



# Transform your business operations by digitally augmenting your workforce.

Capgemini-HFS Webinar hosted by IAOP  
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**Adam Bujak**  
Global Head of  
the Intelligent  
Automation Practice,  
Capgemini



**Jennifer Valenti**  
Global Head of  
AI Advisory,  
Capgemini



**Miriam Deasy**  
Research Director,  
HFS



**Adam Bujak**  
Global Head of the  
Intelligent Automation  
Practice, Capgemini



**Jennifer Valenti**  
Global Head of  
AI Advisory,  
Capgemini



**Miriam Deasy**  
Research Director,  
HFS



# Let's have a discussion



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# Empower People



Recent advances in artificial intelligence and cognitive computing allow for automation that alters the traditional boundaries between humans and machines.

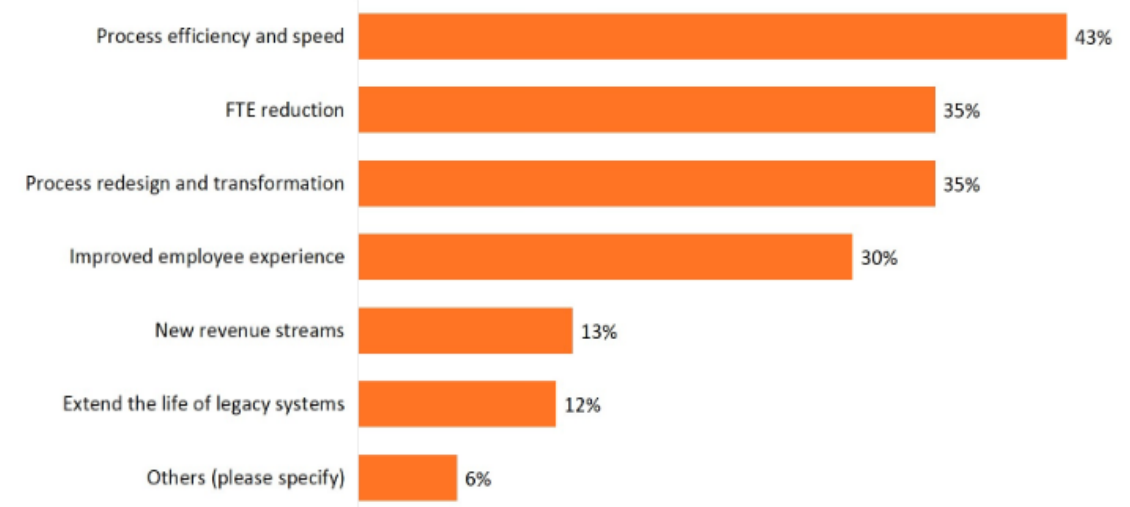


# Many aim to remove drudgery, not people... e.g. adding value by shifting focus to exception handling

- Before automating, a large European paper manufacturer observed:
  - A 5% growth trajectory in transaction volumes (acquisition).
  - A trend of smaller invoice values and higher invoice volumes.
- Many arduous F&A processes in the shared services center (copy-and-paste steps) were automated
  - E.g. invoices received and VAT reporting.
  - Automating time-consuming formatting steps.
- Allowing people to focus on error handling instead of processing, eventually, the process becomes leaner.
- An employee led approach generated pull from engaged business users



## What tangible business benefits is RPA helping you drive?



Source: HFS Research on Robotic Transformation Software, 2019 N = 307

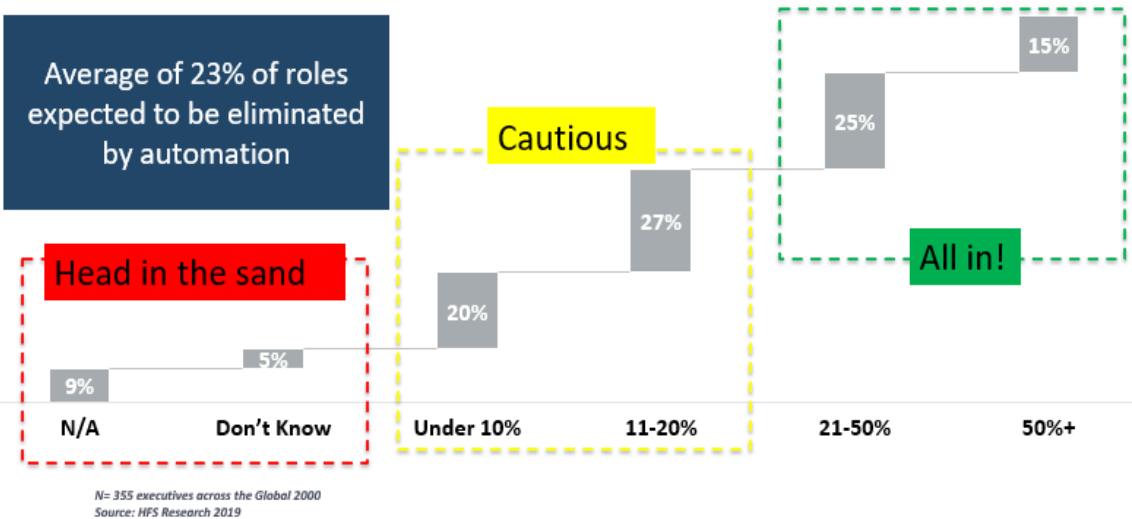
## FTE Reduction:

- Not adding new headcount, rather than removing existing headcount.
- Supporting growth with a stable resource base.
- Riding the attrition wave to do more with fewer resources.

# But role elimination is anticipated and plans for staff are unclear



In terms of the number of transactional internal roles [across all functions], how many do you expect to be eliminated by automation in the next 2 years?



What is the greatest gap area in your resources?



