata.

Russia

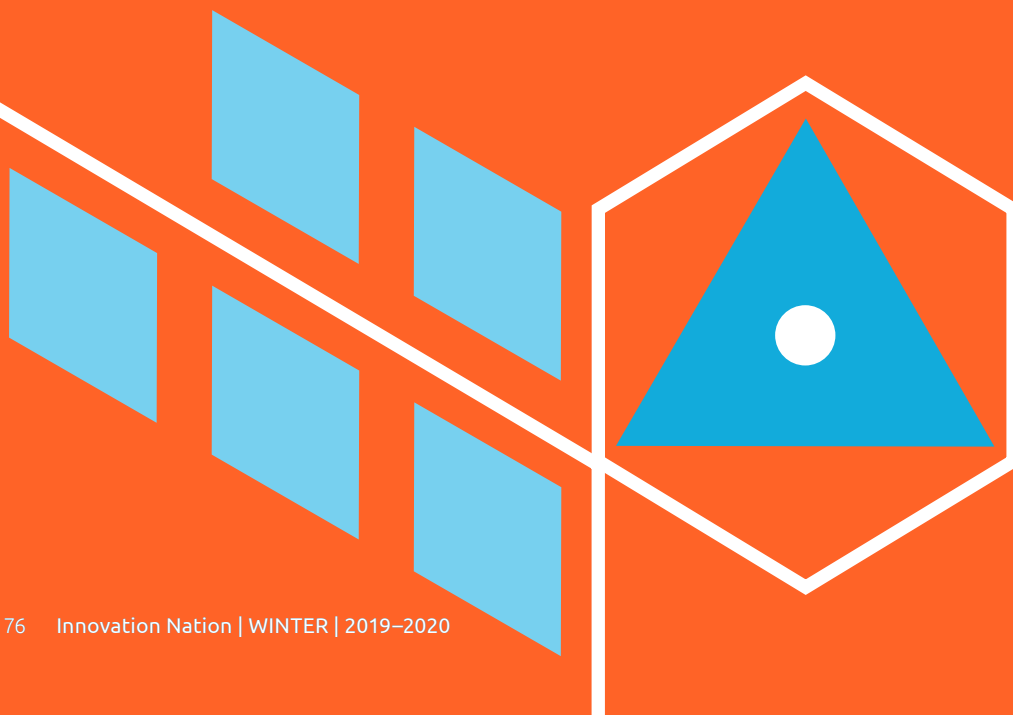
Our Omsk center continues to develop automation capabilities within its delivery team, leveraging automation to drive efficiency improvement activities. Over 30% of the team have been trained on business analytics and technical skills, which has further raised our overall awareness of automation. As a result, the team has implemented 27 projects using technology that includes EasyMorph, MS Power Query, and Power BI. In addition, the Omsk Intelligent Automation team continues to develop high-capacity infrastructure with a strong level of security, making it possible to deliver and run complex and multi-level automation 24\7. The center also continues to implement work to be compliant with global standards in order to deliver on our client expectations through providing best-in-class RPA projects.



HR is where the heart is

Aarti Srivastava

Global Head of HR, Capgemini's Business Services



Innovation Nation talks to Aarti Srivastava – Global Head of HR for Business Services – about how she is leading the cultural shift to prepare the organization for an augmented, future-ready workforce, while developing our people to leverage new technology and advance their careers in a future-oriented way.

Hello Aarti. Great to have you with us. Could you start by talking about your experience and role at Capgemini?

Aarti Srivastava | Thanks for having me! I've been in the HR profession for almost 20 years, and joined as one of the first HR business partners for Capgemini India in 2011. This role involved helping our HR function partner with business, understand future business needs, demands, and dynamics, and helping to craft our people agenda and strategy – taking the HR function to a different level.

Following a number of other roles, including India HR lead for Application Services Europe, I took over as HR Head for Business Services in July 2018. This has been a really interesting and exciting for me, as it involves understanding all the countries and cultures in which we operate, and bringing about change at a global level.

It's also been a real challenge. Business Services has undergone a number of changes in the last couple of years including the recent appointment of leaders – the business process services (BPS) industry is changing rapidly and everyone has a different mindset about how best to operate. At the same time, we're also seeing the advent of the augmented workforce – the right blend of humans and machines – as a reality. All of these aspects require a well-thought out and dedicated people strategy.

With this in mind, how are you helping to shape the HR function at Business Services?

When I joined Business Services, it was very much an open field in terms of the people development initiatives and people agenda that already existed. There was lots to be done! Together with my team, I've been driving different agendas, and partnering with all the business leaders to understand and fulfill their business needs.

As the first step, I started by looking at the Business Services' HR governance and structure, with respect to new demands on the business, and making sure our global HR business partners were totally in sync with our new business strategies. This was followed by driving a hygiene agenda to look at whether we had a program of rewards and recognition in place, focusing on boosting engagement levels, looking at attrition and check whether we were losing our best talent to the market.

We've also been working on more developmental and future-focused aspects, which include looking at reskilling our people to stay ahead of the demands required by the future workforce; helping our people move from one role to another and develop their career based on their competencies; promoting internal talent, rather than hiring from the market; and developing homegrown leaders and giving them opportunities to grow within the organization.

We've made a great deal of progress on performance management – looking at the process more objectively to be time driven and development focused. We have been constantly pushing to raise the performance bar and make our existing workforce realize their own potential. This will also be a focus area in 2020.



Intelligent automation tools and technologies are driving significant changes to the way we work and the way we look at our people."

Aarti Srivastava
Global Head of HR,
Capgemini's Business
Services



It's important for HR to understand that implementing the augmented workforce is not just a business initiative. It's about communicating and driving a change in culture across the organization to help people understand that automation is a positive thing that is a building block for their careers rather than a threat to their jobs."

Aarti Srivastava
Global Head of HR,
Capgemini's Business
Services



Going into 2020, we're planning to train up a much larger number of people to reach the reality of an augmented workforce at scale within Business Services."

Aarti Srivastava
Global Head of HR,
Capgemini's Business
Services

How is the HR function at Business Services helping our people to develop their knowledge and skills for the digital age?

Intelligent automation tools and technologies are driving significant changes to the way we work and the way we look at our people. What people don't always understand is that it's not just about simply implementing the technology, it's also about creating a workforce that is future-ready to be able to understand, optimize, and get the best out of this technology. Unless you have the people in your organization with the right skills, you won't be able to implement these new-age technologies.

When Anis Chenchah, our CEO, first shared his vision for the future of Business Services: "By 2021, our vision is to shape the future of business operations with intelligent automation, creating outstanding value." His main question was how can we make our workforce ready to achieve this vision? To do this, we started by hiring a number of experts from the market. However, it's not all about hiring all the talent you need from the market; it's also about looking at the stars you already have within the organization that can be reskilled into the future reality of the organization.

We designed and crafted a robotic process automation (RPA) sprint program with our Intelligent Automation Practice head – [Adam Bujak](#) – and his team, to reskill our people in RPA. We launched it across our global delivery centers and have been able to reskill a lot of people. We've trained approximately 200 people globally who are now going back to their own engagements and implementing what they've learnt.

For me, one of the main takeaways from this initiative is to remember how talented people from your own workforce really are, and how fast they can be reskilled. It's important to see your people as an opportunity. Going into 2020, we're planning to train up a much larger number of people to reach the reality of an augmented workforce at scale within Business Services.

It's also important for HR to understand that implementing the augmented workforce is not just a business initiative. It's about communicating and driving a change in culture across the organization to help people understand that automation is a positive thing that is a building block for their careers rather than a threat to their jobs. This means having an open and honest conversation about business plans and strategies, to prevent people regarding it as some kind of secret.

As an HR function, we've taken the lead in driving this cultural change, sending out the message about how automation is positive for both the business and the future of the workforce, and helping our people craft their careers in a future-oriented way.

Finally, could you outline your key challenges within HR at Business Services going into 2020?

I've spoken about just two aspects – the training and development of our people, and the cultural shift that Business Services is going through. These are just two of the first stepping stones.

Tomorrow – next year and beyond – I will be working on engagement of the augmented workforce. This is a huge challenge because we're looking at a futuristic, Millennial workforce, for which development and engagement is not easy to maintain. I also want to encourage a diverse workforce and promote a conducive environment for diversity to thrive, which we achieve with strong performance management at the heart of it. These are my main challenges going into 2020.

Aarti Srivastava leads strategic HR for Capgemini's Business Services. She advises on people issues, organizational design, and HR product needs, as well as translating business demand into HR solutions.



HR highlights in 2019

Intelligent automation capability building

- 100% increase in the number of intelligent automation practice employee to 500 people
- 200 delivery employees upskilled through Capgemini's RPA Sprint program
- **82%** employees trained on Capgemini's automation awareness program

Leadership refresh

- 39 leaders successfully hired
- **28%** female leaders hired out of 39 roles



Employee engagement

- Increased PULSE score to **6.9**
- Participation increased by **7%**

Internal mobility

- **222** resources hired internally from other strategic business units and global business lines
- **411** resources were moved from Business Services to other strategic business units and global business lines

HR powered by analytics

- Created a central team within HR to support business
- Launched Global HR dashboard
- **90%** completion on data cleansing

Up-skilling employees

- Launched competency framework in line with the new target operating model for intelligent automation
- Introduced a role-based and learning-linked promotion process

Mid-year review project

- Focused towards increasing efficiency and performance bar
- **10%** top performers rewarded

HR priorities in 2020

– strong performance culture at the heart



Promote and support all Capgemini Group programs and initiatives



HR across our delivery centers

Dipankar Sur

HR Head for India, Capgemini's Business Services

Alejandra Salazar

Head of HR, Capgemini Guatemala

Laura Luo

HR Director, Capgemini China

A brief look at how our HR heads in India, Guatemala, and China are helping our people to develop their skills, knowledge, and careers for the digital age.

Capgemini India

Dipankar Sur, HR Head for India, Capgemini's Business Services



My role is to lead HR teams stationed to support several strategic locations across India, including Bangalore, Chennai, Salem, Trichy, Noida, Kolkata, and Mumbai. My teams are collectively structured to leverage the skills, talent, and business functions specific to these cities, which help to strengthen our service offerings to our clients. Despite having such a large presence in India, the agility of the organization and the way in which our people are connected with the organization's vision are clearly visible and tangible.

