



ESOAR

An effective intelligent
automation platform that
creates the foundation for AI

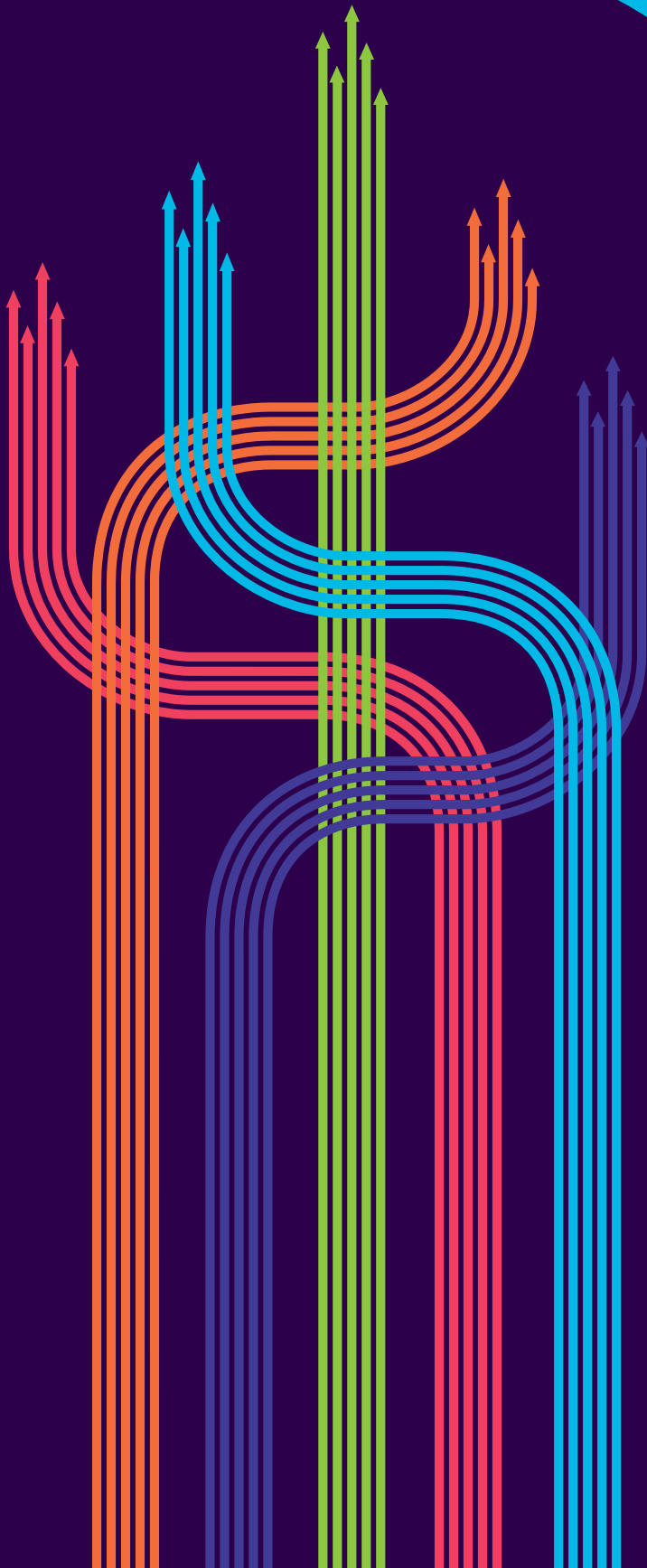


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Reimagine your processes in the light of intelligent automation

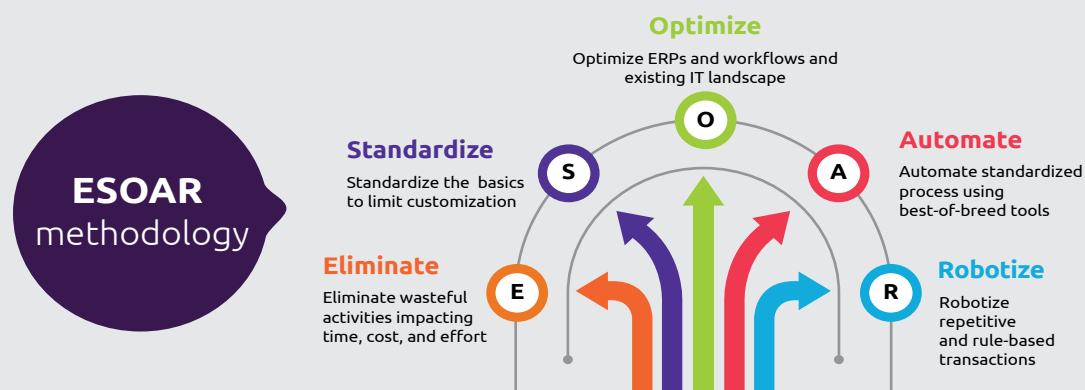
The amount of data exposed to organizations in the digital world is growing exponentially and at a rapidly increasing speed. This is no understatement.

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.

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. Capgemini teams use our ESOAR implementation methodology to implement successful change across your business, applying the following steps in exactly this order for maximum effect:

- **E – Eliminate all unnecessary and sub-optimal transactions/interactions**
- **S – Standardize transactions/interactions to create golden paths**
- **O – Optimize the solution using existing investments to drive quick wins**
- **A – Automate intelligently to create new AI solutions**
- **R – Robotize where appropriate.**

This paper presents a collection of real client case studies from across Capgemini's finance and accounting (F&A), human resources (HR), digital supply chain (DSC), and financial services (FS) practices that showcase how our ESOAR transformation methodology is being used in practice to transform our clients' business.

“ This paper presents a collection of real client case studies from across Capgemini’s finance and accounting, human resources, digital supply chain, and financial services practices that showcase how our ESOAR transformation methodology is being used in practice to transform our clients’ business.”

These case studies are not in any particular order, and the ESOAR steps our transformation teams implemented for the clients involved will be relevant to every organization. What these case studies do show is how we go about implementing ESOAR in advance of implementing intelligent automation, and the kinds of processes that we are eliminating, standardizing, optimizing, automating, and robotizing.

The one question that is 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. There’s a lot to be learned from these case studies, and they can serve as an example of the results that can be achieved when you apply a robust transformation methodology to reimagine your business operations.

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 priorities 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 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.”*

How to dive in at the deep end – and come out ahead



Kamila Sicinska

Vice President,
Capgemini's Business Services

Have you ever seen a swimming race? At school, perhaps, or maybe an Olympic event on TV? While I'm no expert, I have Ironman triathletes in my team, and I've learnt quite a lot from working with them.

Swimming competitions are not like track events at all – and I don't just mean they're wetter. In a marathon, or a 100m sprint, competitors can see how they're doing in relation to other people; but in a freestyle swimming event, the opportunity to gauge their relative performance must be pretty limited. Olympic swimmers only know their finishing position when they look at the scoreboard. Until that moment, they're literally immersed in the world defined by the lane they occupy.