N= 111 executives across the Global 2000 enterprises  
Source: HFS Research 2019

© 2019, HFS Research Ltd

HFS Research

**Individuals will be displaced at the same time talent wars heat up**

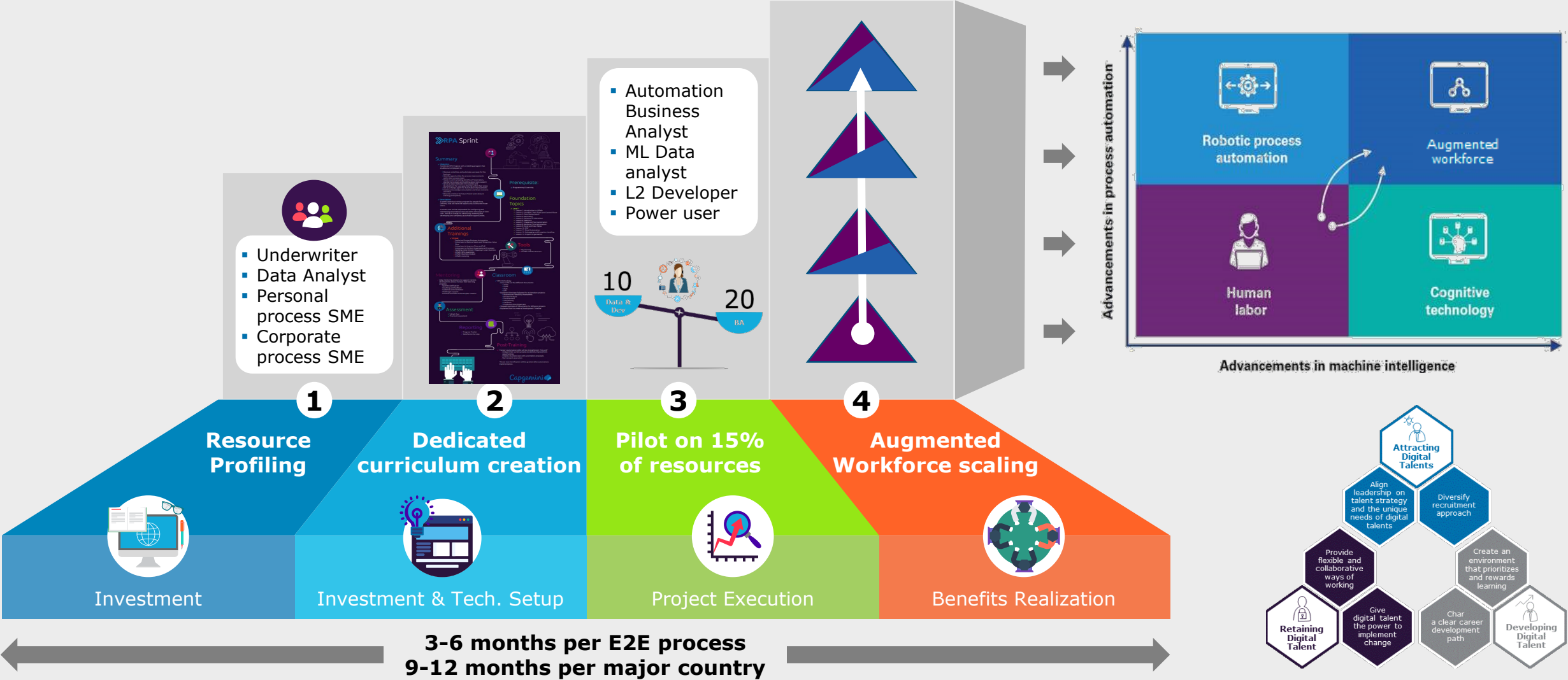
**There is both a “skill” and a “will” problem**



# We support creation of digitally augmented workforce with a unique curriculum for your staff



## *Digitally Augmented Workforce Ambition*



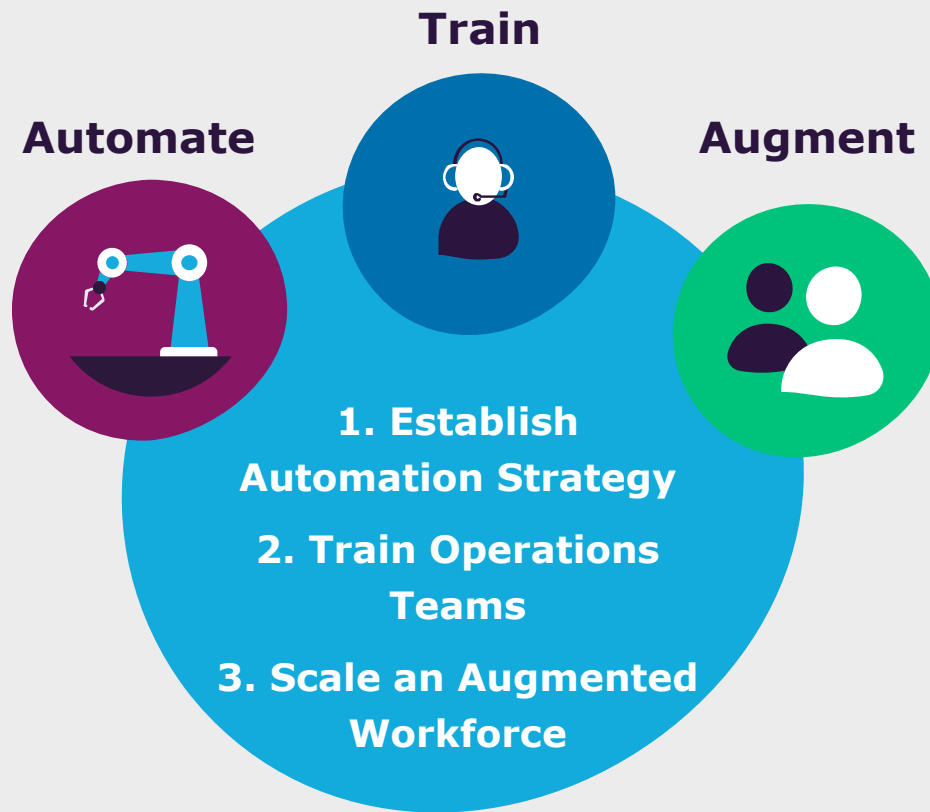


# Augmented Workforce at scale infuses your current operations with skilled resources

Successful scaling of Automation depends on access to qualified, skilled staff that are not only able to learn and perform new jobs, but bring invaluable experience in the very business processes they automate



## Establishing the Roadmap



- 1. Establish Automation Strategy** – Once your organization has line of sight into its overall Automation goals, it will be key for you to identify opportunities where new skills will be required (i.e. RPA, microservices, data analysis, etc.)
- 2. Train Operations Teams** – Once you have established a strong governance and support system within your organization and with your service providers, you will need to train the individuals that fit the profiles of the new skills you have identified
- 3. Scale an Augmented Workforce** – Once those individuals are trained, it is time to infuse them into your operations as newly skilled augmented staff with new roles, priorities, and expected outcomes that support your Automation Strategy



# Case Study: Existing Managed Service Operations



## Fast Stats

**FTE in scope:** 320 FTE

**Locations:** Mumbai and Zurich

**Number of Staff Targeted as Pacesetters:** 60 (~20%)

**Number of Staff Certified:** 33 / 60

**Technologies in Scope:** RPA, ML, Microservices, Cloud DevOps



1

Identification of Automation Goals within the engagement

2

Identification of technologies and vendors for targeted training

3

Surveying of staff inclusive of skills collection and interviews

4

Identification of Pacesetters and accompanying roles within IA

5

Training of first class of Pacesetters and subsequent Phase I certification

6

Operationalization of Pacesetters on identified projects for Phase II certification

Currently Capgemini manages a large Reference Data operation for a Swiss Bank. The operations were to undergo a number of innovations including Automation of a number of manual processes as well as a total modernization of infrastructure from legacy applications to cloud technology.