The ecosystem of industries in India today is changing as rapidly as the technology that drives it. Skills are the true currency in today's evolving working world. This is a pivotal driving force to build the right strategies for our people practices. The first duty of a technology employer is to make "tech" investments in its people through training, development, and the

evolution of talent to match the market we work in. Investing in a continuous program of skills refreshment and education is also necessary to remain state-of-the-art throughout the employee lifecycle.

My focus is to build and evolve a future-ready HR organization in India with the right balance of business acumen and deep rooted clarity on HR concepts. To do this, we are investing in Global Business Line-specific strategic skill development programs such as the robotic process automation (RPA) sprint program that provides formal training for our people on RPA methodology and tools. This is helping our people to reskill and develop competencies in the discipline of intelligent automation and then leverage their expertise in client projects across our centers.

Our key areas of focus going into 2020 will be to continue to invest in the competency development of our workforce, retention of our critical talent, best-in-class employee engagement, and evolving Capgemini to be the preferred employer of choice in the Indian job market.

Dipankar Sur is a seasoned HR professional and learner of human behavioral science. He leads the HR function for Business Services India at Capgemini spread across delivery centers in seven cities with over 15,000 employees.



Despite having such a large presence in India, the agility of the organization and the way in which our people are connected with the organization's vision are clearly visible and tangible."

Dipankar Sur
HR Head for India,
Capgemini's Business
Services





My focus is to build and evolve a future-ready HR organization in India with the right balance of business acumen and deep rooted clarity on HR concepts."

Dipankar Sur

HR Head for India,
Capgemini's Business
Services



Capgemini Guatemala



The Guatemala HR function strives to always be in listening mode – we listen to our business leaders to understand the needs of the business, and we listen to our people to understand what engages them, what drives them, and what we need to do differently.”

Alejandra Salazar
Head of HR, Capgemini Guatemala



Alejandra Salazar, Head of HR, Capgemini Guatemala

My role as the Head of HR at Capgemini Guatemala is to ensure that HR is a strategic partner for the business, providing HR solutions that benefit both our employees and the organization. I'm responsible for driving our recruitment, training, and retaining efforts, and for making our people agenda a priority.

The Guatemala HR function strives to always be in listening mode – we listen to our business leaders to understand the needs of the business and the capabilities we need to build to ensure our business remains sustainable; and we listen to our people to understand what engages them, what drives them, and what we need to do differently. We then create and deploy appropriate strategies consistently across the center. We've also created a culture focused on professional development and internal mobility in which we follow the mantra of "promote first, hire second" – this is reflected in our vacancy coverage rate of more than 70% of positions covered with internal talent.

Reskilling and communication are the keys to success in the digital age. To this end, we are helping our people develop their knowledge and skills through structured programs such as the global robotic process automation (RPA) sprint initiative, which is helping them identify and develop automation opportunities with the support of a mentor from the Intelligent Automation Practice. We're also making automation part of our daily conversations to help our people view automation as an opportunity to get away from repetitive work and engage with more meaningful activities.

Guatemala Capgemini will face two main challenges in 2020 in which HR support will be key. Firstly, we need to make sure that the center has the right people at the right time, including the next generation of leaders. Secondly, we need to continue reskilling our people and leverage global initiatives to provide an environment where creativity, innovation, and "crazy" ideas are well received, developed, and rewarded.

Alejandra Salazar is responsible for delivery of HR solutions to address business issues in the areas of reward, performance management, talent management, organization development, and employee relations.



Reskilling and communication are the keys to success in the digital age.”

Alejandra Salazar
Head of HR, Capgemini Guatemala



Capgemini China



The China HR function is helping our people develop their knowledge and skills for the digital age through implementing face-to-face and on-the-job training and digital transformation programs."

Laura Luo
HR Director,
Capgemini China



Laura Luo, HR Director, Capgemini China

I lead the China HR team to create a supportive and stimulating work environment for our employees. My team and I empower our people to work together with new technologies and tools, helping to create a group of highly engaged, capable, and integrated people to continue developing Capgemini China.

Digital competence not only means being proficient with technology but more of an attitude and ability to embrace technology, collaborate with others, and work effectively in a modern, digital environment – such as in a virtual team or together with machines.

Aside from the Capgemini Group learning curriculum of role-based competencies, virtual learning content on Capgemini's MyLearning platform, and the Capgemini MOOCs (massive open online courses), the China HR function is helping our people develop their knowledge and skills for the digital age through implementing face-to-face and on-the-job training and digital transformation programs ("learning by doing") to ensure our people are equipped with skills and knowledge of intelligent automation.

We also believe that digital transformation must be led from the top, and our leadership has set a clear vision of how our organization will create a digitally capable culture. China's HR team will support this vision to not only recruit digitally competent people, but also create opportunities to upskill our existing people with the right competencies for a successful digital career.

Going into 2020, our key challenge is attracting the right talent from the market that can help us continue to build a digitally competent workforce.

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



Going into 2020, our key challenge is attracting the right talent from the market that can help us continue to build a digitally competent workforce."

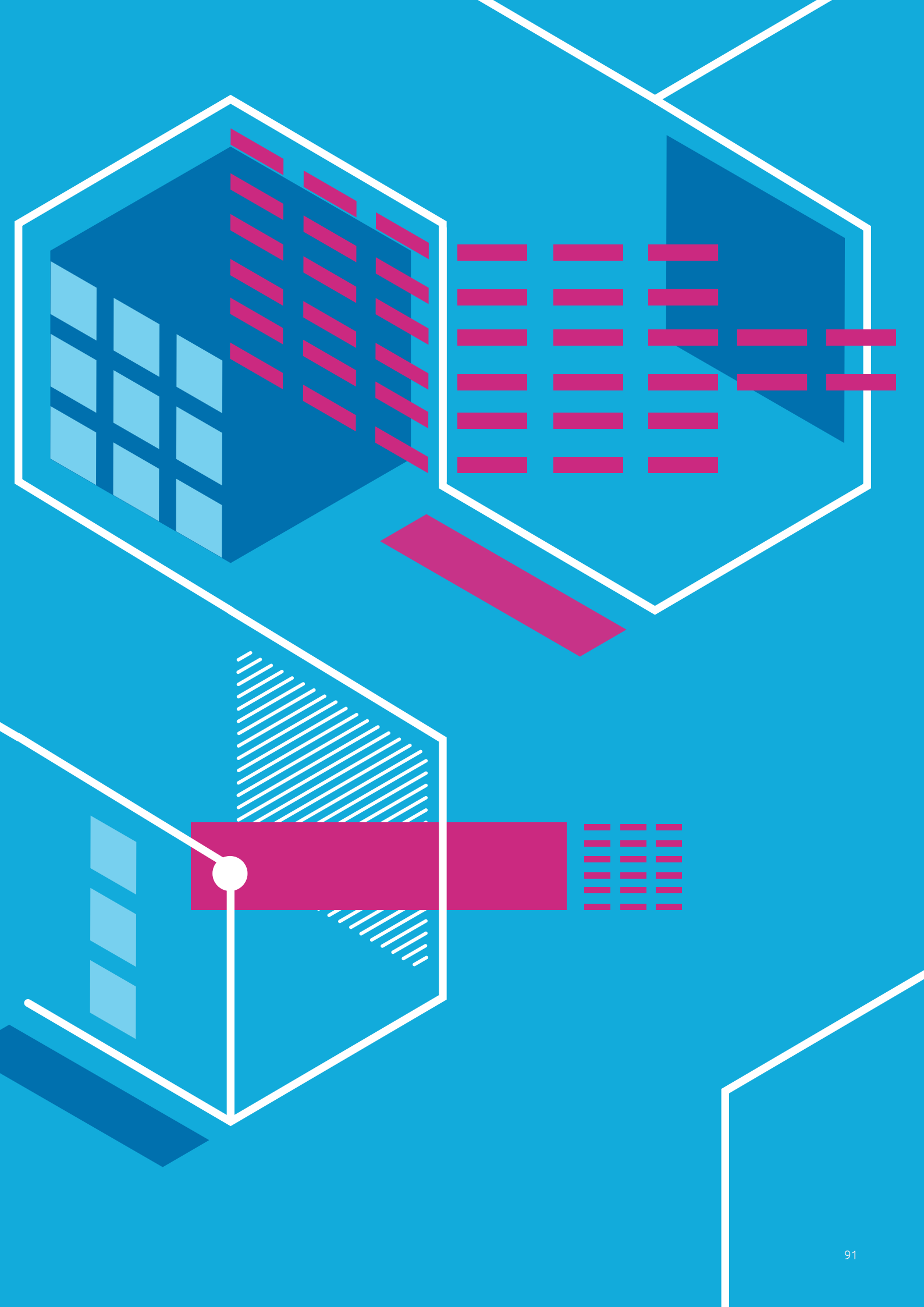
Laura Luo
HR Director,
Capgemini China





Expert Insights







How machine learning is transforming finance operations

Agnieszka Palonek

Manager, FPIA Consulting, Capgemini's Business Services

Following three basic steps can help you build and implement a best-in-class machine learning solution that transforms your organization's finance operations.

We've come a long way in finance and accounting. From purely manual bookkeeping carried out in large, dusty, paper ledgers, through to Excel-based solutions and advanced accounting systems, we've been plunged into the exciting world of intelligent automation – powered by the “golden triangle” of robotic process automation (RPA), artificial intelligence (AI) and smart analytics.

Representing a complete game changer in improving finance processes, particularly promising under the umbrella of AI is the concept of machine learning (ML). ML algorithms enable a specific task to be performed without it being explicitly programmed, but rather through learning by example. The solution is based on statistical models created from sample data provided to the algorithm. The machine learns from past experience and makes decisions through analyses and predictions, while gaining new knowledge from new events.

But how can ML be applied to finance processes, and what is the perfect recipe for a best-in-class ML solution? Here are three basic questions you can consider when developing a ML solution.

What can I improve using machine learning in finance?

The first step is to select a process that is suitable for enhancement by ML – for example, a process that contains a “thinking” factor such as analysis. Processes that involve only simple data collection, formatting, or calculating a value based on a given, fixed rule are more suitable for RPA. Other than that, sky is the limit.

The process should also have been repeated enough to have the right amount of existing data needed for the machine to learn. In theory, previous process performance can also be simulated using data from a company's accounting system.