Objective and practical

Business can be like this. The shared service finance and accounting (F&A) function of a major manufacturing client of ours thought it was performing fairly well in its SAP implementation and process performance – but was only able to judge by its own frame of reference. What it needed was someone sitting poolside who could not only gauge relative performance, but who could make recommendations for individual improvement that were drawn from a wider range of experience.

Did this company want to be presented with a redefined strategic charter, or with statements of principle? It did not. It wanted practical recommendations that would deliver tangible results, which is why it turned to Capgemini.

ESOAR in action

We took a close look at the client's previous process documentation – not just across the broad sweep of things, but at detailed elements of routine – and assessed them in the context of our ESOAR approach. This documentation review directed us to specific areas requiring a deep dive during workshop sessions and work shadowing.

The order of the ESOAR steps is really important – the best and also the fastest results can be achieved by first looking at what can be eliminated, standardized, and optimized within existing practices, before moving on to introduce new elements in the form of automation and robotics.

From the nine process maps we reviewed remotely, we were able to make 30 recommendations. We then explored three particular process areas – procure-to-pay (P2P), record-to-report (R2R), and order-to-cash (O2C) – and went deeper. For instance, we shadowed in-house teams while they were executing a payment run, so we could see how they were selecting their parameters. This led to even more recommendations – as many as 300.

More than half these recommendations needed no investment. After all, eliminating redundant process steps, such as printing out hard copies to make comparisons with files on-screen, costs nothing, and even saves money.

We standardized processes between countries. We also optimized the company's use of SAP and other applications: although a great deal of functionality was available to the client in many cases they weren't taking full advantage of it. Again, these were process improvements that could be achieved quickly and without investment.



E Eliminate →

Eliminate redundant and overlapping processes, e.g., country corrections and low value period end entries in R2A; disputes root causes in O2C; and processing of hard copy invoices in P2P

S Standardize →

Standardize inconsistent processes, e.g., allocation logic across business units, and Chart of Accounts and accounts risk rating in R2A; tolerance levels on disputed/deducted amounts and resolution status and reason codes in O2C; and new vendor creation to a consolidated list of vendors

O Optimize →

Optimize tasks and associated documentation, e.g., synchronizing ERP and reporting tool validation and master data in R2A; monitoring of price list timetable and introducing price reconciliation points with large and high-risk customers in O2C; reducing paperwork and streamline passage of supplier invoice through accounts payable in P2P

A Automate →

Automate various finance functions, e.g., developing RPA for data transfer to reporting module/system in R2A; automatic creation of dispute cases based on deductions and automated routing of dispute cases based on customer portfolio, cause, and value in O2C; and integrating intelligent character recognition (ICR) with accounts payable workflow and introducing a vendor self-service portal to resolve queries in P2P

R Robotize →

Introduce robotics to repetitive and time-consuming tasks, e.g., leveraging RPA to prepare trial balance review package and notify end user via email in R2A; leveraging RPA for data transfer from ERP to reporting if no interface possible and to fetch and consolidate dispute data for quick and easy resolution in O2C; and leveraging RPA for invoice data transfer and creating a robot to generate a list of vendor accounts that need periodic checking in P2P

“ *One of the principal lessons of this project overall was that significant dividends could be earned simply by doing more with what was already established and installed – for instance, with major software platforms such as SAP.*”

Kamila Sicinska

Vice President, Capgemini's Business Services

“As a result of the ESOAR project, our client has improved the control it has over its processes, and decreased the amount of effort required to carry them out.”

Kamila Sicinska

Vice President, Capgemini's Business Services

Lessons learned

Of course, in some cases investment was indeed needed – for example, to implement both the bank communication module and the workflows in accounts payable. The returns on these investments were considerable – but one of the principal lessons of this project overall was that significant dividends could be earned simply by doing more with what was already established and installed – for instance, with major software platforms such as SAP.

Another major conclusion that could be drawn was that process improvement isn't just about the processes themselves. It's about the people, the corporate culture, the attitudes and habits. We tuned into all this, and helped them explore how they could do things faster, more smoothly, and to a higher quality. They liked this. They were expecting to be preached at, and they found otherwise. They found we understood their pain points and gave them practical solutions rather than a strategic direction.

The outcomes

As a result of the ESOAR project, our client has improved the control it has over its processes, and decreased the amount of effort required to carry them out. Importantly, it also has more insight into the effectiveness of its own actions. It's almost as though it can now cheer itself on from the side of the pool.

Some more tangible business outcomes of the project, include:

- 25% improvement of payment on time
- 30% increase in invoice processing efficiency
- 15-point increase in user satisfaction
- 50% increase in payment process efficiency.

Kamila Sicinska leads the Polish FPIA Consulting team in helping global players to set up their transformation agenda, and transform their processes, technology, and organization.

Quick wins – and long-term transformation



S, Ramakrishnan

Vice President, FPIA Consulting,
Capgemini's Business Services

When complexity is multiplied by scale, the challenges can be considerable. That has certainly been the case for a client of ours. This organization is one of the world's leading fast-moving consumer goods companies. It owns and operates several hundreds of consumer brands used widely by consumers across the globe.

Addressing inconsistency

Our client was looking at the next major transformation intervention to make their processes digital and move towards best-in-class. Although, the processes were standard and underpinned by the Capgemini's Global Process Model (GPM), they had multiple input mechanisms and touch points, and there were multiple steps that had to be executed manually.

ESOAR in action

Here, as in so many other cases, Capgemini's ESOAR methodology provided a logical sequence of steps to achieve desired outcome. This proven methodology introduces standardization across the enterprise and can deliver substantial efficiency results.

ESOAR was used as a platform to identify and execute "quick-win" opportunities, in four key steps: ideation, design, build, and implementation. As a start, we gathered data on current practices and assessed the potential for improvement by answering the following questions:

- What does the existing model look like today, and what are the issues?
- What are the leading industry best practices today and in the future, and where does the existing model fall short?
- Armed with this insight, what opportunities exist to eliminate, standardize, optimize, automate, and robotize to reach a future proof best-in-class process?

The design process addressed not just quick wins, but the medium- and long-term business requirements, and the initiatives that might help meet them. We worked in the context of the organization's current processes and technology, and ensured we could make a business case for change.

The build process addressed quick-win solutions in the first instance, and kicked off the medium- and long-term projects. We considered the implications of the changes we would be introducing, and developed training programs that would help to ease the transition.

The implementation process was based on the ESOAR methodology, and was executed in line with the transformation roadmap we had agreed with our client. It took advantage of Capgemini's Accelerated Solutions Environment (ASE) to build a collaborative solution with our client's active participation.

As part of this, we enhanced their GPM, and aligned it across the organization's various initiatives, including the new scope of activities and the scope amendments which were undertaken. Governance, risk, and compliance services were centralized from Capgemini, and were therefore a key part of the transformation initiatives.