The operations team was not skilled in this new technology and was not prepared for this level of change management.

The Bank has a unique intelligent automation landscape in which the approved RPA platform for the firm is Automation Anywhere, and the approved platform for Machine Learning is WorkFusion. Working within this constraint, Capgemini led training on both tools as well as skills training in use case identification, process reengineering, scrum project management, KPI setting and reporting, and developing a business case.

The intent was to train operations team Pacesetters on the technology the Bank invested in to drive innovation and efficiencies within the engagement, as well as to upskill the team in order to prepare them to grow with the changing technology and operations landscape.

This is the first time a new skill of this kind was introduced to the operations teams.



## IMPACT

**100%**

Phase I certification of all team members that have been trained

**50%**

Contribution to the overall productivity that is planned for this year

**30%**

Decrease in automation costs with augmented workforce infused into IA delivery teams

Time to value:  
**12 months for all 60 Pacesetters to be certified and operational**

# Your Processes, Reimagined



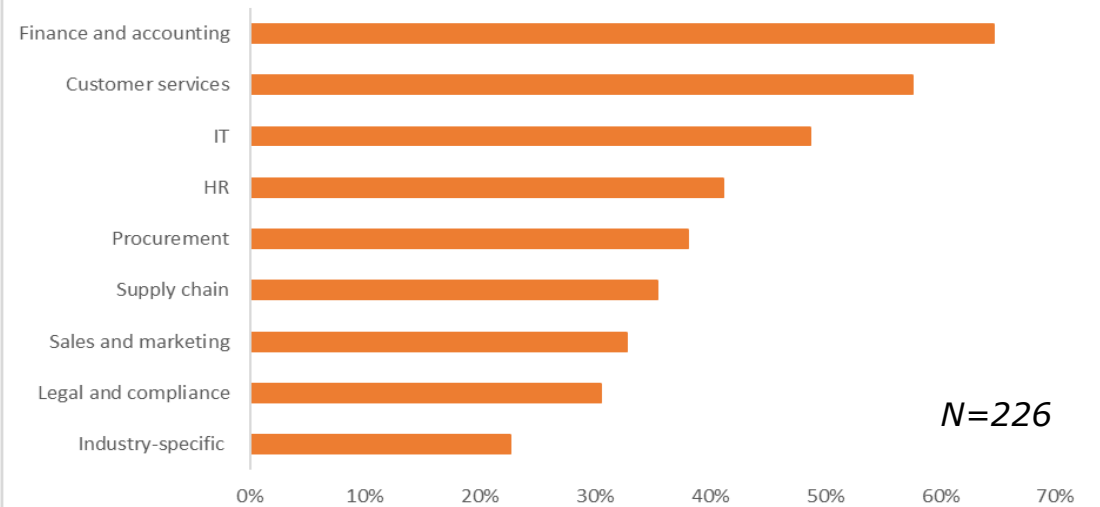
Processes ultimately define the value creation for our clients.



# RPA speeds up processes, F&A leads. Other lever pulls are needed. AI improves data flows and transform processes



What is the functional scope of your RPA deployments?  
(Choose all that apply)



## F&A

Invoicing, accounts receivable, collections, accounts payable, journal entry, record management, request processing, claims allocation, suspense processing, reconciliations, reallocations, management reporting

## Industry specific

AML, fraud, tax evasion, loan applications, mortgage origination, claims, underwriting, policy management, diagnostics, enrollment, NOC operations, reporting, comparing samples / specimens, metadata extraction, data aggregation, data matching

## Customer Service

Contact center optimization, reservations, disputes, unified desktop, retention, onboarding

## IT

Ticket-to-request, ticket handling, ticket closure, system permissions, SLA monitoring

## HR

Hire-to-retire, attendance, overtime calculation, employee benefits,

## Procurement

Purchase order life cycle management, discrepancies

## Supply Chain

Development standards and production monitoring, international finance

## Sales and Marketing

Targeting, sales reporting, order processing, customer onboarding

## Legal and compliance

Reporting, KYC, status update, contract management

# InterContinental Hotels Group (IHG) ensured critical stakeholders were on board from the start

IHG's RPA program is business-led, partnering closely with IT.

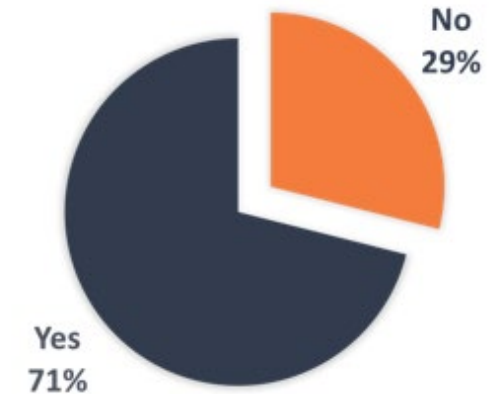
- IHG developed weighted measures to prioritize workforce augmentation efforts. It rolled cost, quality, revenue, and customer satisfaction considerations into a framework rooted in company strategy.
- The framework identifies 30 benefit values, linked to 10 core company-wide metrics as reported to shareholders. Routine, transactional processes across Finance, Sales, HR, and other functions were targeted for automation.

This allows people to focus on **outcomes across organizational silos**:

- improving underperforming hotels,
- increasing performance of call centers, and
- recapturing lost revenue.

Source: HFS Research, "Journey to the Digital OneOffice 2019"  
Sample: n=395 Enterprise Digital Leaders

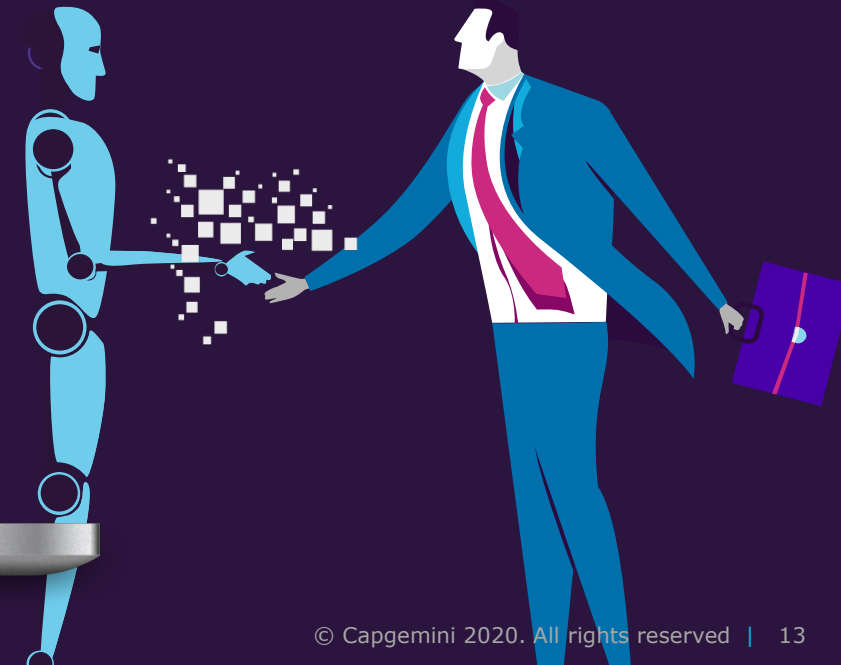
*Are your top 2 competitors the same now as in 2017?*