A learning machine uses this “synthetic” data to learn how to execute the process in the future.

Why should I implement a machine learning solution?

Second, you need to create a valid and strong business case for building an ML solution. You need to calculate and demonstrate the tangible, fact-based estimated benefits that can be delivered using ML, as well as the amount of human labor you can save. Other benefits of the proposed ML solution might include faster decision-making through carrying out faster analysis, increased accuracy of the output through eliminating human errors and consistent presentation of your analysis.

The costs of building and deploying an ML solution also need to be taken into consideration. These typically include the cost of solution building, continuous learning from new cases, maintaining a deployed machine, and correcting any possible errors the machine might make. Understanding the benefits and costs of the solution enables you to then create a proof of value for your ML solution.

How do I build a machine learning solution?

The third step is confirming your ML solution is technically feasible, by ensuring you have enough data samples and that the data quality is good enough for the machine to learn.

Other components required for an ML solution also need to be defined. For example, a robot to gather and format data for your solution to analyze; and as ML speaks in the language of digits, you will need a “translator” tool to present the results of ML analysis in a format and language that can be understood by human recipients.

Once you understand all the solution details, you can then work on defining the exact budget and roles required for the deployment of your ML project. This includes having qualified people in place to check the performance of your solution and help solve any “new cases” that may occur in the future.

The intelligent machine of the future

In a perfect world, our intelligent machine may well be able to learn the rules, standards and exceptions of accounting from a “virtual university,” and then use this knowledge to support bookkeeping decisions. The majority of the finance department would then be left to work on building and maintaining these intelligent machines, transforming the traditional accountant-based finance function into a team of knowledge-based AI workers with a completely different skill set.

Seems like a distant future? It might be not as distant as you think.

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Agnieszka Palonek specializes in transformation projects focused on eliminating non-value added tasks, standardizing, optimizing, roboticizing, and automating processes. She brings leverages her process and technology knowledge as well as wide experience in various transition, standardization, optimization, and transformation projects to help transform her clients' finance operations.



Transform your customer experience through leveraging design thinking

Guillermo Quito

Transformation Director, Capgemini's Business Services

Capgemini's D-GEM architecture and ESOAR methodology can help apply a design thinking approach to transforming your business operations.

Recent market trends indicate that the “prototyping” and style-modeling techniques widely used by product and services designers are now becoming more common in other fields such as finance transformation, transcending traditional marketing and R&D labs. Given their growing reputation to connect with customer aspirations, product designers – and their ability to leverage the art of design thinking – are now regarded as strategic influencers.

Designing, followed by modeling and prototyping, means giving yourself room for experimentation and failure. Let me illustrate this approach with a couple of examples.

Invoicing for increased customer satisfaction

The process of releasing an invoice, which by nature has a significant dose of client interaction, needs to be driven by customer experience. The design of this process should not only include the traditional control points and embedded anti-fraud measures, but should first and foremost create a happy client.

For instance, if during the shopping process a client requests an invoice and you ask them to send an email to a generic mailbox with a code given on a screen or via SMS, the experience this process delivers is seen as complex and unsatisfactory for the client.

On the other hand, if the process is driven by technology that provides an instant online invoice, which is ready to be printed or self-emailed to as many mailboxes as the client wishes (for example, the client's accountant, assistant, or for their own files), this process will create an improved and positive shopping experience for the customer, with a dramatically increased chance of repeat purchase.

Adopting a “client-first” mindset

There is an old saying among accountants: “Suppliers need our cash so they will wait (and suffer), and they will follow whatever the house-rules are.” This traditional truth seems pretty shocking, but it is exactly how organizations operated about 30 years ago.

Times have changed and suppliers are a valuable piece of the complex sourcing web in creating a positive or negative client experience. Think, for example, of missing items in the inventory of an online business, undelivered ingredients needed for an acclaimed dish on the menu of a Michelin-starred restaurant, and many other similar situations where suppliers have a critical role to play.

Here, again, the experience of vendors and suppliers as they go through the various stages of ordering, purchase order, debit note, credit note, and payment processes needs to be looked at. Whatever the types and forms of payments we choose (wire-transfer, PayPal, direct debit, or our die-hard friend, the very costly “check”) they all need to be designed, prototyped, and redesigned to ensure a superior experience from the very start for both clients and suppliers.

By looking at a process with a “client-first” mindset, we start to understand the need to design, prototype, and try/test that process to ensure an exceptional customer experience.

The application of design thinking

“An organizational focus on design offers unique opportunities for humanizing technology and for developing emotionally resonant products and services,” wrote Jon Kolko in an illustrative and well-crafted paper from the [Harvard Business Review](#) around design thinking applied to real-life experience. “Adopting this perspective isn't easy. But doing so helps create a workplace where people want to be, one that responds quickly to changing business dynamics and empowers individual contributors.”

Indeed, Capgemini's [Digital Global Enterprise Model](#) (D-GEM) architecture and **ESOAR** (Eliminate, Standardize, Optimize, Automate, Robotize) methodology are the perfect supplements to applying a design thinking approach to transforming your business operations.

Guillermo Quiteno is a qualified accountant with over 25 years of experience at global, multinational companies that helps clients in the Financial Services and fast-moving consumer goods (FMCG) sectors with their transformation journeys.



By looking at a process with a “client-first” mindset, we start to understand the need to design, prototype, and try/test that process to ensure an exceptional customer experience.”

Guillermo Quiteno
Transformation
Director, Capgemini's
Business Services



Three ways blockchain is transforming order-to-cash

Caroline Schneider

*Credit-to-Cash Global Process Owner, Capgemini's
Business Services*

Blockchain has the potential to completely disrupt activities within the order-to-cash process.

If you happen to work within the order-to-cash (O2C) function of an organization, you will be no stranger to the headaches that exceptions can cause within your processes.

The pain points that arise from the slew of data mismatch issues include master data inaccuracies, pricing mismatches, order errors, and incorrect emails, to name just a few. And the results are all too well known – customer frustration, accounting challenges, delayed payments, and an inefficient collections teams.

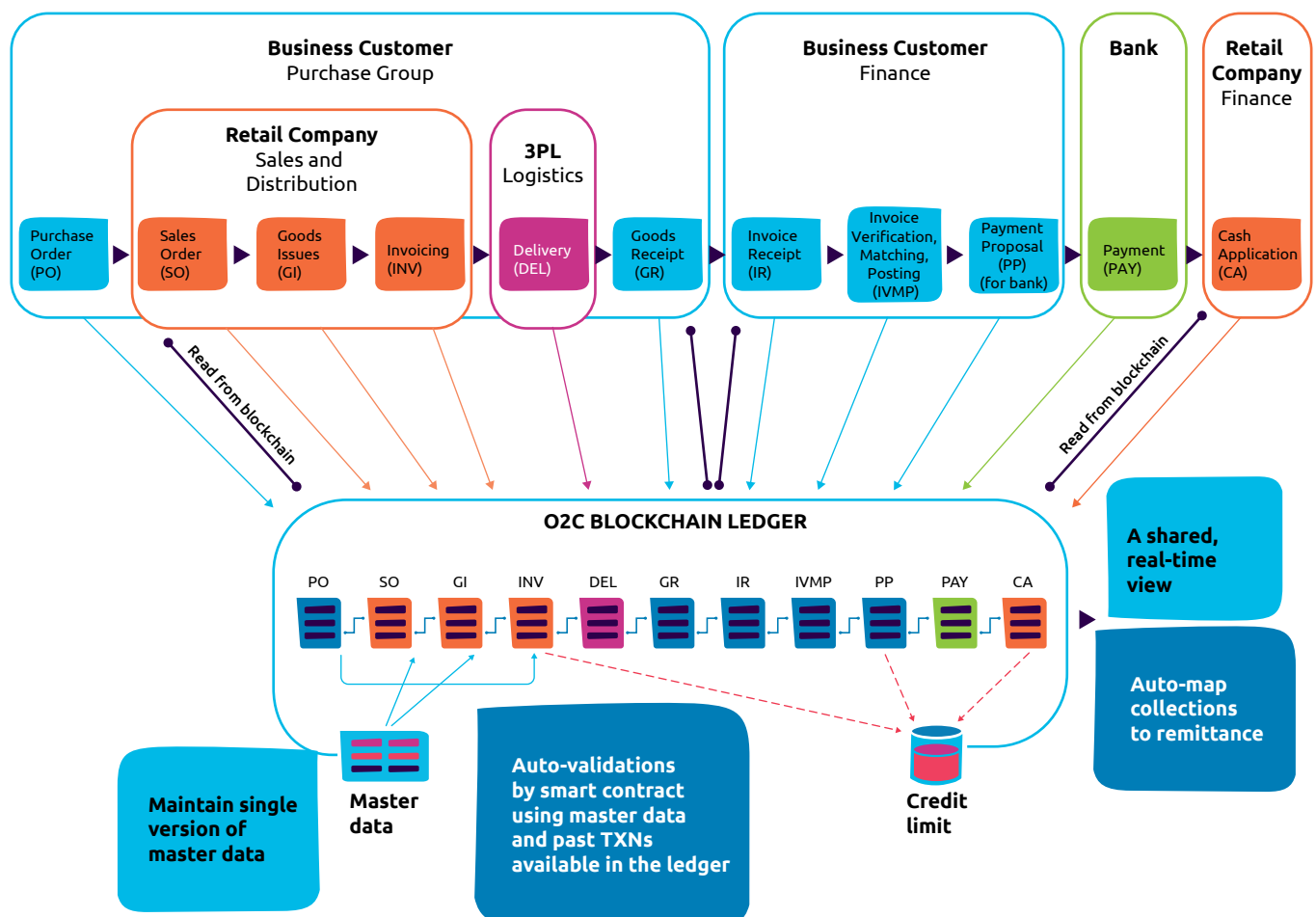
But imagine if you could drastically reduce exceptions in your O2C processes by implementing technology that gets all parties on the same page and dataset?

Going beyond the blockchain hype

Following a period of prolonged hype, organizations are starting to seriously explore blockchain technology – the same underlying technology used to create and distribute digital assets and virtual currency such as Bitcoin and Ethereum – to optimize their financial activities and back-office functions.

Within the O2C function, leveraging a private blockchain to harmonize data between parties on a single, shared ledger – giving real-time visibility to transaction processing – can have a huge impact on results.

