

INNOVATION INNOVATION

Automation and the data-powered organization

Driving enterprise transformation through AI-enabled process automation

Lalitha Kompella, Global Head of Capgemini's Intelligent Process Automation and Analytics Practice, Capgemini's Business Services

Automation as the differentiator for human achievement

Brandon Deer, Chief Strategy Officer, UiPath

The automation ecosystem – unlocking the full potential of an automation estate

Marek Sowa, Head of Intelligent Automation Offering & Innovation, Capgemini's Business Services



LALITHA KOMPELLA

Global Head of Capgemini's Intelligent Process Automation and Analytics Practice, Capgemini's Business Services

Global Business Services organizations are on the brink of a new enterprise innovation model that will lead to massive shifts in future of work towards adoption of AI at scale. They have a unique opportunity to drive ethical and meaningful adoption of AI across industries that will help reimagine the "Art of the New Possible"!

This edition of Innovation Nation focuses on how Capgemini is helping to adopt AI across its Global Business Services. Marek Sowa (Head of Intelligent Automation Offering & Innovation) and I discuss how organizations require their business operations to be connected and intelligently automated to be able to create lasting, sustainable value and tangible business outcomes. While UiPath's Chief Strategy Officer, Brandon Deer, talks about Capgemini's partnership with UiPath and how UiPath is evolving to ensure it continues to bring market-leading automation and AI to our clients.

Among the many other articles in our special feature, Thomas Both writes about how process mining can enable organizations to unlock hidden potential from data-driven insights, Robert Kennedy discusses the fundamentals organizations need to set up and measure an automation program, and Amruta Maheshwari and Harshid George talk about how intelligent business insights can help organizations cultivate a data-powered, connected enterprise.

Sundar Pichai, the CEO of Google, said: "[Artificial Intelligence will have a more profound impact on humanity than fire, electricity and the internet.](#)"

The articles and interviews in this edition are aimed at helping you navigate this new disruptive paradigm in AI and business.

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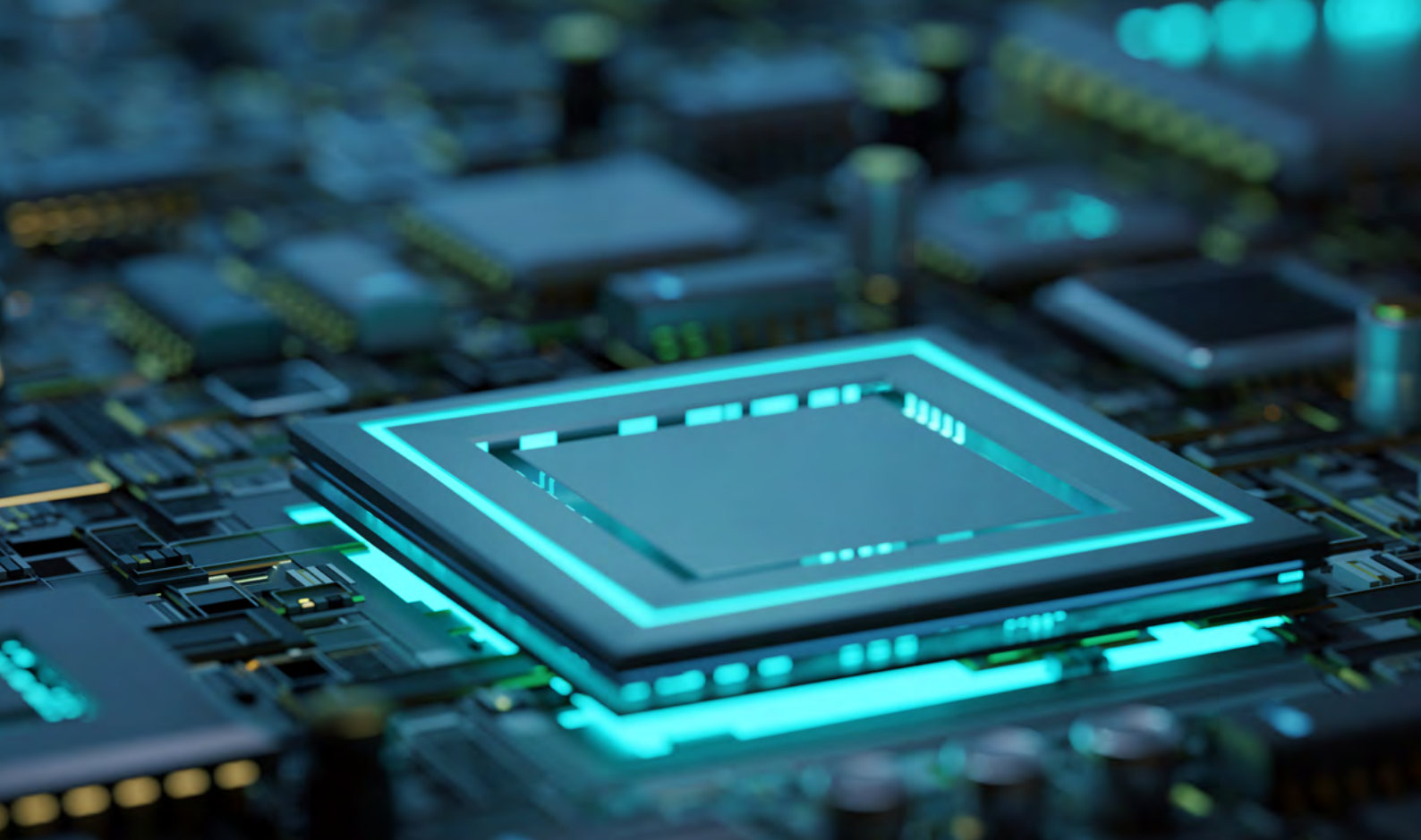
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AUTOMATION AND THE DATA-POWERED ORGANIZATION





AUTOMATION AND THE DATA-POWERED ORGANIZATION

DRIVING ENTERPRISE TRANSFORMATION THROUGH AI-ENABLED PROCESS AUTOMATION



LALITHA KOMPELLA

Global Head of Capgemini's Intelligent
Automation and Analytics Practice,
Capgemini's Business Services

Innovation Nation talks to Capgemini's Lalitha Kompella about how AI, and smart analytics are underpinning intelligent, data-driven, and connected process automation to drive enterprise-wide transformation and enhanced outcomes for our clients.

Innovation Nation: Hello Lalitha, thank you for joining us today. I'd like to start by asking you about how you became involved with Capgemini and how you're driving process transformation for our clients?

Lalitha Kompella: Thank you, it's great to be here. I've been working in the field of digital, consulting, and transformation for over three decades, and in the last 10 years have held a number of leadership roles in intelligent automation.

I joined Capgemini in 2023, where I was presented with a new challenge – transforming Capgemini's Intelligent Automation practice to drive enterprise process transformation and deliver better outcomes and more value for our clients.

One way to realize successful transformation is by implementing excellence across functions such as finance and accounting, supply chain, HR, customer service, marketing, sales risk and compliance, and sustainability that are critical for the business operations of an enterprise.

Recent advancements in artificial intelligence (AI), such as large language models, have also made it much easier to drive process transformation and enterprise excellence. And I've used these technologies to increase awareness of the benefits of enterprise transformation across the entire Capgemini Group.

And how are you implementing these technologies to drive process transformation?

Firstly, I look at this from a strategic standpoint. For example, what is the maximum efficiency we can achieve from enterprise processes? And I look for different avenues for building the best, most efficient processes possible before any technology is used. Processes might be retained, outsourced, or even eliminated because of new or future technologies. But against this constantly changing technology, how do you continue to deliver value?