*Do you believe that they (your competitors) will be the same in 2021?*



# All-in-One IA Solution



## At its core, OneOffice is about making customer, employee and partner experiences the centerpiece of the strategy

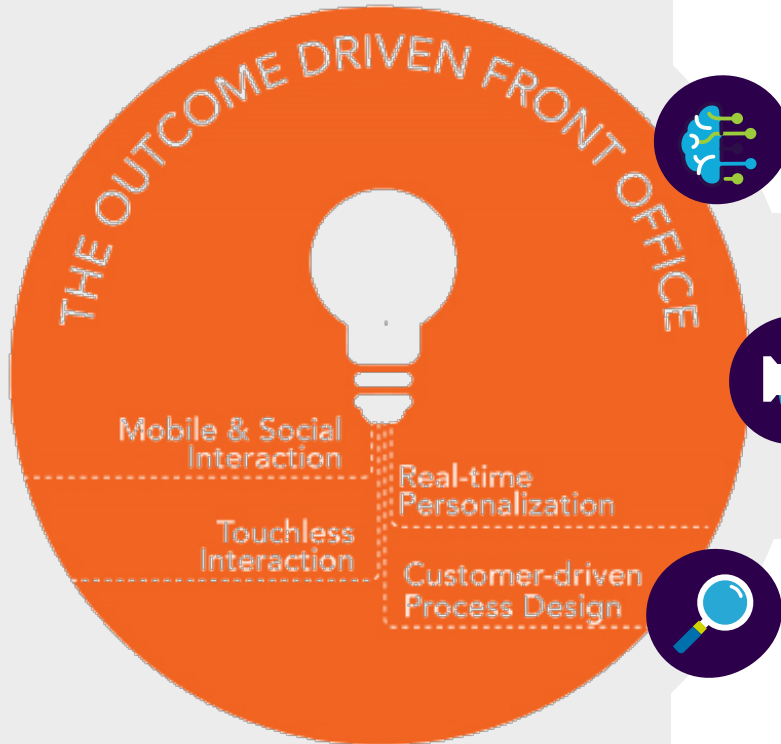
- Where supporting customers and anticipating needs is native to the entire organization,
- bringing customers and employees together with common purpose and common outcomes.
- **It's more important than ever.** Customers and employees are engaging in a 100% touchless, digital environment.
- EX has to be part of CX: The new duality between who is servicing the customer and who *is* the customer





# The HFS Digital OneOffice Experience

## Human-centric Customer experience (CX)



## Human-centric Employee Experience (EX)

### Automation

#### Digital Underbelly

- Digitization and Automation of Processes
- Cloudification and Security
- Unification of Data

Foundational Processing

### Human Augmentation

#### Intelligent Support Functions

- Autonomous & Agile Working Culture
- Inclusive Digital Mindset
- Unification of Outcomes
- LEAN & Design Thinking

Intelligent Digital Workers

### Insights

#### Predictive Digital Insights

- Predictive analytics
- Cognitive AI Processes
- Machine Learning
- Blockchain and IoT

Deep Learning & Anticipation

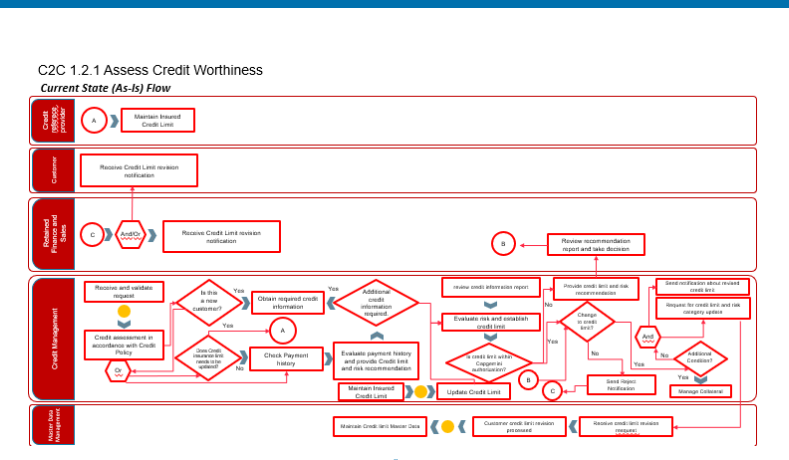
**Designed by the business in partnership with IT to achieve unified outcomes and an engaging experience for customers, employees and partners**

# Case Study: Driving Digital Operations with Augmented Workforce

Streamlining Operations across Finance, HR, Contact Center, Manufacturing, and Sales with Intelligent Automation