The transformation projects we delivered included:

- Transformation of account reconciliation, fixed asset accounting, bank reconciliation, month-end close, and product costing and reporting
- Pilot projects introducing innovative solutions involving chatbots, AI, analytics, blockchain, and data mining to identify deviations in complex processes.



E Eliminate →

- Redundant processes (without compromising on controls)
- Implemented journal thresholds and sundry invoicing thresholds
- Bank rationalization: reduced number of bank accounts being managed

S Standardize →

- Standardized templates/formats
- Enforced GPM/framework across locations
- Structural initiatives in Inter-company scope: set up IC hub and centralized the activities, process simplification and standardization.

O Optimize →

- Optimized SAP HANA T Codes
- Optimization of workflow – intercompany
- Auto-certification for sub-ledger recon
- Auto upload of bank statement
- Cost optimization through location mix.

A Automate →

- Implemented tool for forex automation
- Enhanced Trintech functionalities for account reconciliation
- Auto-delivery of bank statement (Swift Cloud interface with ERP)
- Automated auto-mailer communication
- Pro-active product costing process

R Robotize →

- Perform processing of requests – fixed assets and sundry invoicing
- Validate (logical validation) the templates – journal
- Perform reconciliation (preparation & upload)

** RM – Raw Materials, PM – Packaged Materials, FG – Finished Goods, SFG – Semi Finished Goods*

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Vice President, FPIA Consulting, Capgemini’s Business Services

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The outcomes

Our ESOAR methodology has led to a range of business outcomes for our client, including:

- End-to-end process integration, enhanced visibility, and transparency
- Standardized operating procedures and “golden rules” established
- Lower cost of compliance through automated controls
- 44% effort reduction for account reconciliation, fixed assets, bank reconciliation, and intercompany areas through ESOAR-driven transformation.

S, Ramakrishnan is a result-oriented professional who brings in more than 18 years of experience in F&A including transformation, transition, global service delivery, consulting, integration, and audit compliance.

How to improve the Big Picture – and the detail too



Caroline Schneider

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

When you're in business, there's something that's even more important than making a sale, and that's actually getting paid for it. Receiving the funds, applying them to the correct invoices within 24 hours of receiving funds at the bank, and ensuring the values tally – the effectiveness of this process can make a huge difference to the financial strength and stability of an organization.

I work in a team that oversees these credit-to-cash (C2C) transactions on behalf of clients, and one of the main metrics we use to gauge process efficiency is the auto match rate (AMR).

Automatic transactions

For one of our clients – a large and well-known retailer – AMR was sub-optimal, and as its name suggests, in order to improve it, we looked at ways of increasing the number of transactions that went through automatically, without the need for any human intervention.

Our client had recently changed lockboxes, and the auto match rates were in decline. We knew that we needed to augment the process to increase the hit rates.

ESOAR in action

To kick off this process, we brought together a multi-disciplinary team that included a developer, RPA expert, network support, project management, and process experts to pinpoint improvements by looking at the process through an ESOAR lens.

We needed to narrow our focus to target improvements that would impact results quickly, focusing on a series of "sprints" – smaller transformational elements, in which each of the improvements collectively could make a substantial difference to the overall process.

We soon found ESOAR lent itself very well to the task in hand.



E Eliminate →

- We eliminated several steps to manually review data in secondary bank reports.

S Standardize →

- Some of the process stages were fluid, so we took the opportunity to introduce more discipline into the activities by making these stages more repeatable. We also standardized the data elements that we used for auto-matching receipts.

O Optimize →

- We looked for ways to improve the existing technology being used by the client, and made changes to the data and matching rules. Much of a cash applicators role is to hunt for remittance details in reports, emails, or portals. We identified several opportunities – sprints – to import secondary data into our existing platform to increase the hit rate.

A Automate →

- By definition, automation involves the application of a new technology, and for this client, we instead chose to optimize what was already present. The “A” of ESOAR didn’t apply in this case.

R Robotize →

- We identified that robotics was the best avenue to help with transfer of data to the system.

Macro and micro applications

Our holistic approach to our client’s C2C issue was to employ ESOAR principles to identify and then co-create a solution. In addition, our sprint-based approach leveraged an agile methodology in fast, easily manageable initiatives to deliver immediate results. Our solution:

- Improved AMR for electronic payments.
- Laid the groundwork for additional initiatives deployed in secondary sprints.

Importantly, we found that ESOAR methodology can be applied not only to the entire C2C process, but also to specific individual elements. It works at all levels – and since the exercise’s conclusion, we’ve extended the application of ESOAR to:

- Address other operational challenges.
- Zone in on a specific sub-process that needed attention – for example, collections, credit, master data, cash applications, disputes.
- Drive an automation-first approach to C2C through a review of existing technology and optimizing first.
- Identify opportunities to make other manual processes touch-less.

Even a marginal decline in a company’s AMR can impact customer experience, days sales outstanding (DSO), aging, and the number of resources required to support the work. You don’t need to have the journey figured out before you make changes. You can make improvements one small step at a time.

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The outcomes

Our ESOAR methodology has delivered a range of tangible business outcomes for our client, including:

- Significantly improved AMR:
 - 9% for the client's payment method specific to this project.
 - 3% overall impact on the client's match rate.
- Increased speed, efficiency, and effectiveness of the client's cash application.
- Improved DSO.

Caroline Schneider has been delivering and designing O2C solutions for clients for over 20 years. She is passionate about delivering solutions to clients to maximize their working capital through technology, automation, and industrialized process design. compliance.

HR employee support services – help yourself



Anjali Pendlebury-Green

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

Sometimes, it's good to make the most of the opportunity that a new challenge gives you.

For instance, a client of ours – a major multinational engineering company – was recently introducing a new site in Manila in the Philippines, at which several key internal services would be centralized. The organization decided it would be a good idea at the same time to establish a new, standardized target operating model for its HR function worldwide. This model needed to be developed at pace, because it had to be in place to support a pre-set go-live date for the Workday platform.

Changing the culture

The new model envisaged by the company ran counter to its own internal culture at the time. Employees were accustomed to making direct, person-to-person contact with members of the HR team to resolve their queries. It was an approach that was neither as efficient nor as scalable as it might be, and so the new platform our client sought needed not only to address these shortcomings, but also to be designed in such a way as to encourage staff members to change their own behavior and expectations.

ESOAR in action

The task lent itself very well to Capgemini's enterprise models, and in particular to our ESOAR approach. For example:

- We standardized and optimized the service loads across our client's entire global operations
- We also standardized and optimized the FAQs, building global and local libraries of responses, and eliminating redundant or repeated questions and answers
- We defined and standardized the employee experience we wanted to deliver across various specialist groups, including a fast-track concierge group for employees at different levels who meet certain criteria.