But efficiency is just half of the equation, I also look at how I can make the processes more effective. While, traditionally, people may not consider themselves a part of intelligent process automation, armed with augmented capabilities to see through processes, transactions, and operations – using data to derive insights, create intelligence, and drive decision-making – people can drive the effectiveness of processes.

Achieving this meant rethinking and developing on our capabilities with four main building blocks:

- **Robotic process automation (RPA)** – leveraging RPA and hyper-automation enabled by AI
- **Artificial intelligence** – the traditional, machine learning kind of AI that people already know
- **Smart analytics** – AI-powered intelligent, actionable insights to help make better decisions
- **Generative AI** – that is already transforming process automation.

By working together, these four building blocks enable our clients to put AI at the heart of their business, ensuring their processes are automated in a truly intelligent way.

Could you explain how you're delivering enhanced values and outcomes to clients?

We drive value and outcomes for our clients in a number of different ways. Firstly, we use AI to drive several kinds of insights. From discovering, analyzing, and understanding a process, we draw insights from the transactional, operational, and process data and leverage “data-as-an-asset” to create solutions for our clients. We build outcomes around these assets using our analytics capabilities to engineer value for our clients.

Second, we use our [ESOAR methodology](#) to identify what processes can be systematically eliminated, standardized, optimized, automated, and robotized. Coupled with the solution assets of our practice, this enables us to deliver greater business value in an accelerated manner.



Thirdly, we look at the effectiveness of the processes we've identified for optimization with the help of our analytics tools. This makes it easier for us to drive efficiency improvements in, for example, collections and accounts receivables. This is crucial as finance teams often struggle to detect simple anomalies such as incorrect tax codes, which are responsible for around 30% of the backlog in finance collections.

However, it's important to note that automation isn't an endless value ladder. There comes a point where you can't generate any more efficiency. If you automate too much, it becomes counterintuitive to improving customer experience. One of my goals was to work out the right amount of automation to guarantee effectiveness and efficiency without organizations having to over invest.

And I'm happy to say I have now found the automation sweet spot – enabling us to provide cost effective automation solutions that deliver maximum efficiency to our clients and their customers alike.

What role does intelligent automation play within Capgemini's Connected Enterprise approach?

Capgemini's Connected Enterprise approach means looking at a process end-to-end – and considering processes as platforms of value.

When I say "platform," I'm referring to one built on our collective, end-to-end process-level knowledge and solutions. This approach, when combined with our intelligent and acceleration assets – which are purpose-built to bridge gaps – creates a new operating model based on the unique connection between humans and machines.

This focus on seamlessly connecting people and machines enables us to deliver frictionless processes quickly and easily, leveraging various cloud and platform providers, third-party products, curated AI products, and automation and analytics capabilities at our disposal.

This ensures we play our part in Capgemini's Connected Enterprise

strategy by enhancing value and outcomes for our clients.

Finally, how do you see these technologies evolving in the future?

These are the two trends I'm seeing in the growth of technology in right now.

In the next three to five years, task automation may become obsolete as newer working models come into play, driven by advanced predictive analytics and AI models.

AI-driven operations and machine learning grow, transactional processing work will gradually cease. Indeed, when conversational processes are completely taken over by digital human avatars with more human-like capabilities than they have

now, customer experience scores will increase further than we've ever seen before.

It may take more than three to five years, but I believe it's inevitable.

Lalitha, thank you for taking the time to talk to us today.

Lalitha Kompella has over three decades of experience spanning digital, consulting, and transformation domains. She has been pivotal in establishing an advanced analytics platform and initiating a Center of Excellence for Generative AI within Capgemini's Business Services global business line.





AUTOMATION AND THE DATA-POWERED ORGANIZATION



LALITHA KOMPELLA

Global Head of Capgemini's Intelligent Automation and Analytics Practice, Capgemini's Business Services



MAREK SOWA

Head of Intelligent Automation Offering & Innovation, Capgemini's Business Services

CONNECTING INTELLIGENT AUTOMATION AND INNOVATION IN BUSINESS

When the entire enterprise is connected and processes are intelligently automated, organizations can innovate to create lasting, sustainable value and tangible business outcomes.

In Arthur Conan Doyle's first short story about fictional detective Sherlock Holmes, a mysterious letter is delivered to Baker Street.

Dr Watson asks him what it means – and Holmes replies, “I have no data yet. It is a capital mistake to theorize before one has data. Insensibly one begins to twist facts to suit theories, instead of theories to suit facts.”

He was right, of course. It's unwise to shape new ideas without any data. But we'd add, it's not just about the presence or absence of data, but about the quality, specificity, and the insight it reveals.

The more of it you have, and the timelier it is, and the more comprehensive it is in scope, and the more relevant it is to your purpose,

the better you'll be able to innovate and to put momentum behind your ability to create value.

Data + intelligence = information

What's needed first is an approach to digitizing and integrating business processes. Data drawn from individual areas of the organization is just that: it's data. It's partial. It's like being given directions for ten miles of a 100-mile trip.

What's also needed is the introduction of smart technologies that help to organize, streamline, and prioritize all that data, so that it starts to make sense and becomes a basis on which judgements can be formed and decisions made. That's when

data stops being data, and becomes information.

At Capgemini, our Intelligent Process Automation (IPA) offer is a case in point. Its aims are to integrate and automate business processes, and reduce and eliminate any sources of friction (see Figure 1).

By introducing robotic process automation (RPA), artificial intelligence (AI), and smart analytics, businesses can make data actionable. The workforce is given the information and the tools to gauge the status of things, and to identify and respond to challenges and opportunities, so a climate of creativity can emerge and evolve.