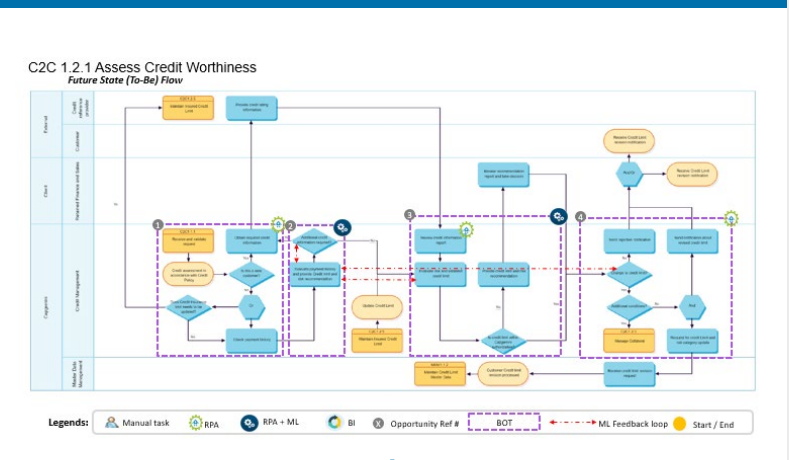


## Baseline Process



- Analogue
- Unstandardized
- Below Benchmark

## Benchmark Process + Automation



- Digital
- Future-Proof
- Best-in-Class Augmented Workforce

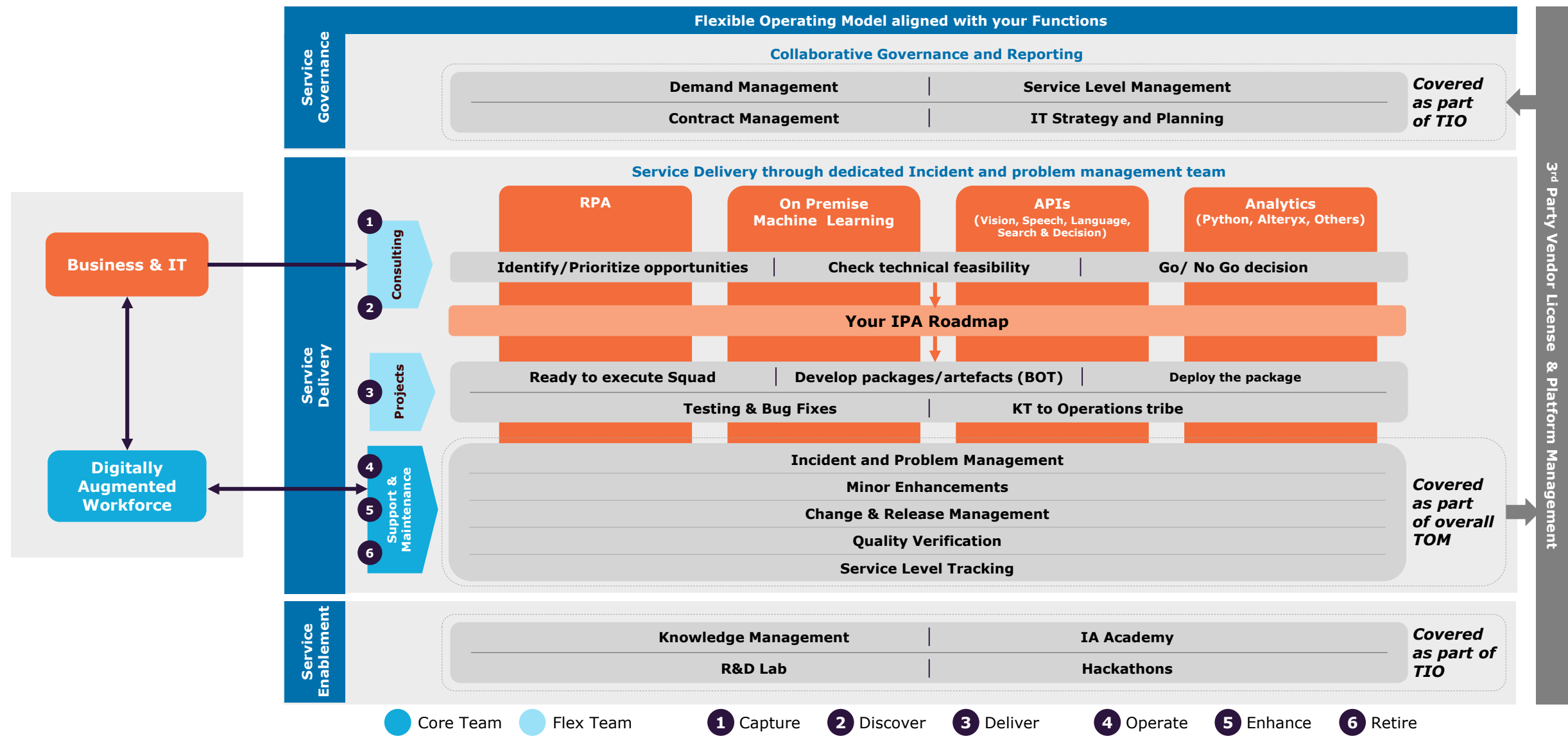
## New Augmented Virtual Workforce

C2C 1.2.1 Assess Credit Worthiness – Potential Opportunities			
Opp Ref #	Team / Process Step Ref	Potential Automation Opportunity	Type of Solution
1	CF Credit Management / Check credit request & Communicate to credit reference provider & search payment history	A bot can be beneficial for monitoring the incoming credit assessment requests and performing initial validation and feedback to credit service provider. Considering the data elements can be easily identified and information is structured, the bot will work on this queue of requests, checking first whether or not the request is associated to a new customer. For new customers, the bot will e-mail the credit reference provider requesting a credit rating information report. For existent customers, the bot will pull payment history reports and also e-mail the credit reference provider if credit insurance limit needs to be updated.	RPA
2	CF Credit Management / Evaluate payment history	A machine learning model will be trained using historical data of different credit assessments already completed. Then, using the payment history information of the customer as input, the ML algorithm will calculate the credit limit and risk. An RPA artifact will use the output of the ML and a pre-established threshold to: send e-mail to the credit reference provider asking for a credit rating report whenever the calculated value is above it or add the request to the queue of credit limit and risk assessment when it's below.	RPA + ML

## Key Highlights:

- 260-page playbook covering every detail of the transformation from baseline to benchmarking to implementation of Augmented Workforce powered by Intelligent Automation
- Over 50% of all operations will be digitized and automated by 2022, underway since 2019
- Key outcomes are significant productivity, cost avoidance, competitive advantage, and future-proofing of growing Enterprise
- Predictive Insights from Augmented Workforce drive real-time visibility into organizational health

# We help you build your Augmented Delivery Center Powered by AI Intelligent Automation TOM



# Let's have a discussion



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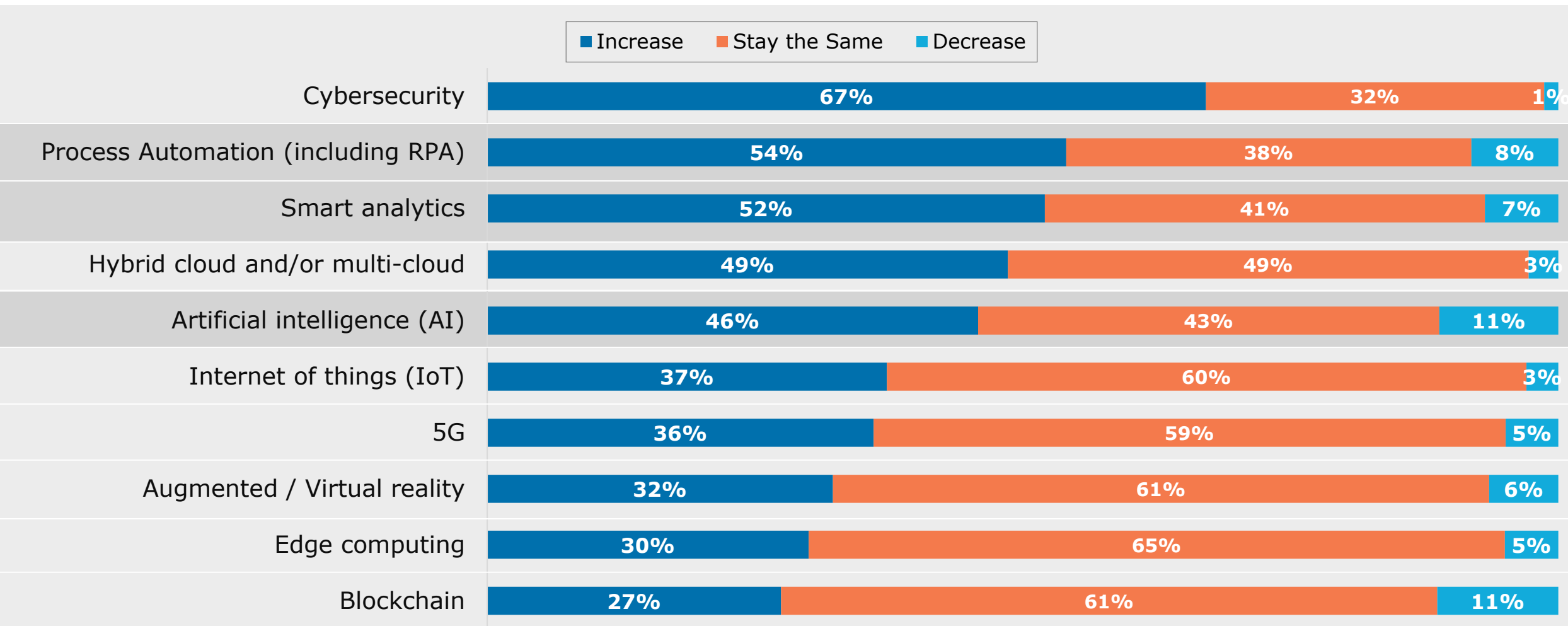