Unlike a decentralized, public blockchain, a private, restricted blockchain can be leveraged for a specific set of controlled activities, in which all parties have transparency over where a transaction sits in the process and all work off the same data set that minimizes exceptions. If a user tries to enter a different data point, i.e., price, quantity, or master data elements, all parties can see the attempted change in real time and are able to react.



The impact of blockchain on O2C

At Capgemini, we've also been exploring the impact of leveraging a private blockchain within the O2C function – completing a proof of concept (POC) with a large national retail client to support customer ordering, billing, receiving, and payment handling.

The results led to us identifying three major areas that can be positively impacted by blockchain:

- **Proactive vs. reactive credit and collections** – blockchain's shared ledger delivers a common view of key data elements such as purchase order (PO) attributes, payment receipt data, and invoice and payment events. These include:
 - Notifying a customer if they have reached their credit limit at the time they place their order
 - Notifying a customer of the exact invoices that need to be resolved in the order for that order to be placed
 - Visibility into upcoming payments as soon as a customer authorizes it, which can be used to increase their credit balance proactively and ensure new orders are not unnecessarily put on-hold or rejected.
 - Creating a virtual credit balance by applying any pending payments that are visible on the blockchain against their credit limit
 - Visibility of when an invoice is received and accepted, which can be used to trigger events further upstream.
 - The confirmation of the acceptance of products and immediate notification if any item is missing or has arrived damaged.

This real-time view enables the O2C team to anticipate short payments, issues, and order releases, as well as proactively issue credits that enhance the overall customer experience

- **Identifying and eliminating exceptions with smart contracts**

– blockchain technology includes embedded business rules that can be triggered based on different scenarios. These smart contracts leverage the data set on the shared ledger to identify and eliminate exceptions. Smart contracts can be used for a number of different functions. For example, during customer invoice acceptance, a smart contract can alert parties that there is a pricing variance; and during the online order process, a smart contract can request the customer to update their account payables master data or sales tax certificate by providing real time notifications. This can all be accomplished prior to the order being processed, eliminating the need for corrections or rework required once the invoice has been issued, eliminating delays in the collections process. Any alert on the blockchain triggers an automated action to resolve the issue, driving touchless processing within the O2C process

- **Piecing together the remittance trail for accurate payment reconciliation**

– blockchain gives organizations a real-time view of when a customer has released a payment and associated payment information, which can be used for more accurate reconciliation against invoices. This can be instrumental in assisting with collections, cash applications, as well as providing an accurate credit risk balance for the customer. Visibility on pending or processing payment data can be leveraged against credit balances enabling new orders to be automatically released due to in-transit payments. Leveraging shared ledger technology eliminates the need to wait for remittance advice to post cash, providing remittance instructions for all payments processed.

Our O2C POC has shown the potential for blockchain to reimagine the O2C function. This is only the tip of the iceberg. We're excited about the journey to transform the future of O2C with blockchain.

Now, if only I could get more benefits out of my Bitcoin portfolio?

This article was written by Caroline Schneider (Credit-to-Cash Global Process Owner, Capgemini's Business Services), Carlos Bartolome (Credit-to-Cash SME Americas, Capgemini's Business Services), Preethy Dhanaraj (Domain and Blockchain SME, Capgemini's Agile Delivery Center, Mumbai), and Suresh Shetty (Blockchain SME, Capgemini's Agile Delivery Center, Mumbai).

Caroline Schneider has been delivering and designing O2C solutions for clients for over 18 years. She is passionate about delivering solutions to clients to maximize their working capital through technology, automation, and industrialized process design.







Within the order-to-cash function, leveraging a private blockchain to harmonize data between parties on a single, shared ledger – giving real-time visibility to transaction processing – can have a huge impact on results.”

Caroline Schneider
Credit-to-Cash Global
Process Owner,
Capgemini's Business
Services

Reimagine your F&A

through leveraging Intelligent Automation

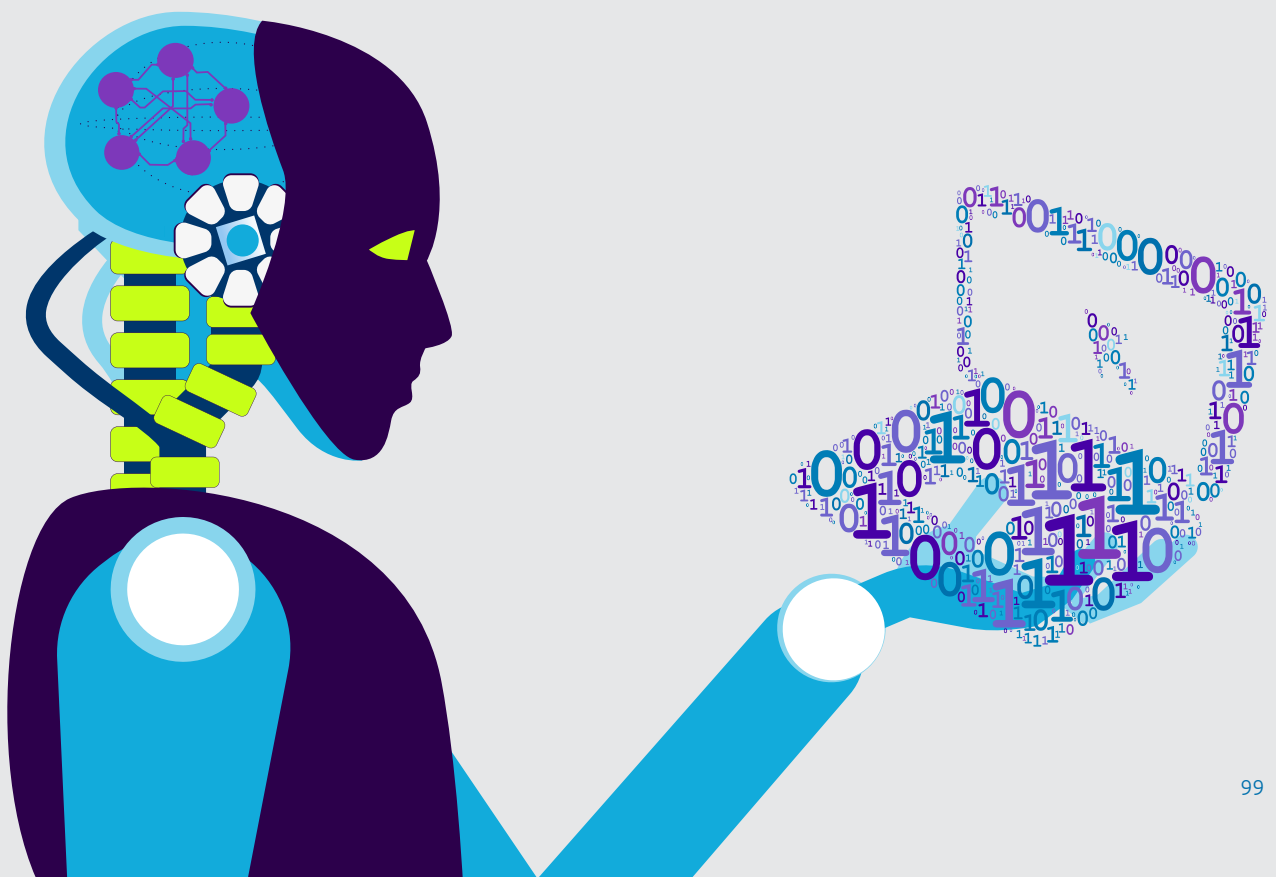
There has never been a more exciting time to be a finance professional. "Data is the new oil," and accounting professionals are at the forefront of capturing and managing this valuable resource. Automation technology is enabling us to fundamentally re-think how we deliver service and value. Capgemini's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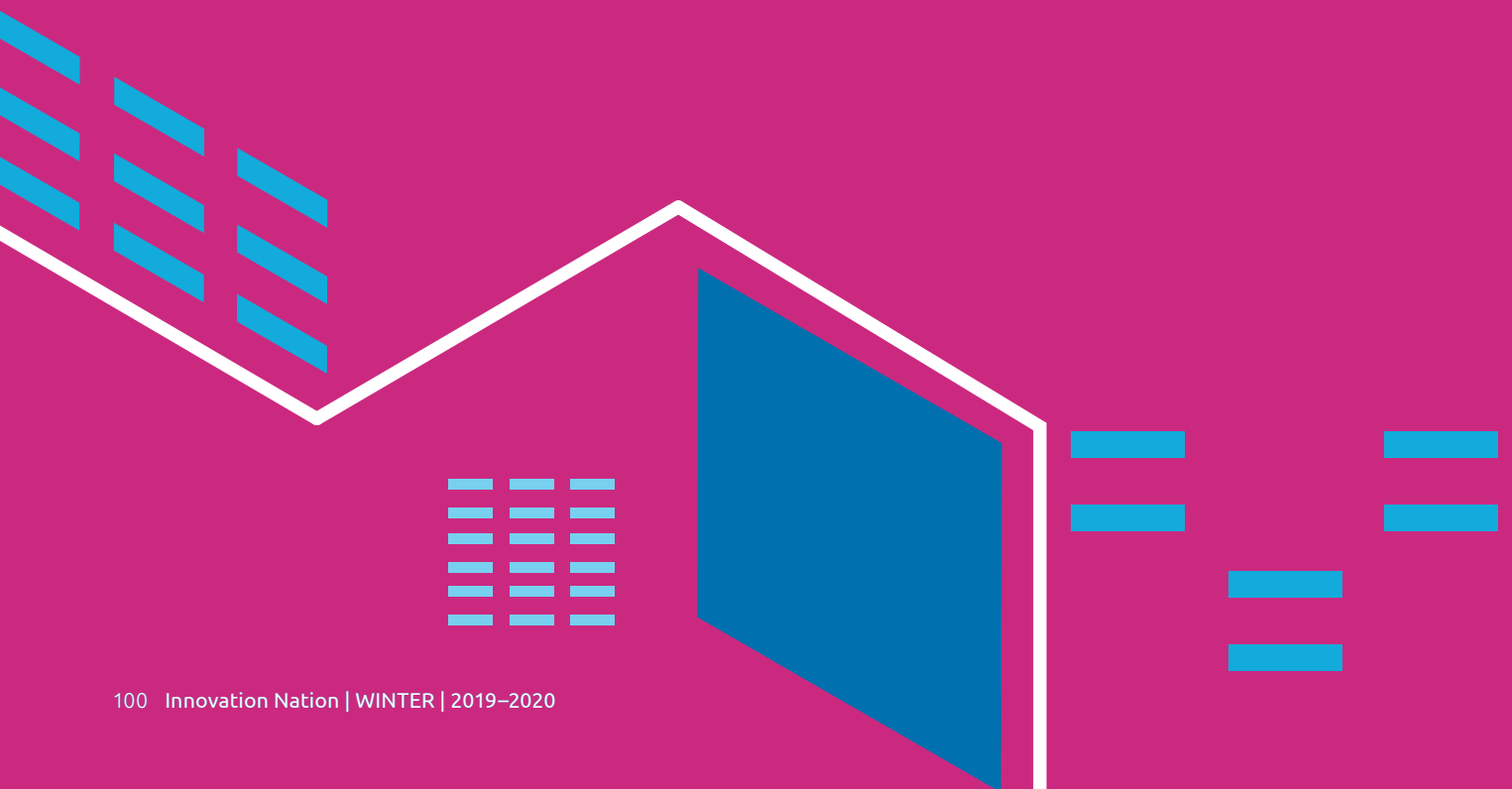




Optimize your cash applications in five simple steps

Aleksandra Giera

Credit-to-Cash SME, Capgemini's Business Services



With the right process and cash applications solution, customer payment behavior no longer needs to be a hurdle that results in manual cash applications issues.