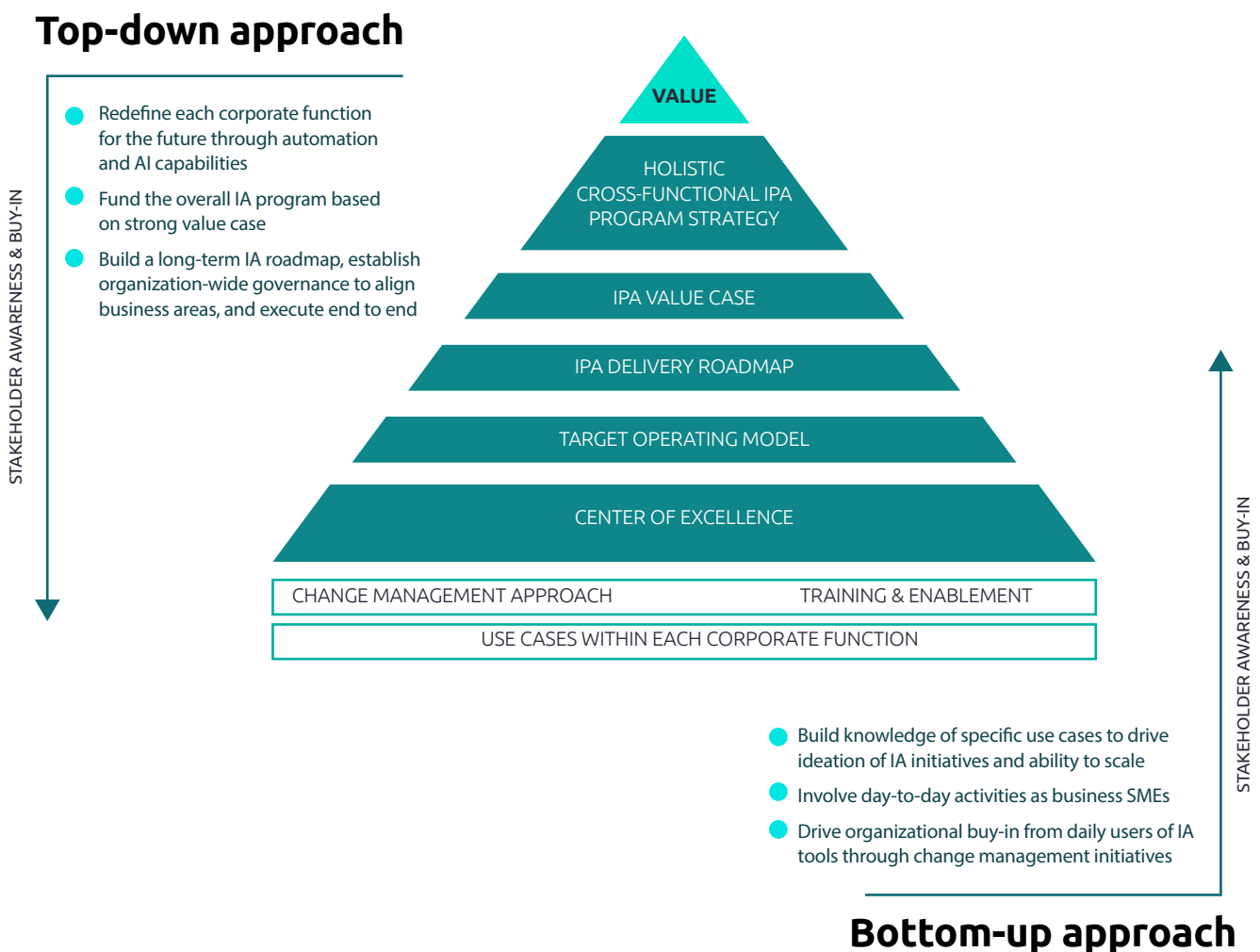


Figure 1. An approach to end-to-end advisory services for Intelligent Process Automation

Transformational differences

When you can see everything, and when smart tools help you spot key facts and trends, you can think in new ways, and then develop and implement your innovations in ways that radically transform entire processes, rather than merely tinkering around the edges.

Let's take a look at how an approach such as Intelligent Process Automation can make a difference in foundational areas of the organization.

Human resources

The ultimate aim of HR includes the ability to attract candidates and to support and retain employees.

A smart and frictionless HR operation can, for example, extract information from a CV, pre-create contracts, schedule interviews, validate documents, and source and recommend candidates.

We've found that a smart, integrated solution such as IPA can typically deliver a 40% reduction in cost of service and productivity savings of 50%.

Finance and accounting

Similarly, an intelligent and integrated approach to finance and accounting can enable information to flow seamlessly in areas including accounts receivable, cash applications (the matching of information), invoice processing, and employee expense management.

For example, a smart, automated approach to the SAP operations of a Swedish multinational power company rapidly and accurately processes millions of invoices. Benefits include the automatic processing of 550,000 transactions a year, the automatic dispatch of 82% of tickets, and the automation of a full 100% of daily scheduled runs.

Supply chain

Supply chains probably provide the most tangible demonstrations of the case that can be made for integration and intelligence, since they are by their nature physically disparate.

A smart, cohesive, and comprehensive approach can increase accuracy and efficiency in the creation, editing, and transmission of purchase orders; in shipment document creation; in order status tracking; in updates to workers' timesheets and inventories; in smart transport planning; in supplier risk assessment; and in demand forecasting.

For instance, a European multinational food packaging and processing company integrated and automated functions across its operations. The benefits in supply chain management alone include the use of AI to reduce the time taken to process inbound warehousing documentation from eight hours to just two hours.

Customer operations

A smart and seamless model can be a major factor in a business's ability to attract and retain customers. Relevant customer operations areas include query classification, creating and updating tickets, generating call transcripts, automating audits, providing near-live translations, sentiment analysis, and contextual pop-ups to assist customer agents.

For example, a multinational healthcare organization uses AI-powered virtual assistants for sensitive personal conversations with patients. The aims include the ability to reduce their pre-and post-surgery burden, provide treatment guidance in a discrete and interactive conversational format, offer a supportive and caring approach facilitating peace of mind, and to answer pre-defined scientific and fact-based FAQs.

As a result, productivity has increased 225%, and there have been over 100 instances of minor continuous improvement of the items implemented.

The Connected Enterprise

The examples above have been drawn from individual business areas within organizations – but as we made plain earlier, benefits accrue to an even greater degree when the entire enterprise is integrated, and when intelligent processes are brought to

bear. When everything is connected, and when everything can be seen and examined, organizations find it much easier to innovate and to create lasting value.

It's what we at Capgemini call the Connected Enterprise – an approach we use to seamlessly orchestrate an integrated, intelligent ecosystem of people, processes, and technology that drives enhanced, sustainable business value and outcomes across your organization.

In short, a Connected Enterprise can innovate based on knowledge and insight. It can twist theories to suit facts, rather than vice versa.

We'd like to think Sherlock Holmes would approve.

Lalitha Kompella has over three decades of experience spanning digital, consulting, and transformation domains. She has been pivotal in establishing an advanced analytics platform and initiating a Center of Excellence for Generative AI within Capgemini's Business Services global business line.

Marek Sowa is the head of Intelligent Automation Offering & Innovation at Capgemini's Business Services Global Business Line. He empowers clients to revolutionize business operations with AI and RPA, helping many Fortune 500 companies in creating scalable, high-performance automation solutions that enhance efficiency, employee satisfaction, and transformation. Marek is responsible for building market winning offers and capabilities combining AI (including GenAI) and automation solutions. Marek specializes in early innovation seeding, rapid co-innovation and industrialization of emerging technologies.



AUTOMATION AND THE DATA-POWERED ORGANIZATION

DEVELOP AND IMPLEMENT AN INTELLIGENT, SCALABLE PROCESS AUTOMATION TRANSFORMATION STRATEGY POWERED BY DATA & AI

DEVELOP AND IMPLEMENT AN INTELLIGENT, SCALABLE PROCESS AUTOMATION TRANSFORMATION STRATEGY POWERED BY DATA & AI



STRATEGY

Understand your opportunity, maturity and landscape to define a scaled operating model



OPPORTUNITY

Uncover process optimization opportunities with data-driven discovery at scale



IMPLEMENTATION

Deliver transformative intelligent automation projects with the support of a global pool of experts



DATA & AI

Ignite business adoption and infuse advanced intelligence with digital and human capabilities

CONNECT YOUR PEOPLE WITH DATA TO DRIVE SUCCESS AT SCALE

ENTERPRISE PLATFORMS

PROCESS **ENABLEMENT**

Support the adoption of data and AI with an integrated operating model

PROCESS **AUTOMATION**

Drive process automation potential through RPA, AI, and smart analytics

PROCESS **ANALYTICS**

Deliver personalized insights that enable informed decision-making

PROCESS **INTELLIGENCE**

Augment operations with AI-enabled document understanding, manual effort reduction, and predictions

ENTERPRISE DATA

CONNECT YOUR PEOPLE WITH DATA TO DRIVE SUCCESS AT SCALE

UP TO **50%**
REDUCTION IN MANUAL WORK

INCREASED PRODUCTIVITY

- Faster issue resolution
- Reduction in manual operations
- Fewer errors

UP TO **95%**
REDUCTION IN RESOLVING DISPUTE CASES

ENHANCED INSIGHTS

- Improved forecasting
- Better understanding of your customers
- Informed, insightful decision-making

UP TO **95%**
REDUCTION IN NON-VALUE ADDED WORK

IMPROVED EXPERIENCE

- Self-service process
- Personalized support and interactions
- Increased customer transparency