In addition, we automated a shift in channel strategy. The direct-contact approach was replaced by a tiered model:

- Level 1 is portal-based, enabling employees to self-serve, with FAQs and a search facility. This resolves most queries
- Level 2 gives the option of live webchats with members of the help desk team
- Level 3 is for those exceptions that can't be resolved by the first two levels, and consists of direct emails and calls.

Right now, we and our client feel that the first four elements of ESOAR, up to and including automation, are more than sufficient to meet evolving needs, although we can also envisage future applications for robotized processes – chatbots, for example.



E Eliminate →

- Redundant or repeated questions and answers within FAQs

S Standardize →

- Service loads, FAQs, and the entire employee experience

O Optimize →

- Service loads and FAQs

A Automate →

- A three-level automation model, featuring a self-service employee portal, webchats with members of the help desk team, and direct emails and calls to resolve exceptions

R Robotize →

- Future potential for chatbots

The learning journey

What has emerged from our work is a unified HR helpdesk, staffed entirely by Capgemini, serving our client's employees around the clock in 8–11 languages. The technology platform on which it is based is ServiceNow, and we contributed to its design. It's able to answer all their questions, and to do so seamlessly, by which I mean the service feels to users as though it were being provided internally. Access to the service has now been rolled out in over 60 countries, and more will be coming on stream in the near future. So, too, will new services, including facilities to onboard new team members.

It's often the case that the focus of success stories – and this project has indeed been successful – is on increased efficiency and control. While that's to some extent true in this instance, with reducing numbers of calls and emails, what's more interesting and important is that much of the value is being derived in terms of enhanced experience. An organization that has been fairly

traditional in its internal communications has learned to be much more interactive. It's engaging enthusiastically with new approaches, and people seem to be getting a buzz out of being able to take more ownership of the resolution of their own issues and queries.

And Capgemini? We've been learning too. We're learning we can be comfortable with our transformation models, that they're fit for purpose, and that we can spend time focusing, as we have done here, on their applicability in individual instances.

You might say we've designed and built the car, and that the main thing our client needed to do was to help us familiarize ourselves with the streets of their home town. By working together in this way, we've been able to take them where they need to go on their evolving HR journey.

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Anjali Pendlebury-Green

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

The outcomes

From contract signing to live multinational rollout of a new HR helpdesk platform in just five months.

Anjali Pendlebury-Green is an expert in the field of HR outsourcing and transformation, specializing in delivering HR solutions that leverage global outsourcing platforms, leading edge technology, stack offers, and process standardization. Anjali has led award-winning HRO teams for large multinational companies with a special focus on the manufacturing sector.

How to build an HR platform – that streamlines billing



Dennis Kaushik

Engagement Manager,
Capgemini's Business Services

When you're developing a new approach to a process, the parallel to building in the physical world is perfectly clear. In both cases, you need to have a plan. You need to have suitable raw materials, which you put in the hands of capable and experienced people. And you need to build on firm foundations.

It's an analogy that is especially well suited to a certain client of ours. This Fortune 500 company operates in engineering, architecture, and related areas. It's a global business, responsible for some of the world's most iconic buildings.

Keeping track of time

In 2017 we worked with our client on a digital tool to track and optimize workflow in invoicing. The benefits that accrued were considerable – cash flow improved by several million dollars, and there was much greater process transparency. As a result, we were asked to turn our attention to HR administration issues.

Timesheets were a particular problem. Contract workers had to submit their hours, receive a Labor Correction & Transfer Form (LCT) from our client, and then print, sign, and scan it before sending it to their own contract manager for approval. The manager then had to reprint it, countersign it, and send it back to our client. The whole process was taking over four days.

To complicate matters even further, there were different forms for different work scenarios, and any mistake in completing the form – entering a wrong project code, for instance – created a lengthy new paper trail.

ESOAR in action

As with any building project, our client needed a plan. We worked closely with the team to examine, codify, and then re-engineer the entire process using our ESOAR methodology. It was a plan that was indeed built on firm foundations.

Our ESOAR methodology helped us identify opportunities to eliminate tasks up front, and to standardize and optimize process steps. It also indicated the potential use of technology to automate and robotize tasks within the process. Indeed, around 80% of the entire function is now automated, with information being fed directly into the ERP system: only the exceptions (which are now much less common) require human intervention.

The working team we established eliminated the need to print and provide a signature on the LCT, ensuring no manual and paper-based tasks were required.



“ The result of our ESOAR assessment was the development of iLabor – a user-friendly, digital platform that enables contract workers to report their working hours accurately in one simple workflow.”

Dennis Kaushik

Service Delivery Manager, Capgemini's Business Services

E Eliminate →

Manual forms, Outlook communication, physical print outs, and manual signatures

S Standardize →

Common fields and standard forms

O Optimize →

ERP to provide API data, and RPA interface

A Automate →

iLabor – automated digital tool

R Robotize →

RPA leveraging API methodology

Good news for everyone

The result of our ESOAR assessment was the development of iLabor – a user-friendly, digital platform that enables contract workers to report their working hours accurately in one simple workflow, and to make any changes or corrections to their timesheets quickly and effectively.

The multiple forms have been standardized and replaced by a single, online form that accommodates all scenarios and all necessary approvals, substantially improving efficiency. We also designed iLabor to provide different menus, in line with each user's access rights and his or her role in the application.

The outcomes

Recording and tracking time-sheet corrections online enables our client to bill and collect revenue from its own customers faster, eliminating the main cause for untimely payments to contractors.

By leveraging our ESOAR methodology to develop and implement the iLabor platform, Capgemini has delivered a range of tangible business outcomes, including:

- A reduction in end-to-end processing time from four to two days
- A 70% reduction in processing time per request
- A total of 723 hours saved in the process across the organization
- A significant reduction in the amount of paper used through elimination of printing and scanning
- Anytime and anywhere accessibility through smart phone
- Significant cost savings

The results have been both welcome and substantial for everyone involved. They are the result of good planning, great teamwork, and the judicious application of skill – which is of course exactly the approach to which any client in the construction and architecture industry is accustomed.

Dennis Kaushik helps client drive cost efficiencies via robotic process automation, process improvements, and resource/location optimization.

“Recording and tracking time-sheet corrections online enables our client to bill and collect revenue from its own customers faster, eliminating the main cause for untimely payments to contractors.”

Dennis Kaushik
Service Delivery Manager, Capgemini's Business Services

How to improve processes and motivate people



Farhad Kanga

Senior Engagement Manager,
Capgemini's Business Services

Business isn't just business. There's a human element to revenues and to profits, and if people feel their efforts aren't sufficiently recognized and rewarded, those numbers will take a hit.

That's why sales compensation systems are so important. It's not just about how much people are paid for the results they achieve – it's about the nature of the process involved. If it's slow and cumbersome, it can take the shine off someone's success. They may feel less like replicating it next quarter – and if that happens, the whole business is affected.

Sales challenge

This was a situation faced by one of our clients. Sales representatives of this global IT company were being rewarded for their work, but the legacy compensation system was time-consuming and complicated. This made it difficult for them not just to keep track of their own achievements, but to access sales performance data as a whole.