# COVID19 and the Way Forward



# It took a pandemic to create a burning platform... but will intentions become reality?

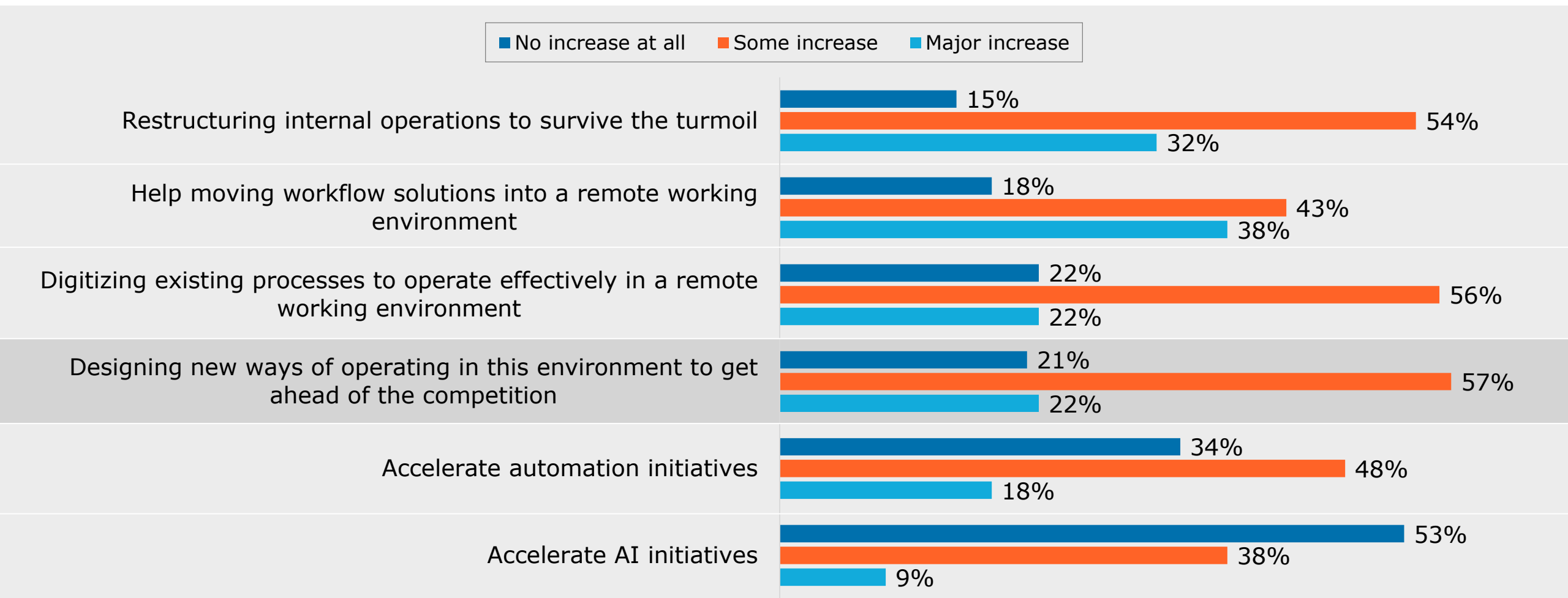
*Q. How do you expect COVID-19 to impact your spending for any of the following?*



Source: HFS Research April 2020

Sample: Coping with COVID-19 study, 631 major enterprises (Enterprise buyers only)