Most of my colleagues don't give cash applications much thought.

It's easy, right? You bill a customer, and they pay. Then you read the application details and apply the receipts. What could be simpler? But if it's that easy, why do so many organizations struggle with cash receipt management and auto-match rate?

The answer is simple – everyone handles receivables and payables differently. Overall the process is similar, but the challenge is about the details. Your customers use a variety of applications to pay their invoices. There are manual and automated process that need to be completed to get that payment out the door, and over to your bank.

To standardize how your customers pay means trying to drive change within your customers' accounts payable teams. Why would your customer go through the hassle of changing their processes and systems to help with your automated cash application? Why would they switch to electronic data interchange (EDI), if emailing the remittance to the credit analyst has worked for years? Why would they pay Automated Clearing House remittance (ACH) fees? They've done their part, and you have the payment – so it's up to you to figure out how to post it.

The challenge of posting payments

Even with an experienced team, posting your payments quickly and accurately becomes more challenging if you don't have the right cash applications solution in place. Best practice is to implement a cash applications platform that adapts to all the different customer payment habits, uses data from emails, and other systems to post, and learns posting rules based on how your customer pay or your team posts cash.

Deploying a cash posting system that supports machine learning, image recognition, and the ability to convert email and portal data into remittance advice takes the complexity out of the cash applications process. Most organizations have a patchwork of systems, macros, robots, and in the middle of it all, a cash apps team – yet most still fail to achieve a 90% or greater auto-match rate.

Implementing the right cash applications solution

Don't worry! Help is at hand. Here are five steps you can leverage to help improve your organizations cash applications process:

- **Review your existing technology landscape** – assess the systems you have in place and whether you are using all your core functionality to its fullest potential. We typically see organizations achieve around 80% auto-match with their ERPs. To get to 90% or greater, optimize your ERP, add smart automation, and implement an autocash tool
- **Take advantage of your customer data** – ask the bank to share Corporate Trade Exchange (CTX) errors files, and apply automation to upload the data into your ERP system as another remittance source. Most CTX errors can be resolved through formatting changes and can yield a 3–5% improvement on your cash apps hit rate results. If your customer is providing remittances via a portal, pull in remittance data ahead of time by automating the integration between the portals and your ERP. Ensure remittances are leveraged by the autocash engine, which can add around 3–5% into your overall hit rate. Do the same with your mailboxes by applying smart automation to integrate remittances sent to the mailboxes with your ERP repository. This can add 5–8% to your overall hit rate results

- **Refresh your policies and allow for automatic application of payments** – most customers pay either the oldest balances or the most current ones. If you know how they pay, why not allow these to be automatically applied and skip manual intervention?
- **Automate as many repetitive tasks as possible** – if your team is writing off small balances, create an automated write-off program. Better still – add it as a part of your cash application matching engine
- **Look at what the data tells you** – apply analytics and get to the root cause of the issue, then fix it for good – update your policy, amend your autocash program, and tweak your robots to automatically apply the payment the following month. This will truly help you keep the hit rate at the optimum level.

With the right process and cash applications solution, customer payment behavior no longer needs to be a hurdle that results in manual cash applications issues.

At Capgemini, we apply our transformation methodology across our clients' cash applications process – improving auto-match rates and creating a golden, touchless, path for cash applications. Our solution learns how each one of your customers pays, so you don't have to figure out how to post payments that arrive without payment instructions.

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Aleksandra Giera is credit-to-cash (C2C) subject matter expert and cash applications GPO, with 10 years of experience in C2C operations and technologies, supporting transformation initiatives across Capgemini engagements.



Fast Close 2.0 – setting the foundation through digitalization

Daniel Biechele

*Senior Manager, FPIA Consulting,
Capgemini's Business Services*

Digital optimization of the financial close offers new opportunities to re-vitalize the “fast close” approach.

Everyone knows that the financial development of an entire corporation or banking institution has to be reported to the market, creditors, regulators, management, and numerous other stakeholders on a regular basis. However, in recent years the closing process has become a constant trade-off between complexity and speed.

On top of this, the complexity of the underlying requirements needed to close are continuing to increase. For example, certain external regulatory requirements (e.g., IFRS 9, IFRS 16) require even closer integration of all departments involved in the closing process; and obsolete systems and their associated cost structures are creating huge pressure to make the close more efficient.

All of this points to the need for organizations to digitally transform the close process to help reimagine their finance function from simply being a reactive scorekeeper to being recognized as the nerve center of the entire organization.

Six new perspectives to achieve a fast close

Efficiency, flexibility, and simplicity are well-known buzzwords that have been overused to propagate the concept of a “fast close.” But what has changed?

Digitalization has created new ways of thinking, new business models, and new technologies that make it worth reassessing the potential of the closing process. The following six perspectives form a closure framework to reevaluate the close from an accounting, risk management, and regulatory control perspective.

- **Sourcing** – what is the value-add of individual closing activities? High value-added activities (e.g., accounting policy decisions) need to be supported by digital technologies. Those activities with low value-added (e.g., various ledger closing activities, reporting) need to be automated or outsourced.

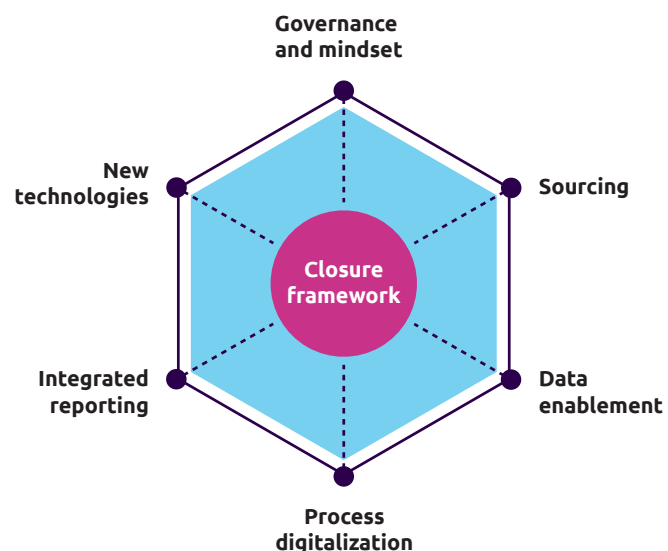
- **Data enablement** – do you use your data’s full potential? A central data warehouse is the baseline to meet new regulatory or internal requirements (e.g., efficient steering of your business). The focused management of structured data paves the way for advanced analytics, data mining, and predictive modeling.

- **Process digitalization** – how does digitalization become tangible for your employees in their day-to-day operations? Robotics enables functional departments to easily automate standardized and highly repetitive activities (e.g., reconciliation), avoiding human errors, reducing lead times, and ultimately freeing up time to focus on high-value added activities (e.g., analysis to create true insights). Artificial intelligence (AI) is enabling the digitization of even more complex processes such as managing unstructured data, forecasting, and even decision-making itself.

- **Integrated reporting** – how independent are your business users? Equip your business users with the necessary tools in the course of a self-service business intelligence approach. Many of the steps required to prepare decisions can be carried out via drill-down and slide and dice functionalities.

- **New technologies** – are you a bank, corporation, or an IT service provider? New technologies are creating new opportunities for IT infrastructure. For example, cloud technologies enable a cost-efficient and scalable platform approach. The degree of utilization can be defined based on your individual requirements, and ranges from outsourcing simple infrastructure services to obtaining a fully-fledged software as a web service.

- **Governance and mindset** – do your internal stakeholders share the same goals? Transparently defined governance structures and properly specified KPIs are the baseline to efficiently manage the end-to-end closing process. Consistency of the company’s overall goals and an individual stakeholder’s objectives can only be ensured by linking the individual’s KPIs with corresponding incentives and other performance-related measures (e.g., gamification of the entire management by objectives process).





Digitalization has created new ways of thinking, new business models, and new technologies that make it worth reassessing the potential of the closing process.”

Daniel Biechele

Senior Manager, FPIA Consulting, Capgemini's Business Services

Capture the digital maturity of your closing process

The first and most important pre-requisite is to capture the digital maturity of your individual closing process, which then defines and sets a roadmap for the implementation of digital initiatives.

To do this, it's important to adopt an approach that identifies the optimization potential pertinent to your organization by following these essential steps:

- **Digital maturity assessment** – it's essential to start with an individual assessment for the six perspectives to define tailor-made, strategic initiatives that can optimize the value creation of your closing process and avoid value-free change and operating costs.
- **Focus interviews** – this is followed by analysis of the questionnaire results and one or two focus interviews to define individual strategic options based on benchmarks and best practices.
- **Prioritization workshop** – finally, these defined strategic options need to be prioritized and transformed into concrete initiatives and a roadmap for implementation of your digitalized closing process.

What's next?