The company therefore wanted to introduce a new sales compensation system that would provide immediate and real-time access to sales performance data and other compensation information – improving employee motivation, shortening response times, and increasing the availability of information for its sales people.

ESOAR in action

We started by making a thorough examination of the existing sales compensation procedure, so as to identify not just where the problems were, but what each stage of the current process was aiming to achieve. This enabled us to see how each aspect of ESOAR might be applied in turn. (Those words "in turn" are important: we've found that, employed in the right sequence, ESOAR elements can deliver cumulative benefits.)

Working closely with our client and with a major software provider, we developed a new platform that transformed the entire sales compensation technology environment and improved data visibility, enabling the easy and timely access to sales performance, and a consequent improvement in motivation across the sales force.

The recommendations we made and the actions we took along the way are too many to be covered comprehensively in this article, so here are just some of the key elements of our approach:



“ The new platform provides integrated sales compensation information and services to approximately 8,500 sales employees worldwide, delivering reduced turnaround time, real-time access to sales data, and more rapid reporting.”

Farhad Kanga

Senior Engagement Manager, Capgemini's Business Services

E Eliminate →

- The single, new platform replaced over 30 applications in the previous environment
- A number of manual processes were replaced by a mass upload function requiring minimal effort
- The new platform dispensed with the manual sales letter workflow, which generated a ticket to trigger the next stage of the compensation process
- A number of data and credit processes were also eliminated
- Redundant processes have been removed, and multiple tools have been consolidated into a single platform

S Standardize →

- Regional variations in operations were standardized and replaced by a single team responsible for managing operations. The transition took place in stages, region by region
- Standardization was introduced in particular to the manual data feed entry team and the credit and pay team
- Single and consistent processes have been introduced across the global organization

O Optimize →

- A consolidated global team in India implemented best practices to deliver enhanced optimization in a single process. The move took place gradually so as to avoid business disruption
- Team members freed up by reductions in headcount on some tasks were reallocated to work on further improvements. This included helping to create and design a functional specification document which was used by the IT team during the development of the new platform
- Reporting and database issues were optimized
- Standardization has improved outcomes, and has also liberated resources to develop further improvements

A Automate →

- The sales letter process was further improved by creating a Macro that has reduced the processing time by roughly one-third
- Reconciliation activities were automated across various processes – (see Results below)
- Process automation has delivered improvements in turnaround, cost, and headcount allocation (see examples below)

R Robotize →

Robotics is now being introduced to semi-automate the sales letter generation process

Reasons to be cheerful

The new platform provides integrated sales compensation information and services to approximately 8,500 sales employees worldwide, delivering reduced turnaround time, real-time access to sales data, and more rapid reporting.

In addition, the new platform also has the capability to serve our client's sales teams with chatbots to deliver an improved experience.

It isn't just our client business that is happy – its our salespeople, too.

The outcomes

Our ESOAR methodology has delivered a range of tangible business outcomes for our client, including:

- Enhanced business and IT process efficiency
- Process standardization and optimization
- A significant reduction in operational cost
- Timely delivery of key sales performance data
- Automation resulted in:
 - Reduction in turnaround time for compensation target letter generation
 - Reduction in data load errors, thereby increasing data accuracy
 - A four-hour payment file-check process automated to a 15-minute check
 - Accrual file preparation was a 12-hour activity which is now completed in 10 minutes.

Farhad Kanga is a senior engagement manager, providing operations' support to the client's sales compensation enablement team.

“It isn't just our client business that is happy – its our salespeople, too.”

Farhad Kanga

Senior Engagement Manager, Capgemini's Business Services

Why things that aren't broken still sometimes need fixing



Suresh Krishnamurthy

Director, Business Transformation,
Capgemini's Business Services

Homespun wisdom isn't always that wise. For instance, take the expression: "If it ain't broke, don't fix it." If we lived by that maxim, I would at this moment be writing this article on a manual typewriter. There was nothing wrong with typewriters – they worked perfectly well. But that didn't mean there was no room for improvement.

Clearly, there was. There almost always is.

Understanding the issue

That's why last year, one of our clients decided to take a fresh look at its order-to-cash (O2C) processes across its operations in South-East Asia, with a view to enhancing their effectiveness and efficiency. As one of the world's oldest multinational businesses, this global company owns and operates a large number of consumer brands, most of them household names, and it sells products in around 190 countries.

Over a period of two weeks – and with the active engagement of our client's senior executives – we led a "deep dive" into current practices, working closely with internal teams to:

- Understand the current set-up of the O2C process
- Study the process design and assess its maturity
- Identify pain points for both process owners and customers
- Determine opportunities for improvement
- Document process flows, both before and after changes were implemented.

ESOAR in action

The opportunities for change were identified in the context of our ESOAR methodology, and what emerged was a plan to eliminate some processes, and standardize and automate others.

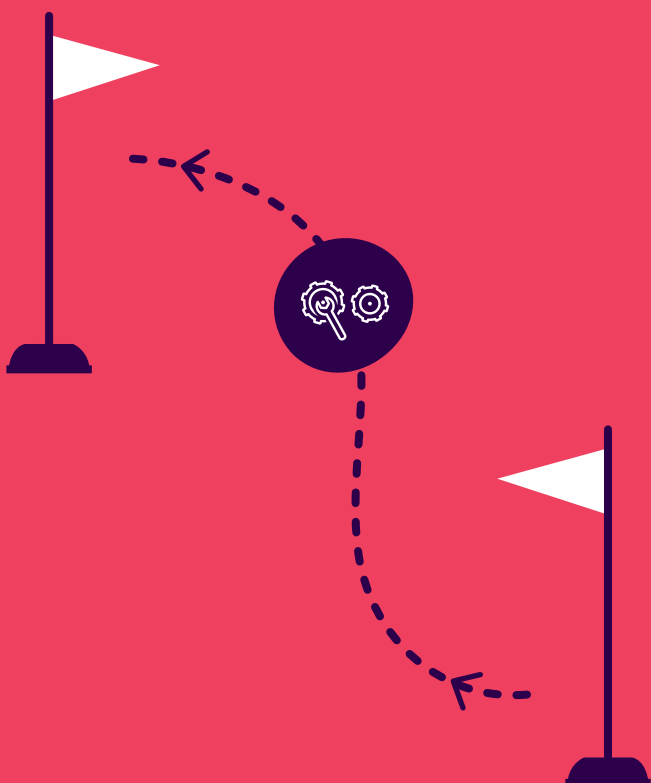
By re-engineering the master data management processes related to new launches, we were able to generate perfect orders, which in turn minimized the deductions arising out of price differences. We were able to digitize more than 80% of the physical documents received as part of the deduction management process. This helped to extract data and eliminate manual data entry, bringing in more efficiency and effectiveness.