DELIVER ENHANCED BUSINESS OUTCOMES ACROSS YOUR BUSINESS OPERATIONS

IPA FOR PEOPLE OPERATIONS

40% REDUCTION IN COST OF SERVICE

50% PRODUCTIVITY SAVINGS

- Data entry
- Payroll
- Joiners, movers, leavers
- Time and attendance
- Management
- Benefits administration
- Recruitment (back office)
- Compliance and reporting
- Personnel administration

IPA FOR FINANCE & ACCOUNTING OPERATIONS

95% REDUCTION IN TRANSACTION TIME

85% IMPROVEMENT IN EFFICIENCY

- CFO analytics
- Procure-to-pay
- Order-to-cash
- Record-to-analyze
- Vendor management
- Sales order
- Collections

IPA FOR SUPPLY CHAIN OPERATIONS

35% REDUCTION IN SHORT-TERM FORECAST ERROR

- Inventory management
- Demand and supply planning
- Invoice and contract management
- Work order management
- Returns processing
- Freight management

IPA FOR CUSTOMER OPERATIONS

30% OF CASES AUTOMATED END-TO-END

- Agent support systems
- Query handling
- Self-service
- Automated audit
- Automated audit
- Language dependency reduction
- Channel automation
- Fulfilment automation

EMBED RPA, AI, AND SMART ANALYTICS TO DRIVE NEW LEVELS OF PROCESS AUTOMATION



ROBOTIC PROCESS AUTOMATION

Hyper-automation underpinned by AI model



ARTIFICIAL INTELLIGENCE

Traditional machine learning AI



SMART ANALYTICS

Bespoke to specific enterprise functions



GENERATIVE AI

Large language models and generative intelligence

CONTRIBUTE TO YOUR ESG AND SUSTAINABILITY AGENDA

IPA FOR SUSTAINABILITY

- Green processes
- Paperless transactions
- Proactive employee and customer contacts
- Legacy system automation
- Data labeling services

SUSTAINABLE IPA

- Green certified developers and green infrastructure
- Carbon and energy measurement of automated processes
- Power optimal eco-design of automation artefacts
- Reusability of components and infrastructure
- Process controls for sustainability agenda
- Reduce the carbon cost of GenAI development

NATURAL LANGUAGE PROCESSING ENHANCES FINANCE & ACCOUNTING FOR A MULTINATIONAL POWER COMPANY

Capgemini implemented an intelligent, integrated, automated approach to finance and accounting enabled our client to accurately and rapidly process millions of invoices, delivering:

550,000

TRANSACTIONS AUTOMATICALLY PROCESSED ANNUALLY

82%

OF TICKETS DISPATCHED AUTOMATICALLY

100%

AUTOMATION OF DAILY SCHEDULED RUNS

HYPERAUTOMATION DRIVES EXPONENTIAL GROWTH FOR A EUROPEAN MULTINATIONAL FOOD PACKAGING AND PROCESSING COMPANY

CAPGEMINI DEPLOYED AN AI-ENABLED, COHESIVE APPROACH TO INCREASE THE ACCURACY AND EFFICIENCY OF:

- The creation, editing, and transmission of purchase orders
- Shipment document creation and order status tracking
- Updates to workers' timesheets and inventories
- Smart transport planning and supplier risk assessment
- Demand forecasting

THIS DELIVERED:

- Reduction in the time taken to process inbound warehousing documentation from

8 HOURS TO **2** HOURS

- Reduction in operational time taken to create invoices and SAP journals from

7 DAYS TO **1** DAY

- Reduction in manual work required to process sales orders and POs to

2-3 HOURS

CONVERSATIONAL AI DELIVERS MEANINGFUL PATIENT INTERACTIONS FOR A MULTINATIONAL HEALTH COMPANY

CAPGEMINI LEVERAGED AI-POWERED VIRTUAL ASSISTANTS FOR SENSITIVE PERSONAL CONVERSATIONS WITH PATIENTS TO:

- Reduce pre-and post-surgery burden
- Provide discrete, interactive treatment guidance in a conversational format
- Offer a supportive, caring approach
- Answer pre-defined scientific and fact-based FAQs

THIS DELIVERED:

225%

INCREASE IN PRODUCTIVITY

OVER **100**

INSTANCES CONTINUOUS IMPROVEMENT IMPLEMENTED

AI AND AUTOMATION DRIVES HR EXCELLENCE FOR A LEADER IN WEALTH MANAGEMENT

Capgemini leveraged intelligent automation to shape the future of the client's HR function across data entry, payroll, recruitment, compliance and reporting, and personnel administration, delivering:

50%

FTE PRODUCTIVITY THROUGH LEVERAGING INTELLIGENT AUTOMATION

40%

REDUCTION IN MANUAL PROCESSING OF COMPLEX DOCUMENTS



AUTOMATION AND THE DATA-POWERED ORGANIZATION

AUTOMATION AS THE DIFFERENTIATOR FOR HUMAN ACHIEVEMENT



BRANDON DEER
Chief Strategy Officer, UiPath



MAREK SOWA
Head of Intelligent Automation
Offering & Innovation, Capgemini's
Business Services

Brandon Deer, Chief Strategy Officer at UiPath, talks to Capgemini's Marek Sowa about how UiPath's automation and AI solutions are driving people to achieve more and how its partnership with Capgemini continues to deliver business value for our clients.

Marek Sowa: Brandon – thanks for joining me today. I'd like to start by asking you about how UiPath's strategy has changed from being RPA-first to being a market-leading enterprise automation platform?

Brandon Deer: In the last several years, UiPath has transitioned from being a relatively small startup based out of Bucharest with a single product set, to a global organization of over 4,000 people and a platform of over 20 different products that are connected into a seamless and fully integrated service.

All of UiPath's tools are designed to lower the entry barrier for companies who want to get involved in automation, while our own curiosity helps us find new avenues for improving our clients' ways of working. However, we noticed one, small problem with our strategy recently – we realized that not everyone is an automation or AI expert.

To use an analogy, we've gone from providing a blank canvas, the best paints, and the finest brushes, to understanding that our clients might actually be daunted by an empty canvas and might not know how, or where, to start their automation journey. What they need is some kind of structure to follow – a little nudge in the right direction in terms of the business processes or areas in their organization that could be automated and what their ROI might be.

And in some cases – for example our communications mining tool – we provide a fully painted canvas. You simply point out a specific set of tasks and the tool does the work.

How have automation and AI become the differentiator for human achievement?

That's a really interesting question. In many ways, there are a lot of parallels to be drawn between the automation and AI revolution and the industrial revolution. The combination of AI and enterprise automation provides a leapfrog capability to humans who have historically just been able to move one foot in front of the other.

UiPath has always been focused on a set of highly manual, repetitive tasks that were largely back-office oriented. This was our bread and butter. But the emergence of AI has helped us remove much of the grunt work in the front office.

For employees, it means having more time to work on higher level, more strategic work. While for enterprises, automation and AI are the most scalable component of their human workforce – which makes it more flexible, productive, and profitable as a result. If you're freeing people up to do strategic tasks that up leveling is unbelievably critical in producing more productivity and providing more margins.

In practice, automation and AI are uniquely situated between the

applications and systems used by many global corporations – putting them in the ideal position for gathering and interpreting data quickly and easily. For example, think of a JIRA ticket. Automation- or AI-based models can interpret what customers are asking for, and instantly provide a recommendation on how to resolve their issue.

Once a decision is made, the technology reaches out to the customer or sends the conversation to a human manager for escalation – without breaking any governance or security protocols. This is what makes UiPath's technology special, it provides a huge technological advancement to all its users.





What skills do individuals need to excel in today's increasingly automated world?