With a digital maturity assessment of your closing process and the derived initiatives in place, you've already set the foundation for a Fast Close 2.0. This will provide focus areas for investment in your digital future, independent of whether the processes are performed in-house or outsourced.

Capgemini's [Digital Global Enterprise Model](#) architecture provides an perfect in-depth assessment toolset for further investment.

Daniel Biechele is responsible for developing and implementing strategies to digitalize the finance function, combining deep industry experience and leveraging Capgemini's Business Services portfolio.



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Intelligent automation – going beyond RPA

Prasanna Velayudham

Senior Director, Capgemini's Business Services

Intelligent automation is the art of applying AI to aid process transformation – and it is revolutionizing the world of automation.

In today's economic landscape, business functions are expected to deliver more with less – whether it be improved KPIs, reduced cost, or increased quality. Intelligent automation can address this challenge by leveraging advanced technologies such as robotic process automation (RPA), artificial intelligence (AI), and machine learning to handle an increased percentage of transactions. However, positioning intelligent automation among the business leader community has, to date, been somewhat of a challenge.

Businesses around the globe are at different stages of implementing automation, with varying levels of maturity and understanding – and many organizations start their automation journey with a mindset of reaping benefits from the “low hanging fruit.” While this can often create that eureka moment, the truth is many automation projects just fizzle out – priorities shift, interest wanes, stakeholders change, and the RPA return on investment story simply fails to scale beyond that initial success.

Process vs. task

Key to understanding how intelligent automation can take you beyond RPA is the difference between the concept of a “process” and a “task.” Although the latter works well to enjoy initial success with RPA technology, to automate multiple tasks that form multi-departmental end-to-end process, transformation and automation that leverages multiple technologies is needed. This is where intelligent automation comes into play.

Intelligent automation is about approaching process transformation intelligently – which means knowing what to automate, when to automate, and how to automate with what kind of tools and technologies. Note that tools and technologies appear at the end of the sentence.

The intelligent automation toolbox

Having advanced technologies such as RPA, AI, and machine learning in your toolbox is certainly important, but they are only as good as the workman who owns the toolbox. Here's a quick summary of the most important intelligent automation technologies:

- **RPA** – simple, medium, and complex process task automation technologies – such as product suites from UiPath, Automation Anywhere, and Blue Prism – embed advanced AI algorithms into processes to make traditional RPA more flexible
- **AI** – using algorithms that leverage deep learning technologies to simulate how the human mind senses its surrounding environment, AI can be applied to unstructured document recognition, communications, and image sensing. Natural language processing (NLP) is a subset of AI through which machine learning models extract information from unstructured human speech or written language. Chatbots are built on NLP frameworks, and email and social media communication can be analyzed for sentiment, tone, and intent using NLP. While back-office supplier desk and vendor management can be automated largely with RPA and AI, the strategic application of NLP can be in any proactive contact center operations where organizations monitor customer sentiments in advance to address customer grievances
- **Machine learning** – with transaction processing creating a huge amount of data, machine learning can be leveraged to study patterns and make various associations, predictions, and recommendations for the next best action. In procurement, machine learning can be used to analyze sourcing patterns and behaviors, and provide real-time monitoring of supplier performance against the contract.

In collections, machine learning models can predict “propensity to pay” and improve cost to collect and DSO (days sales outstanding).

Transforming the world of automation

I started this article with how business is expected to deliver more with less. My advice is this:

Automate your processes intelligently with a comprehensive set of technologies including AI and RPA

Use machine learning models to predict your performance targets, understand current state and make appropriate adjustments to the process.

Intelligent automation is the art of applying AI technology to aid process transformation, and it is revolutionizing the world of automation.

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



Having advanced technologies such as RPA, AI, and machine learning in your toolbox is certainly important, but they are only as good as the workman who owns the toolbox”

Prasanna Velayudham
Senior Director,
Capgemini's Business
Services



Re-usable RPA

Robert Kennedy

*Global Head of Intelligent Automation Delivery,
Capgemini's Business Services*

RPA tools built by key RPA developers and providers are the bedrock on which the intelligent enterprise is built. We're working to ensure that they can be re-used beneficially and at scale.

In the world of the intelligent enterprise, robotic process automation (RPA) is sometimes regarded as a base-level activity. It doesn't have the same cachet as artificial intelligence or as Big Data analysis.

But it's often the processes at this level that can make the biggest difference. Think, for instance, of all the high-level functions your smartphone can perform – and then of the things for which you use it the most.

Benefits of reusability

Robotic process automation can deliver significant advantages to any enterprise – and what makes it even more attractive is reusability. Libraries of RPA tools and components can mean organizations can develop and implement apps faster, introduce standardization, benefit from best practice, and achieve better ROI.

Well-known creators of automation libraries are facilitating this trend, with modular ecosystems of open source tools and processes. It means that RPA developers can explore existing solutions and contribute their own; that Center of Excellence leaders can reduce development time with off-the-peg elements; and that organizations in general can adapt and develop solutions that are tailored to the needs of horizontal functions or of their specific vertical sectors.

Those needs are timely, particularly in sector terms. Research conducted last year by the Capgemini Research Institute¹ found that, while automation is being implemented at scale by 25% of organizations in the automotive sector, other industries are faring less well, with retail and utilities, for example, reporting levels of 15% and 14% respectively.

Integrating reusability into a global model

At Capgemini, we've been building portfolios of reusable tools for several years now, and we've ensured automation is a key element of our Digital Global Enterprise Model (D-GEM). We work closely with our clients to address key questions, including:

- Which tools are best at doing what?
- Are we leveraging the full potential of tools and automation?
- Which technologies should we own, and which should we buy as-a-service?
- How do we future-proof our technology choices?

When we bring together D-GEM best practice with reusable open-source components from leading RPA library creators, we can pool our knowledge and expertise so as to deliver the best possible benefits to organizations, in the fastest possible time, and at considerable scale.

Process flowcharts can be examined and interpreted, and individual task bots can be edited and repurposed. For example, a purchase-to-pay (P2P) bot created by a client organization – or indeed by a third party – can be taken and tweaked for use in different lines of business, or in entirely different operating companies within the enterprise. With these RPA tools re-used across functions, Capgemini methodologies that sit within D-GEM, including our ESOAR approach (Eliminate, Standardize, Optimize, Automate, Robotize) can be applied across the entire process flow, so as to ensure streamlined consistency of performance.

Augmenting the workforce

The result of all this is what is often termed an **augmented workforce**: it's as though we have replaced people's hand-tools with a moving production line, enabling them to stand back from repetitive effort, and to contribute in ways that simply weren't possible before.

People appreciate the ability to add value in this way. They welcome the benefits automation can bring to themselves, as much as to the business. They feel empowered, not least because new generations of team members have very high expectations about technology in the workplace. It's worth noting that by 2025, three-quarters of the workforce will be Millennials. These are people who are not only digitally savvy, but digitally demanding. As many as 42% of them say they're likely to quit a job if the employer has substandard technology. And even among older workers, technology can create the engagement that drives productivity and job satisfaction higher.

That's why it's so important to us at Capgemini that we continue to work closely with key RPA developers and providers, and to ensure that the tools they develop are not only integral to the comprehensive enterprise models we create, but that their technologies can be re-used beneficially and at scale.

These automation components are anything but humble. For businesses, team members, and customers alike, they are the bedrock on which the intelligent enterprise is built.

Robert Kennedy *advises clients on how to take their automation journey to the next level by adopting a "digitally-augmented workforce at scale" strategy.*

¹ Capgemini Research Institute, Automation Use Case Survey; 2018



Contracting for agile – best practices

Mani Agarwal

*Senior Director, Head of Contract Compliance & Optimization,
Capgemini's Business Services*

How to mitigate the risks associated with the agile delivery approach when engaging an IT vendor.

There is an increasing trend in the IT/software development industry for organizations to engage their IT vendors by leveraging agile delivery methodology. The underlining principle behind agile delivery is to create a flexible delivery environment where parties effectively collaborate to achieve the client's product vision and then prioritize outputs in forms of sprints and pods in order to get the best results. The two organizations work as a single team, which represents a different approach from the typical customer-vendor environment. While 25–30% of IT delivery is currently based on agile methodology, this is set to increase further. Most IT companies are gearing up for agile and there is a strong focus on developing contracting methodology for agile delivery.

Misconceptions around agile

Agile is often misunderstood as a method where the customer can change the scope, or even reject, the deliverables whenever they want without any liability to the vendor. However, the biggest issue is whether or not the customer organization is prepared enough for agile delivery. In the majority of cases, my experience says “no.”

The concept of agile delivery is often misunderstood. For the IT vendor, if the customer asks for an agile delivery model, they prefer to agree on a pricing model calibrated on capacity or rate card billing. On the other side, the customer organization is often not clear on how to frame the agile relationship while carrying out a contract, and default back to the traditional waterfall approach – which can lead to dispute and project overrun.

The waterfall contract vs. contracting for agile

A waterfall model contract is an agreement where the scope, timelines, milestones, and payment schedules are often defined to remove any ambiguity. Both parties are clear and understand what will be developed and delivered – and it is clearly documented and defined. This contract

is ideal where the scope is clearly defined at the time of signing the contract and the contract lifecycle flows smoothly – just like a waterfall. Risk is low under this type of relationship due to the strict documentation.

With agile delivery methodology, the customer owns the product and works closely with the vendor. At the time of signing the contract, the parties agree to work together to achieve the desired results. The delivery teams are often divided into smaller teams based on “user stories” with each “sprint” lasting 4–6 weeks. Customer and supplier team maturity on the agile approach must be evaluated before committing to this model. It requires customers with higher risk-taking ability that can work and guide the vendor teams closely.

By way of an example, imagine you would like to make a pizza. The waterfall method would be to contract define the ingredients and steps such as the cheese, vegetables, meat, prepare the sauce, and decide on the time in oven etc. In an agile model, all decisions on how to make the pizza, what ingredients will be used, and whether it will be cooked in an oven or microwave, would be taken as and when the required stage arrives in order to make the best pizza possible.

In short, a waterfall model creates a project mindset with clear task management, whereas an agile delivery model has a product mindset that is open to creativity and release management. A waterfall contract is “task rich,” while the agile approach is more “feature rich.”