Requests for credit notes were created manually and then carried around physically to obtain approvals. We standardized the process using digitized templates and used automated workflows to eliminate physical handling.

We also introduced robotics to validate claims based on the rule sets provided and to post the credit notes into customer accounts in ERP. This increased the visibility of the claims process and reduced its cycle time. To summarize on automation, we:

- Resolved issues in SAP Supplier Network Collaboration (SAP SNC) and deployed the SNC Portal to give distributors visibility into their order and to enable distributors to modify and approve their orders online. This eliminated effort spent on manual order entry and modifications, as well as to and fro communications on order confirmation
- Deployed robots to automate the end-to-end cash application process (matching of receipts with invoices and other open line items), from downloading bank statements to posting in the ERP. Other activities robotized included creating official receipts for customers, extracting data from remittance advices, and matching open line items based on pre-agreed rule sets
- Reviewed the end-to-end reporting process to eliminate duplicate and ad hoc reports. All report preparation and delivery was automated to ensure the minimum manual effort in reporting.

In short, we used every part of the ESOAR methodology to achieve significant and lasting improvements. Like the manual typewriter, it wasn't exactly broken – but, we fixed it anyway, and the difference has been substantial.



“Implementing our ESOAR methodology led to the development of an enhanced order management function that ensured the full capability of applications and processes was achieved, while reducing the need for human intervention and increasing overall efficiency.”

Suresh Krishnamurthy

Director, Business Transformation, Capgemini's Business Services

E Eliminate →

- Two entire stages of the order management process

S Standardize →

- Discounting processes, and replacement of physical documents with digitization

O Optimize →

- Improvements have included greater visibility of the claims process, a faster claims cycle, and a faster order-to-deliver cycle

A Automate →

- Issues in SAP SNC to eliminate manual orders; automatic and accurate generation of “no-touch perfect orders” – and more

R Robotize →

End-to-end cash application process; validations; elimination of physical handling of documents

Evolution – a new approach

Implementing our ESOAR methodology led to the development of an enhanced order management function that ensured the full capability of applications and processes was achieved, while reducing the need for human intervention and increasing overall efficiency.

We enhanced usage of the SAP SNC platform to generate “no-touch, perfect orders.” We also defined stock norms based on demand forecast to create predefined dispatch plans and to improve efficiency in order processing by aligning product linkages, prices, and discounts.

We implemented our Webcollect tool to improve efficiencies in collection and claims processing, eliminating deductions and claims by better integrating O2C master data for prices and promotions. By standardizing processes, we ensured that prices could be updated automatically, reducing customer issues on price mismatches.

Finally, we leveraged analytics to improve credit control, reduce business waste, and optimize stock return levels – for example, by increasing the accuracy of warehouse dispatches and resolving customer ordering issues.

The outcomes

The digitization of claims documents and standardization of request for credit notes, along with deployment of robots for claims validation and posting into SAP, has delivered a range of tangible outcomes, including:

- Increase in zero touch orders
- Elimination of pricing related deductions and disputes
- Creation of a new target operating model that can be replicated across the entire client engagement
- Enhanced efficiency including 30% reduction in claims turnaround and 20% reduction in effort
- Increased effectiveness through better controls coming from no manual interventions.

Suresh Krishnamurthy partners with our clients to transform their order-to-cash processes. He is a thought leader in finance and accounting, order management, and master data management with over 25 years of experience in transformation and value stream mapping for global clients.

“By standardizing processes, we ensured that prices could be updated automatically, reducing customer issues on price mismatches.”

Suresh Krishnamurthy

Director, Business Transformation, Capgemini's Business Services

How to be resourceful with your material requirement planning



Dharmendra Patwardhan

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

It's widely accepted nowadays that organizations of all sizes need to be more customer focused than ever before. It's also acknowledged that digital transformation is fundamentally reshaping business to help this intense new focus pay dividends.

So it will perhaps come as no surprise that this customer-oriented impetus is being felt, not just at the front line, but all the way back through the business. Digitally efficient material requirement planning (MRP) is not just a back-office imperative – it's an essential part of meeting customer expectations.

Identifying the overlaps

A global manufacturing client of ours recently asked us to address its material requirement planning issues. The biggest need for transformation was in the company's European operations, where efficiency issues included significant process overlaps in MRP between individual factories and the region's operations center. For example, once a purchase order was released to the vendor, it wasn't clear who should follow up with that vendor for the materials to be supplied, the central hub that raised the PO, or the factory that consumes the material. The result was that both the center and the individual factory were following up, duplicating effort, and muddying the waters.

Our initial and comprehensive study examined and classified the activities of the factories and the central hub. The result was a move from a two-tier structure to a three-tier model, with the client center maintaining process governance, factories maintaining responsibilities for material call off, and many MRP transaction functions being executed offshore by Capgemini. This overall transition to the new model took place over a six-month period.

ESOAR in action

Before this stage could be reached, however, we had to map all the MRP activities – first, to be sure we understood the current model, and second, so we could remap it. This process map enabled us to clarify areas of possible demarcation between the offshore function, the central hub, and the client's factories, and to eliminate any duplications of effort.

The result of our process map was the identification of two distinct processes. The first of these was Plan to Order, which tracked through the steps from planning to the creation of a purchase order; and the second was Order to Deliver, which covered the stages between the purchase order and delivery to the client's factories. Plan to Order became the responsibility of Capgemini, while the factories took ownership of Order to Deliver.

Processes were identified for elimination and the rest were optimized and consolidated. Several process elements were identified for possible automation. Hitherto, for instance, when a purchase order was raised, a confirmation was received from the vendor, and fed into the system. This entire routine was automated, and parts of it and of other sub-routines were also robotized.



“Streamlining MRP really is essential in meeting – and perhaps even exceeding – the expectations of customers.”

Dharmendra Patwardhan

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

E Eliminate →

Elimination of process overlaps between the client's European central hub and its individual factories

S Standardize →

Creation of a process map from which opportunities to standardize processes could be gauged. Subsequent standardization included that of Order to Deliver processes across factories

O Optimize →

Optimization and consolidation of factory level process outputs

A Automate →

Automation of sub-processes relating to PO generation, reporting, and vendor feedback

R Robotize →

Robotization of a number of sub-processes

Everyone's a winner

As a result of these changes, there has been a significant reduction in overheads. Other benefits have included:

- Greater accountability, with clarity of areas of responsibility
- The creation of a governance center at the client's European operations hub
- Cost reduction as a result of moving some operations out of Europe to a more competitive environment
- Faster turnaround of purchase orders
- Fewer PO modifications
- The opportunity for the client to re-allocate European hub team members to new responsibilities once the functions had been transferred to Capgemini.

While many if not all of these benefits accruing internally to the client – with suppliers also gaining – any efficiency improvement in the supply chain has a cascading effect. This ultimately makes a difference to the end customer, in the form of faster order fulfillment and delivery, less hassle, and lower prices as a result of reductions in unit costs.