Anytime you have a paradigm shift like the one taking place with AI right now, there will inevitably be skill changes in your workforce. For instance, many of us would benefit from being proficient in AI. Knowing how to work with this technology is going to be crucial for us to get the best out of our careers in the very near future.

I also think that understanding bias detection and handling is important. For example, if you're going to be working with large language models you need to have good judgment skills. Both in terms of translating the transcripts they provide into plain English, and understanding what information will work best if you want to improve their future outputs.

These two skills will be crucial to excelling in today's increasingly automated world.

How will advancements in automation change enterprise-level decision-making?

If you put openness, flexibility, and infrastructure front-and-center I don't think you need a new set of security and change management protocols. Additionally, a simple governance layer – something that UiPath provides out of the box – will help you provide data-masking capabilities as well as certain parameters around the data types that can be uploaded into your new AI model. All of which ensures it will run off the best data possible.

Adding layers of auditability, data masking governance, and security to your business through automation- and AI-based models is possible, without making huge changes to your business. This is key for any organization that wants to leverage and democratize automation without causing major disruptions to their business.

How is automation impacting innovation?

Automation enables companies to do more with less, which enables them to invest more time into business-critical tasks. This is the core of what UiPath does.

In fact, just as cloud technology enabled agility, speed, and cost savings in the early 2000s, so automation and AI are the next step function shift for enterprises to continue on that same path forward.

And finally, how is UiPath's partnership with Capgemini driving a compelling IA value proposition for its clients?

Building on a robust foundation of technical collaboration that started in 2015, Capgemini and UiPath have worked hard to define and deliver an AI and automation platform that meets the needs of today's enterprises.

Together, we deliver business value that goes beyond simply automating repetitive tasks. Through standardizing and optimizing processes, our integrated, AI-enabled solutions help enterprises boost productivity, customer experience, and employee satisfaction while improving efficiency and reducing operational costs.

But I believe there is much more for us to achieve together as we head into the cognitive era – an era

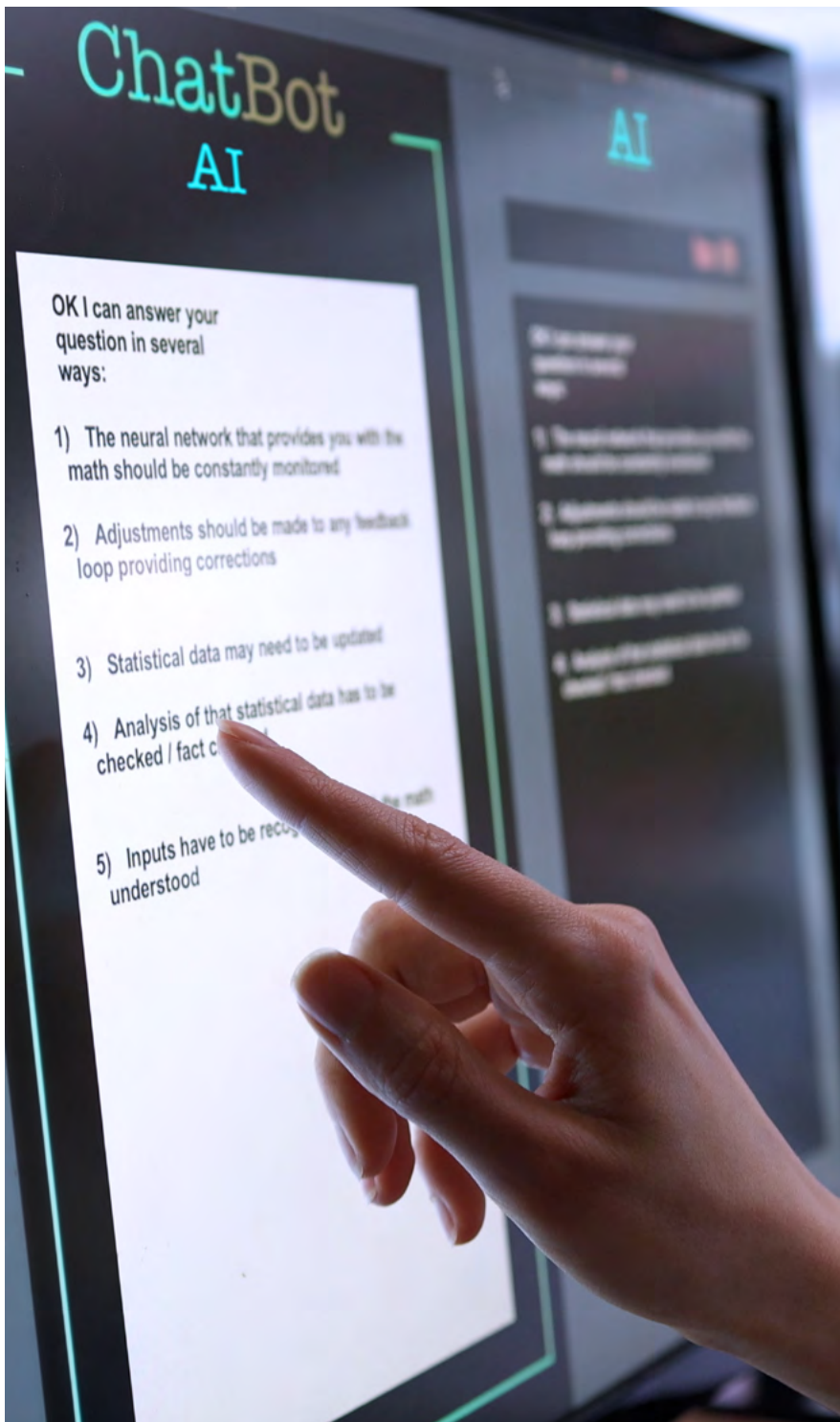
that is not only redefining business, but what businesses need from a joint Capgemini and UiPath intelligent automation platform.

As enterprises worldwide shift gears to drive greater profitability and competitive edge in today's highly volatile and customer-centric market, our partnership and joint, synergistic solutions will help them effectively navigate the new paradigm.

Brandon, thank you for talking to me today. What you've said really highlights the strength of the Capgemini-UiPath partnership and the potential automation has, not only for organizations, but for society as a whole.

Brandon Deer is the Chief Strategy Officer at UiPath. Brandon was an early employee of UiPath and has helped grow the business from \$30 million in revenue and a couple hundred employees to over \$1 billion in revenue and 4,000 employees. In addition to Brandon's commitments at UiPath, he is the Founder & General Partner of Crew Capital, a global, early-stage VC fund that focuses on innovative and industry-disrupting software companies.

Marek Sowa is the head of Intelligent Automation Offering & Innovation at Capgemini's Business Services Global Business Line. He empowers clients to revolutionize business operations with AI and RPA, helping many Fortune 500 companies in creating scalable, high-performance automation solutions that enhance efficiency, employee satisfaction, and transformation. Marek is responsible for building market winning offers and capabilities combining AI (including GenAI) and automation solutions. Marek specializes in early innovation seeding, rapid co-innovation and industrialization of emerging technologies.





AUTOMATION AND THE DATA-POWERED ORGANIZATION

THE AUTOMATION ECOSYSTEM – UNLOCKING THE FULL POTENTIAL OF AN AUTOMATION ESTATE



MAREK SOWA

Head of Intelligent Automation
Offering & Innovation, Capgemini's
Business Services

As organizations continue their journey into intelligent process automation powered by data and AI at scale, it's crucial to view automation as an interconnected ecosystem. Prioritizing reusability, scalability, and cost-effectiveness will pave the way for an agile, efficient, and resilient future.

For well over a decade, businesses have recognized the indispensable role of automation tools in optimizing their operations. These tools have evolved from basic scripts and Excel macros to sophisticated enterprise-grade automation platforms, serving as the bedrock of operational efficiency and a testament to technological advancement within organizations.