# What types of new initiatives are you seeing from your clients in this current crisis? (just providers)

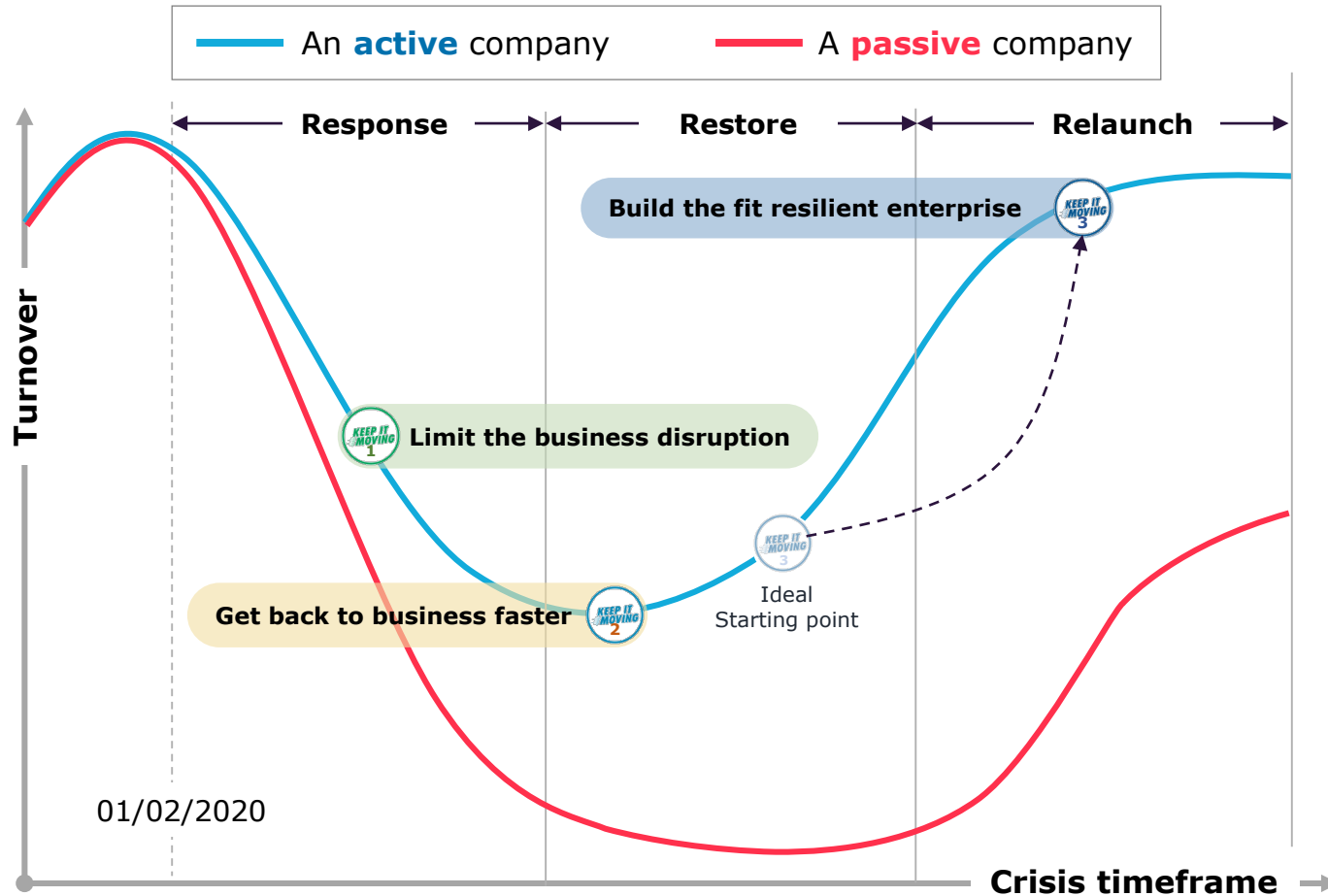


Source: HFS Research April 6, 2020  
Sample: Coping with COVID-19 study, 631 major enterprises



# Capgemini Group Crisis Offers address the key lessons learned

*Our BSV offers are firmly part of the core portfolio and provide a unique way to generate pragmatic, turnkey solutions that are committed/based on real business outcomes*



## Response: limit the disruption

First Aid services – limit the disruption

- Enable Working From Home (WFH) and digital collaboration
- Restore and operate critical business capabilities across the value chain
- Deploy crisis action plan governance & communication



## Restore: stabilize and get back to business faster

Stabilization services

- Roll-out WFH measures incrementally across all capabilities prioritizing based on client demands
- Define, compare and select best scenarios to restart frozen business capabilities
- Define new ways of working leveraging previously deployed measures – the next normal



## Relaunch: perform and reimagine the next normal

Resilient enterprise services

- Deploy new ways of working
- Define new transformation plan to become a resilient enterprise



## Business Continuity

- Stable delivery of outsourcing and automation services played a paramount part in clients' confidence in BPO and virtual delivery services
- Progressive vacation policies have hamstrung modern companies as employees took advantage of extended leaves of absence
- Lack of real-time data around capital positions has revealed extreme vulnerability in financial management of cash



## Automation & Cloud

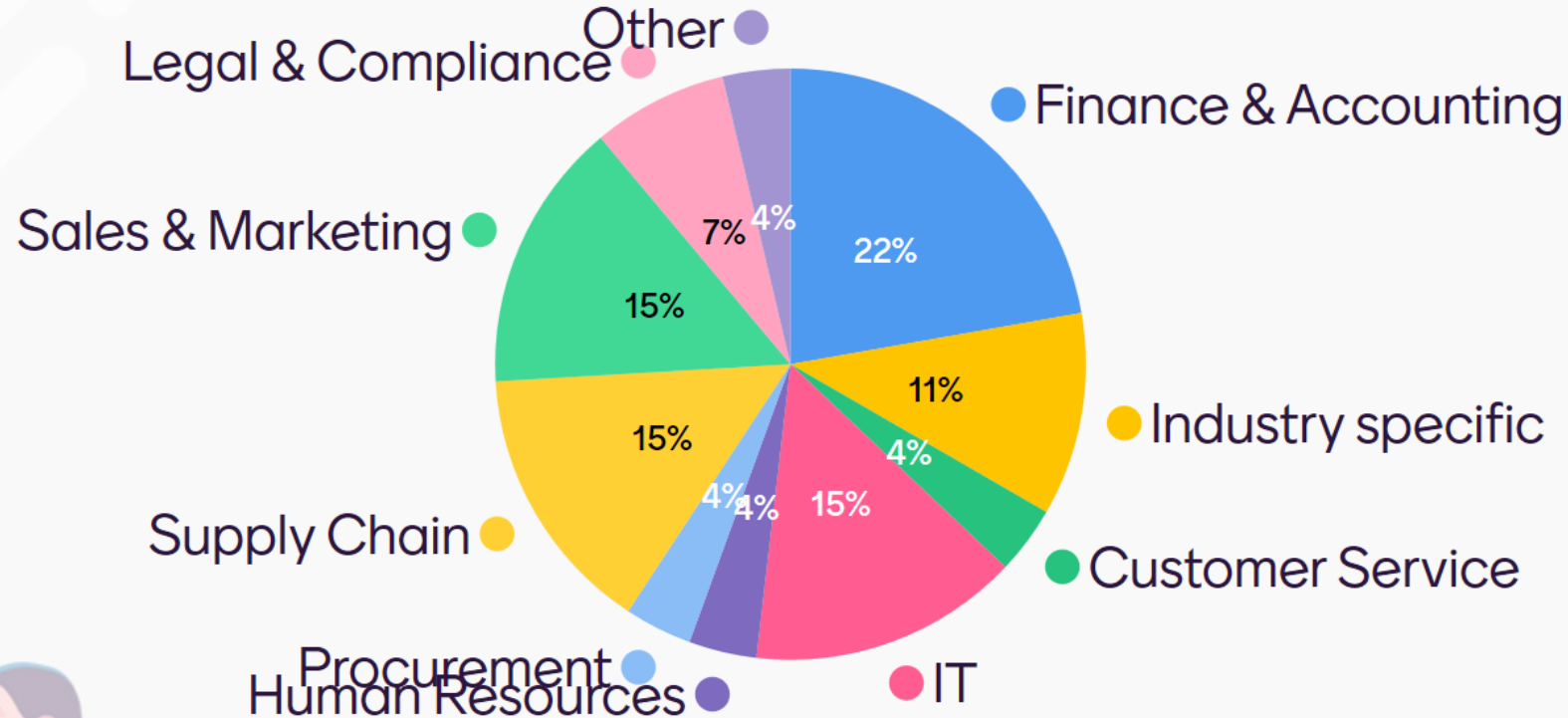
- Clients' plans around adoption of IA and Cloud infrastructure have increased substantially, even in the hardest hit sectors such as hospitality and manufacturing
- Though acceleration is clear, capital planning is still at odds with these aspirations, with many clients seeing their budgets frozen for quarter two spend; we anticipate Q3 and Q4 to act as boomerangs