Streamlining MRP really is essential in meeting – and perhaps even exceeding – the expectations of customers.

The outcomes

Within a single year of operations, our client's materials planning function has been transformed, to:

- Making 50% of all the activities rule-based, avoiding the need for transactional decisions
- Eliminate 85% of modifications to POs
- Reduce manual POs by 33%
- Eliminate €24 million in excess inventory
- Reduce headcount by over 50%.

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

“Within a single year of operations, our client's materials planning function has been transformed, to make 50% of all activities rule-based, avoiding the need for transactional decisions.”

Dharmendra Patwardhan

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

A logical and proven sequence in business transformation



Preetham Kamesh

Global Head, Capital Markets,
Capgemini's Business Services

Many people reading this article won't need to imagine the challenges facing global organizations. The new world is meeting the old world head on with visions of a fully automated, manual, touch-free service model.

In most global organizations, the scale and complexity of operations creates obvious issues in terms of business and geo-diversities, technology adoption, infrastructure, change management, ethics, and cultural change in the people managing these tasks for many years.

A sequence and method to this madness is key to deriving maximum value from digital business operations.

Issues of scale, fragmentation, and change complexity

Many of our clients face these pressures. One of them, a global leader in wealth management, investment banking, and asset management, recently found several processes that are mission-critical for its traders, risk reporting, and the business as a whole were in need of attention. These processes cater to over 20 million securities – including equities, fixed income securities, and derivatives – and are sourced from a large number of data providers and consumed by over 500 business consumers in the bank.

A highly fragmented technology and operations landscape, changing regulatory pressures in different geographical jurisdictions, data quality and governance challenges, and most importantly the client's operations and IT detachment from business laid bare the stark reality and provided an opportunity for the client to carry out a sense check across the board.

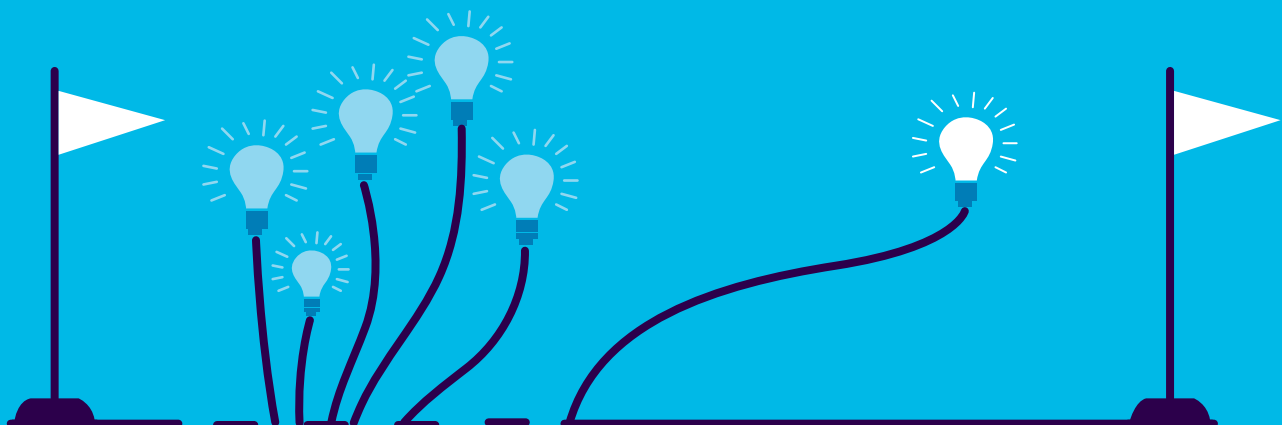
In an attempt to address some of these issues, the client had already introduced some robotic process automation (RPA) elements to its business functions, but these were piecemeal, tactical, and had been limited in their success. What was needed was a comprehensive operations' transformation program with a more holistic approach.

ESOAR in action

The approach based on ESOAR that we described to our client was clearly applicable to the case, and the client saw the benefits of the linearity of ESOAR. Introducing robotics early on was suboptimal, as bots only really add value once processes have been cleaned up.

We leveraged ESOAR to assess the entire data operations function across investment banking and wealth management – including over 200 tasks and procedures – helping the client to better understand their operations. This assessment enabled us to identify 61 opportunities for ESOAR improvements, including eliminating redundancies, standardizing processes across business units, optimizing the allocation of tasks across the operating model, automating iterative tasks, and finally robotizing functions where human input adds no value.

As a result, we were able to pinpoint significant savings potential, reduce the risk of redundant processes, and improve the data quality in many aspects.



“ We implemented the plan for our client in two sequences. In the first sequence, we identified processes for elimination, and acted on them within a month. The second sequence is all about intelligent automation.”

Preetham Kamesh

Global Head, Capital Markets, Capgemini's Business Services

E Eliminate →

Elimination of manual interface monitoring, index updates, concurrent audit of manual instrument setups and amendments, temporary instruments amendments once process is automated or robotized, concurrent audit of data quality checks, and funds term sheets and prospects watermarking

S Standardize →

Standardization of manual entering of instrument setup and amendment request details, setup and pricing templates and the request channel

O Optimize →

Optimization of instrument setup request templates, setup and update of accurate report rules, the trace function for the creation of instruments, and the knowledge database to support queries resolution

A Automate →

Automation of non-term sheets instruments setups, BTS bonds setups, EQ setups, instruments temporary amendments processing and reversal, instruments setups and amendments, and municipal bonds, report generation, priority and agent assignment,

R Robotize →

Robotization of end-of-day pricing for improved accuracy and shorter turnaround time, and license cost reduction

Operations transformation

We implemented the plan for our client in two sequences:

- In the first sequence, we identified processes for elimination, and acted on them within a month. This enabled us to tweak the operating model and optimize efficiency against higher and lower cost centers, thereby achieving quick wins and savings. Processes were then standardized wherever possible across the client's business units, and the legacy technology on which they were operating was at the same time improved and in some cases automated or robotized. This entire process sequence is now largely complete
- The second sequence is all about intelligent automation. A large team has been revisiting all the processes, looking for transformation opportunities of various kinds, including optical character recognition (OCR), supervised machine learning, unsupervised machine learning, cognitive processing, and pure RPA.

The tools we are using are Automation Anywhere for the basic RPA, and WorkFusion for the cognitive processing elements. We first conducted a proof of value (PoV) exercise on implementations in these areas and tackled the challenge of integrating these two tools simultaneously.

This PoV extended to a proof of concept (PoC) that was successfully delivered with machine learning and RPA combined for a complex term sheet process in the bank. We were recognized as the FIRST service provider to implement cognitive plus RPA in the bank with visibility at the CXO levels.

Building on this success, we have gauged the wider potential benefits that might be achieved in the next couple of years. In some geographies, cost efficiency improvements of 30–40% look possible, alongside other benefits, including reduced risk and improved quality.