But before delving into the captivating world of automation-driven business landscapes, let's take a moment to reflect on the journey to where we are with automation today.

In the past, when business or IT systems fell short of meeting evolving needs, organizations would introduce additional tools, such as robotic process automation (RPA), to patch the gaps. When extensive system modifications were infeasible, they layered on low/no code applications. When creating new business experiences was the goal, a suite of tools like conversational AI or natural language processing (NLP) entered the scene. To infuse AI capabilities, IT departments had to enable the adoption of prebuilt AI services through APIs. This list extends to encompass numerous technological components, all contributing to the realization of "straight-through processing" within organizations.

The question remains: should organizations persist in constructing large automation technology assets in isolated silos, or should they prioritize consolidating their entire automation ecosystem into a unified estate? Or seek improved methods of collaboration and integration to improve agility, resilience, the number of transformative projects, and lower total cost of ownership (TCO)?

In this article, we will introduce three pivotal mindset shifts that leaders must consider when shaping the future of intelligent automation within their organizations. These aspects are often overlooked when organizations adopt an **automation-as-an-ecosystem** approach, emphasizing the entire enterprise automation estate over individual components.

There's more to automation than a single bot

It can be tempting to believe that a small automation script in Excel, a desktop-based robot, or a data transformation in a report suffices, as long as it serves its primary purpose. However, beneath the surface lies a complex web of dependencies between the tools that constitute the enterprise automation estate.

Consider the case of an Energy Generation & Distribution company engaged in a large transformation program. Their finance and accounting departments relied heavily on a single extremely complex Excel macro developed and carefully maintained over the years. This seemingly solitary automation was, in reality, a vital cog in the larger automation machinery. Hundreds of lines of code, integrated security, API connectivity, and complex data processing built into a single reporting Excel sheet. Such interdependencies become increasingly prevalent as automation

matures, while also introducing new business risk and technological debt within an organization.

Historically, automation projects have often started with a single challenge: a tedious task, a repetitive process, or a specific business bottleneck. But as automation maturity advances, every automated function inevitably interacts with, relies on, or impacts another business process and associated technologies underpinning them.

For instance, an RPA bot designed to process invoices might rely on a conversational AI tool to gather missing information from vendors. While growing in popularity and self-service design, such a model introduces a new set of technical and governance changes required for long-term success. As businesses scale, these small technical interdependencies multiply, creating a large web of interconnected tools, all playing their part in the larger automation estate.



The quest for reusability and total cost of ownership

In the fast-paced business and technology landscape, reinventing the “solution and tool design” wheel for every automation need is impractical, particularly with the emergence of AI-driven innovation triggered by large language models (LLMs).

Organizations must prioritize governance, security, reliability, and reusability to harness the potential of new technologies in their automation estates. This involves creating automation tools and components that can be reused across different processes and departments, enabling faster deployment, adherence to best practices, and reducing redundancy.

Take the example of an Asia-Pacific-based Financial Services Company establishing an automation center of excellence driven to increase their

automation maturity, modernize their operating model, and ensure they were ready for a wave of AI-related project demands from the business.

When Capgemini introduced its STARDUST maturity methodology, the team realized that their point-based and siloed approach to automation hindered wider adoption, governance, and cost oversight across their diverse technology stack. To address this, they formed a unified Automation Design Authority responsible for setting and enforcing standards, guidelines, best practices, and roles to enhance reliability, scalability, and reusability.

With growth imperative for any forward-looking organization, automation solutions should not merely cater to current business and IT needs but also adapt to future challenges. They must be scalable in tandem with the organization’s growth trajectory, avoiding potential

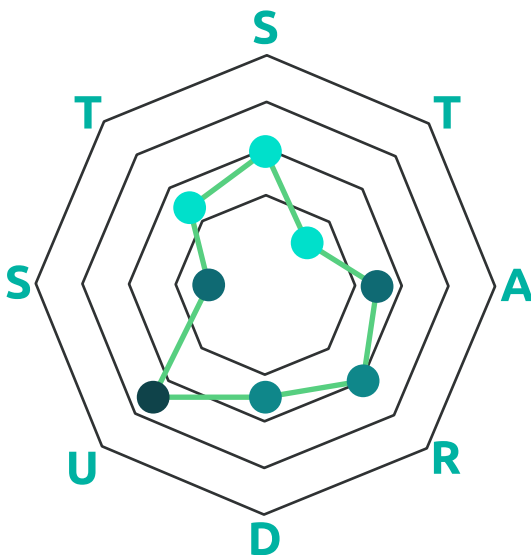
bottlenecks, and offer a favorable total cost of ownership over time. They also need to factor in expenses related to maintenance, upgrades, training, infrastructure, and potential replacements.

Interconnectivity

Intelligent process automation has evolved far beyond its initial definition of robotic process automation (RPA). It now encompasses a wide array of technologies and integrations with enterprise platforms, data estate, cloud services, and AI-driven capabilities such as intelligent communication processing, advanced and predictive analytics, and applied AI. Yet, many organizations treat automation as isolated silos, missing out on the potential insights and efficiencies that can be unlocked through interconnected automation.

Capgemini STARDUST

Intelligent Process Automation Maturity Assessment



Capgemini’s dedicated automation maturity assessment is based on:

S – STRATEGY IMPLEMENTATION

Are your digital operations and ambition aligned with real business needs?

T – TECHNOLOGY FIT

Do you have the right technology to execute your vision at scale?

A – ARCHITECTURE FIT

Is your technology landscape efficiently designed and interconnected?

R – RESULTS FOCUS

Is your governance model properly setup to find and track opportunities?

D – DEVELOPMENT LIFECYCLE

Is your technology/development lifecycle and unified IPA approach adding value?

U – USER EXPERIENCE

How well is your organization adopting and enabling digital operations?

S – SOLUTION SUSTAINABILITY

How sustainable are your solutions and benefits in the long term?

T – TRANSFORMATION

How well are you managing the transition towards your vision?

Figure 1. Capgemini’s STARDUST maturity methodology



The leadership of a European-based Automation Center of Excellence of a Life Sciences organization recognized the need to enhance automation technology interconnectivity and adoption to enable business stakeholders to benefit from an entirely transformative technology portfolio. They discovered that numerous underlying technologies, while individually solutioned and connected for specific projects, lacked predefined, prebuilt, and scalable integration paths.

By introducing definitive interconnection routes, they made these underlying technical services visible to business stakeholders, enabling new automation projects, legacy automation migration, and enterprise-wide innovation.

True benefits from an automation-rich landscape can only be realized when integration is integral to the strategy. Whether integrating legacy systems with new tools, connecting RPA with AI, or ensuring that low code applications communicate effectively with the business and IT estate – highly reusable integration paths must be at the very core of your automation strategy. A well-defined, interconnected, and governed automation landscape serves as the foundation for growth and transformation opportunities.

Conclusion – shaping your automation estate for a unified purpose

Each automation tool has its distinct role, but they should all align with the unified business strategy. Mere possession of these tools is insufficient; they must seamlessly communicate, synchronize, and integrate on an enterprise-wide scale. This holistic approach not only enhances operational efficiency but also fosters strategic agility, resilience, and lower total cost of ownership.

As organizations journey into the realm of advanced and truly intelligent process automation, fueled by data and AI at scale – it's crucial to view **automation as an**

interconnected ecosystem, where each part, no matter how small, plays a critical role in the larger landscape of business processes. Prioritizing reusability, scalability, and cost-effectiveness will pave the way for an agile, efficient, and resilient future.