The future is agile

My advice for anyone looking to engage an IT vendor under agile methodology would be:

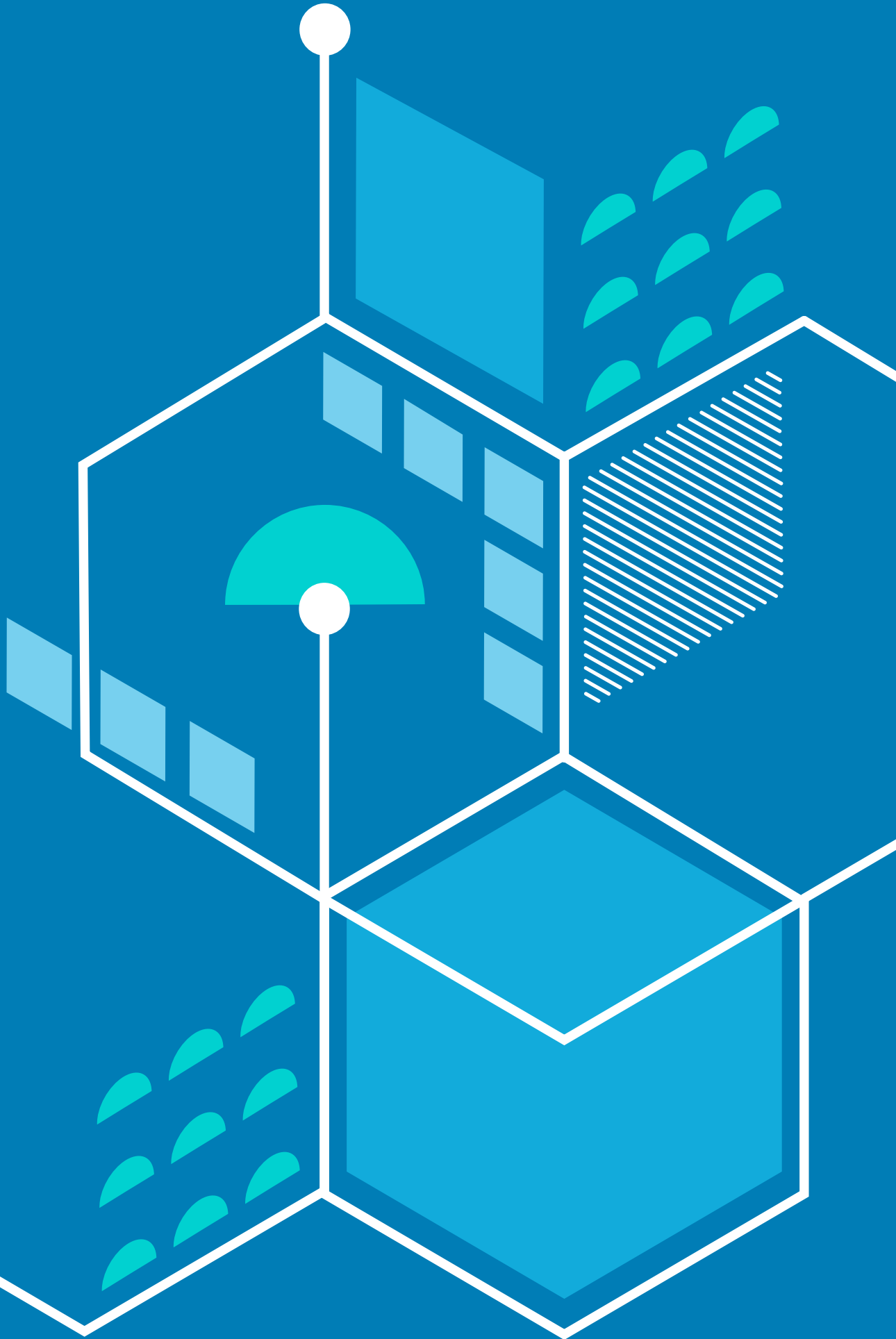
- Make sure you fully understand agile delivery and be ready to “own” the product. If you can't own the product, don't go for agile approach

- Prepare to “unlearn” the waterfall method for contract relationship
- Adopt rapid decision-making to change the methodology, redefine, and modify user stories wherever required
- Ensure you engage your teams on the agile project that are agile “mature” and can deliver your objectives
- Ensure your acceptance criteria (“DONE!” in agile) is achievable in the minimum number of sprints
- Don't mix the waterfall and agile approaches in the same contract document
- Don't create agile statement of work under a waterfall master service agreement or framework agreement, as this creates confusion and disputes
- Consider the risk-taking appetite expected by the client, which may significantly change the dynamics to indemnity or take liability.

While agile methodology is the future of IT delivery and the majority of projects are delivered on a “time and material” basis, they lack methodology, and there is a need to develop industry-wide contract documentation – after assessing all the associated risks and their mitigation – with specific training on how to contract and deliver under the agile delivery approach.

It would also be interesting to see how the courts would interpret these contracts – but that's a discussion for another day!

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.



Capgemini Community





Girls! Choose IT and dare to dream big!

Magdalena Katolik

*Senior PR and Content Marketing Specialist,
Capgemini Poland*



With only a small percentage of Polish women choosing to study IT at university, how does an organization such as Capgemini attract young female talent, and resolve inclusion and diversity issues? Capgemini Poland's IT Girls rEvolution Academy aims to educate for change.

Research by the University of Silesia¹ shows that only 15% of Polish girls study IT at university and only a modest number of women end up choosing it as a career. In addition, Polish women sometimes underestimate their own competencies, which can prevent them going for technical roles or a career in IT.

In February 2019, following the launch of the 8th edition of our "We Invest in Good Ideas" – Capgemini Poland's Grant Program for employees – over 30 people across various Capgemini business units, teams, and locations joined forces to try to change all that – coming up with the concept of the IT Girls rEvolution Academy, or "ITGrA" as we often refer to it.

The aim of the project was to help female high school students discover their hidden potential within the field of tech and IT, give them a wider perspective and choice, and help them understand that IT is an excellent career option, regardless of stereotypes. The project involved 64 students from eight local high schools in seven cities in the Silesia region of southern Poland. It also involved 22 trainers and 35 Capgemini volunteers from Katowice and Krakow, as well as teachers from the Institute of Computer Science at the University of Silesia, and business partners from local companies.

"The IT Girls rEvolution Academy helped me to decide whether I would like to work in IT – and the answer is yes! I've learned that the world of IT is not only about programming but also the Internet of Things, AI, and or testing, where everyone can specialize. I've also have gained soft skills that I would not have gained without participating in these workshops."

Amelia

High school student
and participant of
ITGrA



¹ Unpublished research carried out by Katarzyna Trynda, Doctor at the Faculty of Sciences and Technology, University of Silesia.



“

I've learnt about what project management looks like and the phases of each IT project. Participating in the workshops also helped me discover myself, my strengths and weaknesses, and what I'm good at. I am very happy that I was able to participate in the IT Girls rEvolution Academy and that I was able to gain so much knowledge that I wouldn't have gained at school."

Zuzanna

High school student and participant of ITGrA



“

The IT Girls rEvolution Academy taught me that my experience is something valuable that I can share with the younger generation. It's very nice to be seen as a role model. I am convinced that at least some of the participants will be more interested in this subject and will want to continue their adventure.”

Joanna Selwa

Transformation Project Lead at Capgemini and trainer at ITGrA, Capgemini Poland

“

The IT Girls rEvolution Academy implemented by Capgemini Poland is an excellent example of how the university, the business environment, and high school students can work together to successfully achieve a common goal. To sum up, IT is worth studying, it is worth choosing technical faculties. We hope that the project will be continued in the years to come and the number of girls among our students will increase.”

Katarzyna Trynda

Doctor at the Faculty of Sciences and Technology, University of Silesia

The IT Girls rEvolution Academy was launched in October 2019 with comprehensive training in business consulting and project management conducted by Capgemini's Business Services employees, workshops run by Capgemini's Cloud Infrastructure Services employees in programming and testing, artificial intelligence (AI), cybersecurity, and the Internet of Things (IoT), and practical coaching focused on building soft skills and teamwork run mainly by Capgemini's Learning & Development team. Most of the training was held at Capgemini's offices in Katowice, with all computer classes held at the Institute of Computer Science at the University of Silesia.

Split across four weekends full of practical workshops and 40 hours of training, our female students were able to explore their natural technical, mental, and social talent, and transform them into practical, digital skills such as coding. The academy introduced four steps to help polish these skills:

- **DARE** – to communicate ideas, contribute to the team, and engage in talks and actions
- **DEFINE** – product vision and project scope within the project's business requirements
- **DESIGN** – the best quality technical solutions fitting business needs
- **DELIVER** – on time and beyond expectations.



The IT workshops were topped off with an “IT Diamonds” competition at the University of Silesia in November 2019, with prizes that included programming courses and vouchers for school IT equipment. The competition helped the students learn how to successfully deliver an end-to-end IT project within a business model through the use of excellent teamwork. The competition was accompanied by numerous lectures conducted by our project business partners, where the students learned more about the opportunities offered by the development of IT, the profession of a programmer, JavaScript language, and much more.

And the results? The IT Girls rEvolution Academy has shown how we can make an impact and create a change. Our students have gone away with some amazing discoveries and insights about both IT and themselves as individuals. We hope that the IT Girls rEvolution Academy will continue and become a flagship project of the Women@Capgemini community in Poland, where the idea for IT workshops for girls first started.

Magdalena Katolik *manages public relations and website content for Capgemini Poland. She is a co-organizer of the IT Girls rEvolution Academy and leads its marketing and communication strategy.*

“At Capgemini, the students learned how to work as a team, they realized what it looks like to work in a large organization, and realized that a friendly atmosphere is imperative for achieving good results. The IT Girls rEvolution Academy has given our girls an unforgettable experience.”

Magdalena Graca
High school teacher
at ITGrA

“99% of pupils at our technical school are boys. The IT Girls rEvolution Academy project proves that IT is not only a male industry, but also makes us aware of the many opportunities for development and employment, and how diverse this industry could be.”