Last, but equally important – implementation of ESOAR further highlighted the need for cultural change in the way our people considered and embraced automation. We have further initiated and accelerated an augmented workforce initiative to upskill our operations and IT staff to embellish the ESOAR model in order to embed a continuous ESOAR culture into our teams.

The outcomes

The work we're conducting with our client is still in progress, but it's already clear that the sequential application of ESOAR methods is achieving significant improvements. It's also clear that the scope for implementation is both considerable and continuous. With operations on this scale, that is perhaps inevitable.

The implementation of our ESOAR methodology is set to contribute to a range of benefits, including:

- 30–40% potential improvements in cost efficiency
- Reduction of over 50 FTEs
- Improved risk reduction and regulatory compliance through remediation of redundant processes
- Improved data quality.

Preetham Kamesh is responsible for Capital Markets Business Services with a focus on integrated data management services (IDMS).

“The work we're conducting with our client is still in progress, but it's already clear that the sequential application of ESOAR methods is achieving significant improvements.”

Preetham Kamesh
Global Head, Capital Markets,
Capgemini's Business Services

How to keep a challenging customer promise



Aashish Jain

Global Head of Insurance Practice,
Capgemini's Business Services

In business, as in life, it can be good to set yourself a significant challenge. But sometimes, that challenge can become even more daunting than you expected – especially when it also involves keeping a promise.

One of our US clients recently found itself facing this predicament. This major insurance company has a single focus – supplemental health insurance for product lines such as critical illness, hospital indemnity, and disability. For example, upon diagnosis of a condition such as cancer or heart disease, the policy pays out a lump sum to the policyholder, to be used entirely as the policyholder wishes.

Customer service – the next level

Although all organizations pay great attention to their customer service, our client prides itself on its client service, turnaround time, and best-in-class payment time. However, as claims continue to grow, they face a number of challenges around economies of scale.

In particular – and this is the significant challenge in this case – the company has made a name for itself not merely by promising to respond to claims within 24 hours, but by allowing those claims to be made in a number of ways. Yes, there were claims forms, but claimants were not required to use them. As business was growing, so was the pressure. With literally tens of millions of documents passing through the system every year, how was our client going to maintain simplicity for its customers, make the process more manageable, scalable, and streamlined for itself – and still react quickly to new documents, templates, or changes in volume to honor its commitment to a one-day response?

In addition, our client wanted to harness the buzz around intelligent automation, but didn't know where to start. Ultimately, they needed to digitize the entire function, as a precursor towards implementing automation. Our ESOAR methodology proved to be just the ticket.

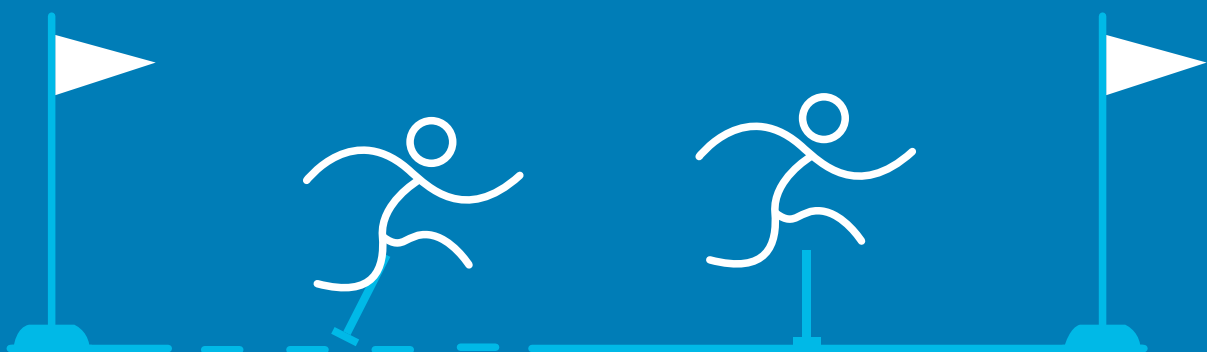
ESOAR in action

We started by absorbing as much information as we could about claims value chain. We observed the process from end to end, examined the claims forms that were integral to it, and made sure we also understood the variety and content of the many different unofficial applications people were submitting.

One of the first things we established was that our client was capturing more information on the forms than it needed. This made claims processing cumbersome for the claims processors, and even discouraged some claimants from using the form in the first place. The key information was there, but it was buried.

Our understanding of the supplemental health insurance industry and claims processing proved both relevant and useful. It enabled us to partner with the client and then leverage our own cognitive data processing techniques to extract the key information we'd identified on each claim.

The application of this technology, backed by the insights we brought to the process, enabled us to create what was effectively a "data-extraction-as-a-service" operation, providing relevant, digitized data from our client's pages annually, and identify up to 45 key fields from each claims packet. Armed with this information, adjudications could be made and obligations to customers could be met.



“What is emerging from our application of ESOAR principles in this case is effectively a holistic approach to digital transformation.”

Aashish Jain

Global Head of Insurance Practice, Capgemini's Business Services

E Eliminate →

Remove unnecessary fields from the claims process, and the redundant tasks associated with them

S Standardize →

Produce a single, standardized claims form featuring relevant client-specific data extracted from the 45 data fields...

O Optimize →

... to simplify, streamline, and optimize processing, while continuing to deliver flexibility for claimants.

A Automate →

Extract and process claims data automatically...

R Robotize →

... with human intervention only for exceptions

The journey ahead

What is emerging from our application of ESOAR principles in this case is effectively a holistic approach to digital transformation. It's a project that constitutes work in progress. The journey – and benefits that will come from it – are still evolving and growing. Now we have digitized the client's information and created a set of defined fields, the next step is to build an intelligent bot to automate the process, to a point where the claims team will only need to handle exceptions.

Importantly, we're demonstrating that it's possible to continue to meet an expectation, even when it becomes more of a challenge – as long as you assess and plan carefully, and you act in accordance with what you learn.

And that, too, is a lesson for life, as well as for business.

The outcomes

Despite being a transformation journey, the results our solution and the application of ESOAR methodology continue to deliver include:

- Enhanced operational efficiency
- Improved customer experience
- Increased quality and compliance
- Enhanced agility.

Aashish Jain is responsible for driving go-to-market strategies, strategic solutions, and alliance ecosystem to facilitate growth of Capgemini's Insurance Services unit.

“We're demonstrating that it's possible to continue to meet an expectation, even when it becomes more of a challenge – as long as you assess and plan carefully, and you act in accordance with what you learn.”

Aashish Jain

Global Head of Insurance Practice, Capgemini's Business Services

A holistic approach to transformation of your business operations

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 to understand each step and 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.

“ Following each of the ESOAR steps thoroughly and sequentially in the correct order to review your business operations not only identifies opportunities to eliminate processes upfront, 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.”



“ 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.”

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 almost 220,000 team members in more than 40 countries. The Group reported 2019 global revenues of EUR 14.1 billion.

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