## Recovery

- In addition to acceleration of the new, we are also seeing an increased demand for legacy outsourcing such as lift and shift, as well as more radical research around exiting off shore markets from some clients that are interested in taking business functions back in-house, and on-shore; we anticipate these tent pole activities to be outliers and not necessarily indicative of a new trend

# Since the pandemic took hold, which functional area do you wish you had more digitally augmented workforce in?



# What do you consider most critical to addressing your business outcomes in the long term?





## IF YOU'VE BEEN WONDERING HOW MICROSOFT'S RPA IS TAKING SHAPE, WONDER NO MORE: POWER AUTOMATE HAS

May 06, 2020

Power Automate, Microsoft's Power Platform rebrand of Flow with newly added UI Flow for RPA, is now in general availability (GA).

[Read More](#)



## RETAIL AND CPG FIRMS MUST MEANINGFULLY APPLY INTEGRATED AUTOMATION INITIATIVES TO ENGAGE

May 04, 2020

Mars, Inc shares its response to today's paradigm shock.

[Read More](#)



## IMPACT OF COVID-19 ON THE GLOBAL IT/BPM INDUSTRY

May 01, 2020

The world changed overnight, and the new abnormal is here! We reached out to the global service provider community to understand how they reacted to the global COVID-19 crisis and their immediate outlook for the industry.

[Read More](#)



## IF YOU PLAN TO AUTOMATE PROCESSES WITH SAP, CONSIDER SAP'S EVOLVING INTELLIGENT RPA FOR YOUR

Apr 20, 2020

According to SAP "77% of the world's transaction revenue touches an SAP system." So, it's hardly surprising that SAP is directly facilitating process automation for its 440,000 customers across its enterprise systems suite. SAP shared a recent virtual

[Read More](#)



## DON'T YOU WISH YOU'D DONE MORE? THE DIGITAL WORKFORCE THAT WASN'T FINALLY HAS A REAL CHANCE TO SHINE

Mar 27, 2020

As we all adjust to the new abnormal, this is the time for the digital workforce to shine.

[Read More](#)



## TO AUTOMATE PROCESSES EFFECTIVELY, YOU NEED TO UNDERSTAND THEM. RPA SOFTWARE VENDORS DOUBLE-

Mar 26, 2020

Automation Anywhere (AA) is the latest RPA software vendor to hop on the process discovery bus.

[Read More](#)



## USE COVID-19 AS AN OPPORTUNITY TO EXPAND YOUR HEALTHCARE SOLUTIONS PORTFOLIO



## DEVELOP DIGITAL CUSTOMER TOOLS THAT ARE SEAMLESS FOR CUSTOMERS AND EMPLOYEES



## EVEN IF IT IS FROM MARS AND BUSINESS IS FROM VENUS, THEY MUST WORK TOGETHER TO ENABLE SUCCESS WITH RPA



## ITMS AND BPO CONTRACT ANALYSIS—Q4 2019



## FIND A METHOD TO THE MADNESS TO STAY AT THE EDGE OF INNOVATION



## HFS 2.0: DEFINING BUSINESS OPERATIONS IN THE NEXT DECADE



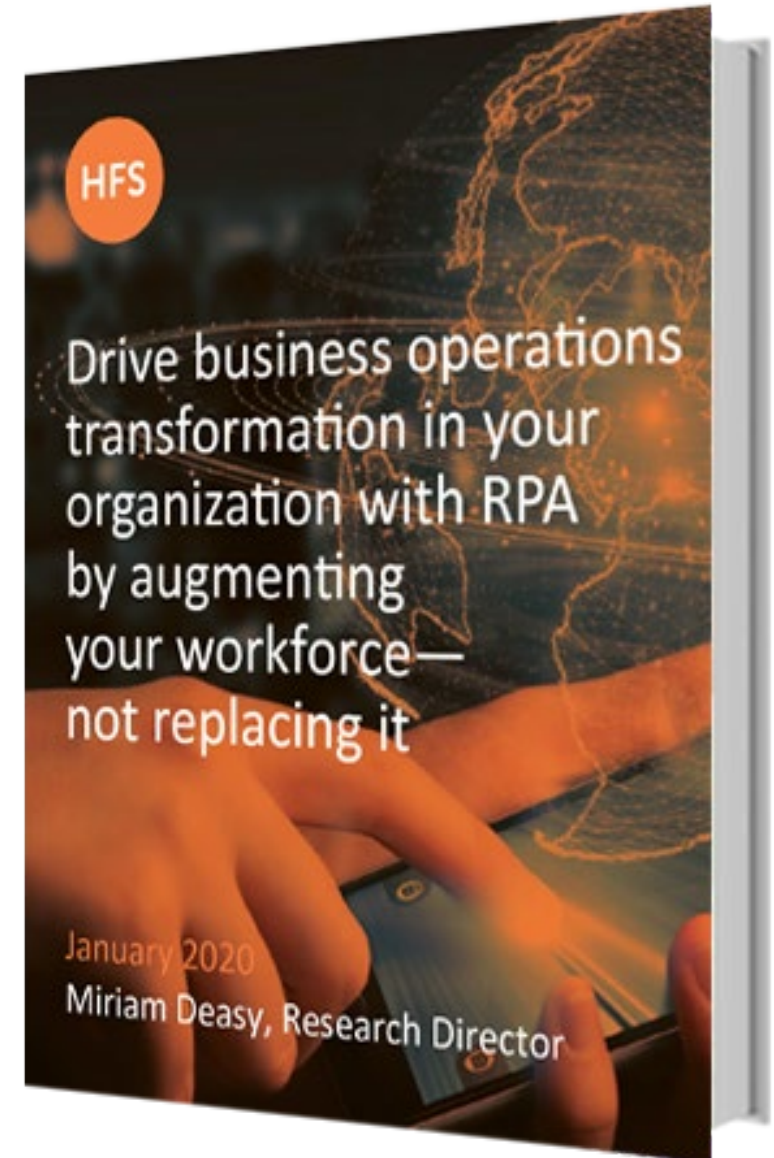
# Drive business operations transformation by augmenting your workforce – A report by HFS



**Miriam Deasy, (Research Director, HFS)**

has written a report on automation, detailing two of Capgemini's key customers' recent successes.

**Look for an email after the event with a link to download the report and read it at your convenience.**





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## About Capgemini

Capgemini is a global leader in consulting, digital transformation, technology and engineering services. The Group 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. Today, it is a multicultural company of 270,000 team members in almost 50 countries. With Altran, the Group reported 2019 combined revenues of €17billion.

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