Barbara Niemiec-Falkus
High school teacher
at ITGrA







“*The IT Girls rEvolution Academy taught me that my experience is something valuable that I can share with the younger generation. It's very nice to be seen as a role model. I am convinced that at least some of the participants will be more interested in this subject and will want to continue their adventure.*”

Joanna Selwa

Transformation Project Lead at Capgemini and trainer at ITGrA, Capgemini Poland



“*I decided to act locally and promote the IT industry among female Silesian high school students, as I had been talking about IT development opportunities for a long time. The commitment of our project team is enormous, and engage great people, thanks to whom the project is destined for success.*”

Magdalena Rucinska

Project Manager Capgemini, and Project Lead at ITGrA, Capgemini Poland





It is very important to increase young women's awareness of IT. As a mentor on the IT Girls rEvolution Academy, I stressed IT is something they can be just as good as men, and gender is meaningless. I tried to show them how the knowledge they have learnt can be used in practice in their future day-to-day work."

Monika Goly

Service Delivery Manager at Capgemini and mentor at ITGrA, Capgemini Poland



"The IT Girls rEvolution Academy has enabled the world of IT to show its human face – one which they may have been afraid of previously. The students learned that it is indeed possible to combine work with fun. The very fact of awakening curiosity has given these students an incredible opportunity to start a career in IT."

Tomasz Cieslar

Tools Development Capability Manager at Capgemini and trainer at ITGrA, Capgemini Poland



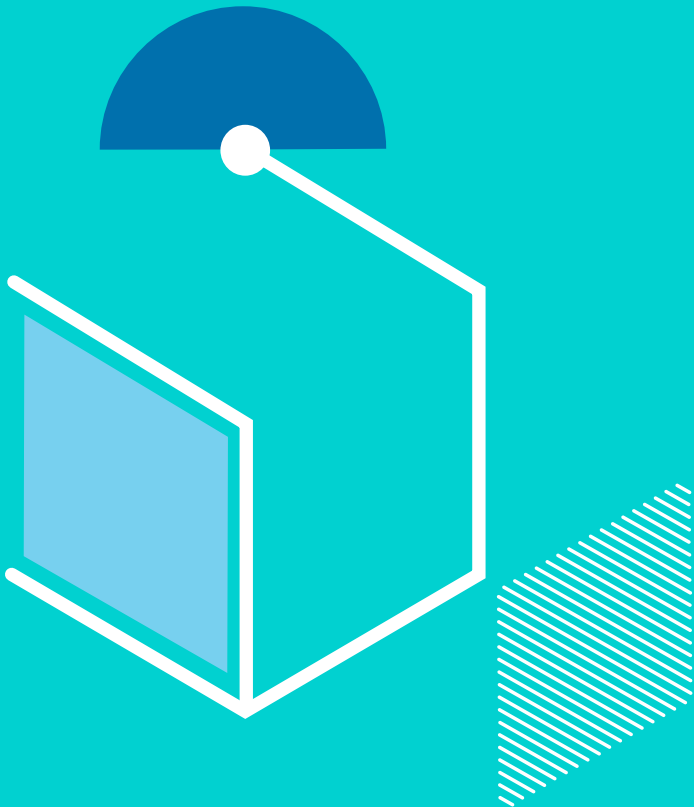




Digital inclusion in Trichy and Salem

Anurag Pratap

Digital Inclusion and Sustainability Leader, Capgemini India



Capgemini India launches two digital inclusion initiatives – the Digital Academy and the Digital Literacy Center – in Salem and Trichy.

Capgemini has always believed that education is imperative for development – both at the community and national level. With this in mind, on September 16–17, 2019, Capgemini India launched two digital inclusion initiatives – the Digital Academy and the Digital Literacy Center – in its Salem and Trichy delivery centers.

Both initiatives are part of LEAP (Livelihood Education through Action against Poverty), which forms part of Capgemini India's Corporate Responsibility and Sustainability (CR&S) approach to train digitally disadvantaged people in collaboration with education and NGO partners.

The Digital Academy

The Digital Academy aims to deliver employability training for people aged 18–30, increasing participants' technology skills and preparing them for the rapidly expanding IT sector in India.

Supported by Edubridge as a knowledge partner and Udyogini as the implementing NGO partner, participants will receive training in .net, coding, data analytics, graphic designing, Java, and structured query language (SQL), in line with the requirements of the IT job market.

The Digital Literacy Center

The Digital Literacy Center is a pan-India initiative for people aged 14–70. It is a dynamic and integrated platform to build digital literacy awareness, educate, and digitally empower communities. This center also provides digital skills to facilitate access to e-governance.

Capgemini implemented the first phase of the center in alignment with the Indian government's National Digital Literacy Mission (NDLM) initiative, setting up 12 centers across 10 locations, and reaching out to 18,000 families between 2014–2017.

In the current phase, Capgemini has set up 10 centers across 10 cities including Salem and Trichy. In partnership with Hope Foundation, the project is geared at engaging citizens and targeted to reach 30,000 people by 2021.



About LEAP

To enhance the employability potential of young people in India, Capgemini launched an initiative of skill-building training across its centers in India. Aptly named LEAP (Livelihood Education Through Action Against Poverty), the program primarily targets young people who have dropped out of school or college. Along with the hard skills pertaining to various identified trades, LEAP also delivers training modules in soft skills, equipping young people for the ever-changing world of employment.

In May 2019, Capgemini India launched the LEAP Inclusion Digital Academy in Bangalore.



Anurag Pratap focuses on designing an overarching strategy for Capgemini's Digital Inclusion and Sustainability function in India. In this role, Anurag crafts relevant goals, policies for all programs, develops and manages the annual budget for Digital Inclusion and operations, and communicates with and manages relationships with a broad set of stakeholders.



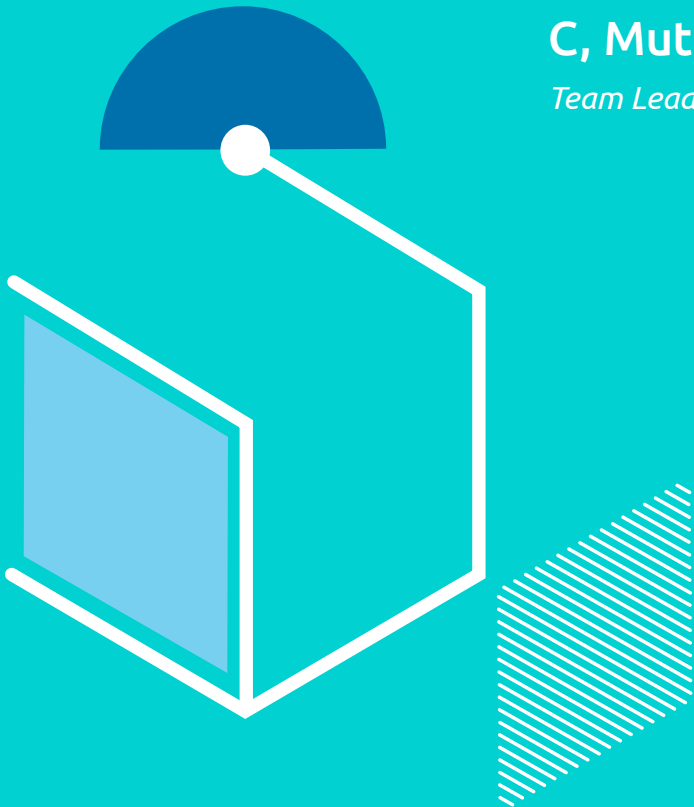
The smallest gesture can have the greatest impact

Balakrishnan Perumal

Manager, DEX Competitiveness, Capgemini's Business Services

C, Muthukumar

Team Lead, Capgemini's Business Services



Colleagues at our Trichy delivery center organized a voluntary stationery collection and distribution program for girls sponsored by Capgemini's Enlight program in India.

Most of us remember our time at school in one way or the other. But do you remember a time when you were given a new pencil or some new stationery? It's these smallest of gestures that often become our most cherished memories from our days at school. Unfortunately, not every child is lucky to grow up have the same kind of memories.

This is exactly what our Trichy colleagues had in mind when they collaborated with the [NGO Aide et Action](#) to collect and distribute stationery to 210 girls in Trichy, as part of Capgemini and Aide et Action's [Enlight program](#). Focusing on the education and development of female children from economically underprivileged backgrounds, the Enlight program supports girls across India.

Organized by Trichy members of Capgemini India's [WeKare](#) team, under the guidance of Trichy Center Head S. Harinarayanan, a list of the required stationery items was circulated within the Trichy center. Our colleagues then donated items over the course of a week, with WeKare coordinators ensuring there was no duplication or any excess collection of any stationery.

All of the stationery was given out to the girls at a specially organized event at the center on July 15, 2019, attended by over 100 girls from the Enlight program and team members from the Trichy center. Members of Aide et Action also briefed the children and staff on activities they are currently working on in Trichy, and how Capgemini is transforming the lives of the children through the Enlight program.

Although the value of the stationery amounted to just over 65,000 Indian rupees (about €820), the benefit to these students on their education journey is priceless.

About Enlight

As a part of Capgemini's Corporate Responsibility and Sustainability (CR&S) commitment, the Enlight program supports over 2,000 female children from disadvantaged background.

Enlight engages with girls that face deprivation and other forms of barriers and challenges. With little or no support, these children have developed low self-esteem, confidence, and morale – and rarely dare to dream of a better life. One of the most important elements of the Enlight program is to build a bond between these girls and our employees through mentoring.

About WeKare

WeKare is a CR&S initiative for the associates of Capgemini India. The focus of this initiative is to make a difference in the lives of the people who are less privileged. The sole intent of this initiative – giving back to the society – is not guided by any business motive.

Under the WeKare banner, we partner with over 30 organizations working in the areas of education, environment, and employment. We help these organizations in many ways – funding, volunteering, marketing, and creating websites, articles, blogs, newsletters in seven locations across India.

Balakrishnan Perumal is responsible for creating a culture of continuous improvement across Business Services engagement by fostering the Six Sigma methodology. He reports monthly delivery excellence progress against targets to engagement stakeholders. Balakrishnan is also the single point of contact for WeKare activities in Trichy.

C. Muthukumar is responsible for performing concurrent audit services for all Capgemini FAO engagements within the purchase-to-pay (P2P) and order-to-cash (O2C) space. He also manages a team of 30 people and is an active participant in all WeKare activities.

“Although the value of the stationery amounted to just over 65,000 Indian rupees (about €820), the benefit to these students on their education journey is priceless”

Balakrishnan Perumal

Manager, DEX Competitiveness, Capgemini's Business Services

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

For more details contact:

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businessservices.global@capgemini.com



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