Marek Sowa is the head of Intelligent Automation Offering & Innovation at Capgemini's Business Services Global Business Line. He empowers clients to revolutionize business operations with AI and RPA, helping many Fortune 500 companies in creating scalable, high-performance automation solutions that enhance efficiency, employee satisfaction, and transformation. Marek is responsible for building market winning offers and capabilities combining AI (including GenAI) and automation solutions. Marek specializes in early innovation seeding, rapid co-innovation and industrialization of emerging technologies.



AUTOMATION AND THE DATA-POWERED ORGANIZATION

THE OPERATING MODEL OF THE FUTURE – IN THE CONTEXT OF INTELLIGENT AUTOMATION



MACIEJ SOWA

EMEA Portfolio Delivery Head,
Intelligence Automation Practice

The transition to a modernized, future-ready, automation-infused operating model can transform the organization into an ecosystem of interconnected components. That can act as a strategic driver for increased productivity, reduced costs, and enhanced customer satisfaction.

The theme of this edition of *Innovation Nation* is “automation and the data-powered organization.” Much is implicit in those words. Before an enterprise can become data-powered, and before it can take advantage of automation, it will probably need to be restructured both to accommodate them and to take advantage of them.

This article provides some pointers to an appropriate target operating model.

The need for a connected ecosystem

The business and technology architectures of most major enterprises are large and elaborate, and the digital transformation tools businesses are introducing only adds to that complexity.

Without a unified operating model, it becomes extremely difficult to govern this fragmented technological landscape effectively. Governance

overheads are higher, the pace of transformation is slower, and it’s hard to scale beyond simple automation or small-scale intelligent automation deployments.

What’s more, while a comprehensive view of technology and processes is useful, it isn’t enough. The true value of digital transformation lies in treating both the organizational and technological landscape as a connected ecosystem, in which every element works in synergy. Processes, technologies, and human interactions are interlinked, creating a cohesive and efficient system that generates greater value.

IPA-TOM – a useful frame of reference

Capgemini’s approach to the creation of a connected ecosystem provides what many may find to be a useful frame of reference. It’s called the Intelligent Process Automation target operating model

(IPA-TOM – see Figure 1), and it provides a unified framework that integrates unique business demands and automation best practices with mature software development.

The aim is to help enterprises reimagine their business models based on data, artificial intelligence (AI), and automation, and to ensure that companies are not simply adopting intelligent automation but can become truly data- and AI-driven organizations.

IPA-TOM takes advantage of industry-standard development practices to build an ecosystem of highly interconnected tools including robotic process automation (RPA), AI, data, and analytics in a unified governance model. As a result, it can dramatically enhance data-driven opportunity management, project delivery, and knowledge management.

Let’s take a quick look at each of these in turn.

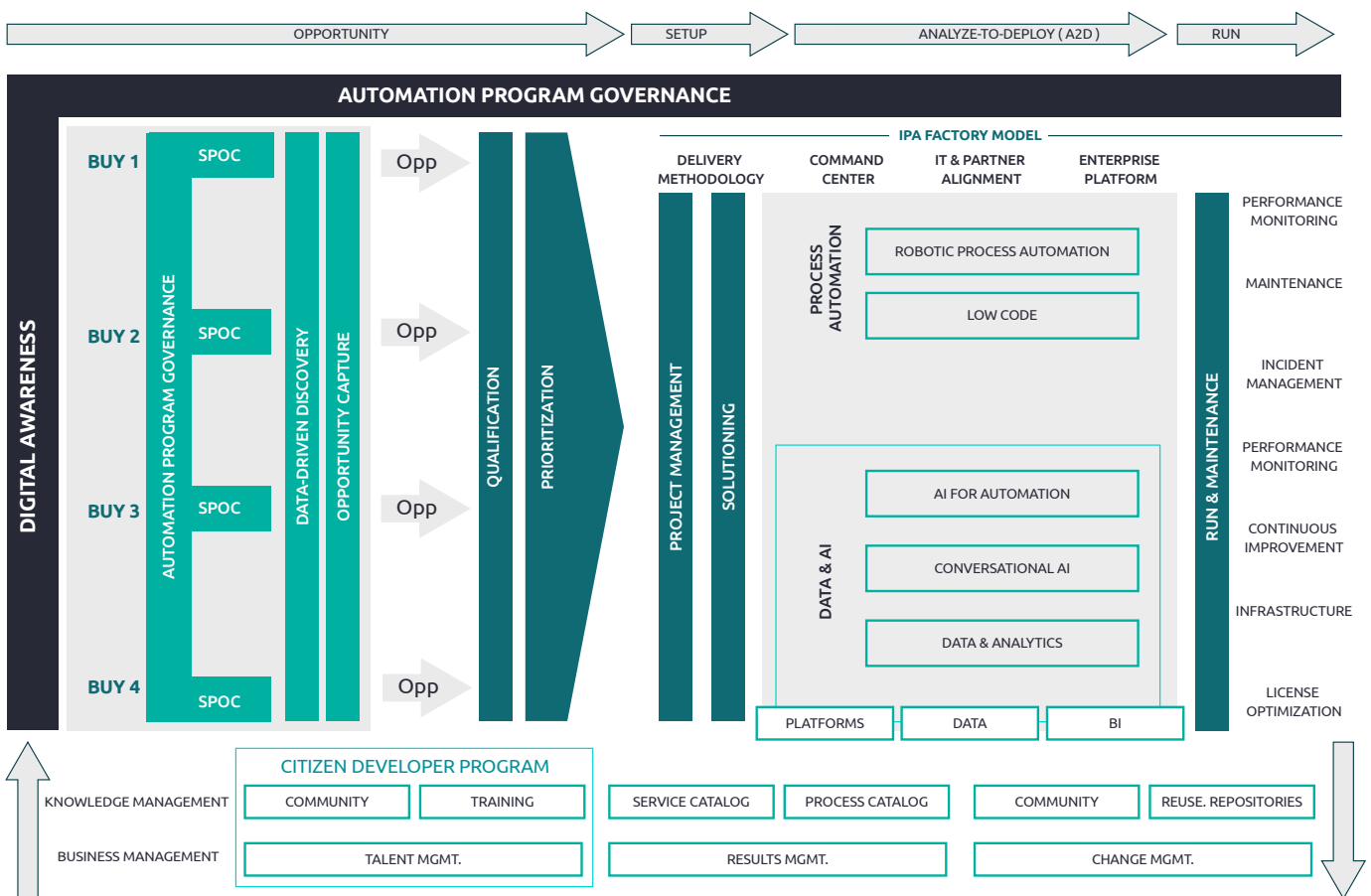


Figure 1. High-level view of Capgemini’s integrated IPA target operating model

Data-driven opportunity management becomes more feasible and efficient as the various technologies work together to provide high-quality, actionable data that can guide business decisions and strategy.

In terms of project delivery, the framework streamlines the process by enabling seamless collaboration, communication, and governance, thereby reducing rework and speeding up delivery times. The unified governance model also ensures that these interconnected technologies adhere to standardized policies and practices, enhancing the overall integrity, compliance, and risk management within the organization.

Finally, knowledge management. In addition to technology integration, the enhanced operating model of an organization must also incorporate elements of knowledge management such as building communities, encouraging citizen developer programs, promoting reusability, and maintaining technology catalogs.

A robust knowledge management system fosters a culture of continuous learning and sharing, accelerating innovation, and increasing the collective intelligence of the organization – empowering all employees to contribute to digital transformation, and fostering a sense of ownership and engagement.

Reaping the rewards

The transition to a modernized, future-ready operating model can provide a strategic driver for increased productivity, reduced costs, and enhanced customer satisfaction. It can transform the organization from a rigid structure into an ecosystem of interconnected and interdependent components that can swiftly scale and adapt to changes, seizing new opportunities as they arise.

The journey towards operating model modernization may be challenging, but the rewards, in terms of efficiency, scalability, interoperability, and adaptability, are too great to be ignored.

Maciej Sowa has extensive experience of IT management and business development in new IT environments. He helps clients of different size, scope, and complexity deliver technology-enabled transformation.





AUTOMATION AND THE DATA-POWERED ORGANIZATION

OPERATIONALIZING AI INNOVATION THROUGH DELIVERY



ARUL PRADEEP

Intelligent Automation – Practice
Delivery Head, Capgemini's Business
Services

Smart technology and innovation in AI shouldn't be seen as a pipedream. Connecting AI innovation can help organizations to operationalize delivery and drive substantial benefits and business outcomes.

There is frequent discussion these days about the broad potential of artificial intelligence (AI), and we've recently seen much debate about the ramifications it may have for the way we live.

But if you're like me, you'll feel there's no substitute for real-world examples. Rather than consider AI in the abstract, it's always good to see tangible instances of how the technology's innovations can be applied to business operations in order to achieve positive business outcomes.

Enhancing T&E processing

Cappgemini has developed a smart chatbot for a leading global provider of pulp and paper products. The chatbot holds information about the organization's travel and expenses (T&E) processes, and helps with issues related to expense reporting, approval flow and payment, giving instructions on how to resolve or correctly address an issue.

Employees aren't always familiar with processes or terminologies at work, and so the chatbot provides a logical path, leading them through possible scenarios of their issue – so even when they are not sure how to ask the exact question, they can select the most appropriate area of interest.

If people have a query the system can't handle, the chatbot advises them who they need to contact and how, and advises them about what information they'll need to provide to get the issue resolved.

By answering employees' queries itself as well as giving them shortcuts to in-person issues resolution, the chatbot is expected to eliminate up to 25% of all transactions received each month by the organization's travel and expenses team.

Easy access to medical records

We've seen that some employees may find modern technology challenging, but for healthcare patients – especially for the elderly – it can be especially daunting.

Cappgemini has developed [a Digital Avatar solution](#) that combines robotic process automation (RPA), conversational AI, multi-lingual natural language voice processing, digital twin technology, and enterprise platforms with next-generation human avatar digitalization technology to translate incoming calls in multiple source languages into the patient's desired language.

The avatar gives patients quick and easy access to all their medical records, ensuring they get the critical information they need, when they need it – without having to explain their medical history every time they connect with their healthcare providers. It responds to situations and requests just as a regular human adviser would, passing on critical information in simple and straightforward ways. It's easy and natural for patients to use – and it lowers operational costs, too.



Improving data extraction accuracy

A major organization employed a team to painstakingly pick out relevant data manually from multiple documents and create summaries, but the process was slow and was also prone to errors and rework.

Capgemini introduced a smart solution that automatically scans documents using optical character recognition (OCR) technology, indexes and classifies them, retrieves the necessary data, validates it with reference to a defined taxonomy, and finally exports it for further use.

After initial tuning, the accuracy achieved for all document types is 95%.

Automatic invoice processing

A US media services organization wanted to reduce manual efforts and speed up the turnaround time for processing invoices through its accounts payable function. With a daily throughput of over 200 supplier invoices, the workload was substantial and its operational significance was high.

Capgemini's smart solution collects unprocessed invoices from the shared mailbox, scans them, and extracts the necessary data. Once validated, dedicated routines submit the invoice to the system. Any exceptions are identified automatically and flagged to the business. This automated approach lowers costs, streamlines processes, and reduces the need for manual intervention.

These are just a few brief examples of smart technology in action. They demonstrate that AI needn't be regarded as a futuristic abstract: instead, it's here, it's now, and it's providing substantial and welcome benefits to everyday operations.

Arul Pradeep is an experienced leader with a demonstrated history of working in the information technology and services industry. He delivers business transformation for his clients through RPA, AI, machine learning, and intelligent automation.





AUTOMATION AND THE DATA-POWERED ORGANIZATION

THE FUNDAMENTALS OF SETTING UP AND MEASURING AN AUTOMATION PROGRAM



ROBERT KENNEDY

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

The governance framework for implementing an enterprise-level automation program needs to be comprehensive, flexible, and robust – with clear visibility on targets and progress on achieving them.

There's a story about a hiker in the countryside who saw a farmer leaning on a gate. "Excuse me," said the hiker, "how long will it take me to walk to the next village?"

The farmer didn't answer, not even when the question was repeated, so the hiker shrugged and set off.

The farmer called after her, "About twenty minutes."

The hiker came back. "Why didn't you say so before?" she asked.

"Because I didn't know how fast you'd be walking," said the farmer.

There's an essential truth in this: unless you establish some basic metrics, you can't gauge how well you're doing. This is especially true in any enterprise-level automation program – when there are many interconnected processes, developments in each of which may have a bearing on others, it's vital to lay down some ground rules and to measure progress against them.

There's more than one way to tackle this, but in this short article I'm going to highlight just one of them.

Creating a lean IT governance model

The foundation of any approach is the governance model. In this case, we're going to use the Agile software development lifecycle.

Lean IT governance is about creating the leadership, organizational structures, and streamlined processes to enable IT to make a real contribution in sustaining and extending the organization's ability to produce meaningful value for its internal customers. The model specifies the controls needed to ensure a reliable, repeatable, transparent, and secure software development process while maintaining the momentum of software delivery through process standardization, continuous process

improvement, and the elimination of process waste.

It's not just about processes, though. It's also critical to define the "who" in the governance model and constantly keep all parties informed of any changes in this area. Measuring success isn't only about key performance indicators, whether that be for project leaders within the organization or for any service delivery partners: it also requires a relationship with the people responsible for delivery. Everyone needs to agree on how these metrics are interpreted.

Weekly status meetings deliver metrics to the tactical leaders of the project. It is critical for the mid-level managers to know what the trend is so they can make adjustments before a trend starts to affect deliverables.

Monthly status meetings deliver metrics to the strategic leaders of

the project. This is to ensure that the upper-level managers understand the key performance indicator trends so they can make decisions on capacity, personnel redeployment, budget, problem management, and more. They also need time to craft the messaging to senior leadership.

Quarterly business reviews (QBRs) are all about value realization. The senior leadership team needs data-driven assurance that the investment they made in the automation program is delivering the return they expected. The focus of the QBR is not on the details: it is a high-level metrics discussion about delivered value. The aim is to empower the automation development team to carry out its work as efficiently as possible, while ensuring the stability and security of the development through monitoring and mitigating risks in an open and collaborative manner.





Delivering usable, automated business processes

When an organization needs to embark on a digital operations transformation of its critical business processes, the lean IT governance model is a control that ensures automation development is agile, secure, and elegant. Unlike standard IT development, the focus is the delivery of a usable automated business process to operations as quickly as possible.

To facilitate this prompt delivery, the primary function of IT governance is to prevent roadblocks to automation development, and if not to remove them as soon as they arise. The aim of the governance team should be to give developers a clear framework to work within, and then get out of the way.

The approach needs to be streamlined and lightweight. A heavy governance strategy will lead to heavy mitigation strategies by those being governed.

Communication must be clear, honest, and timely. Expectations should be set in an open, honest, consistent, and continuous manner.

It's important to trust, but also to verify. The agile software development methodology is based on trust, but to ensure the right thing is happening within the development cycle there needs to be verification. To prevent roadblocks, automated metrics are better than status reports.

With a lean IT governance model, the aim should be continuous improvement. It's a living document, and frequent changes are welcome and encouraged. If something in the model is creating a roadblock to progress, it's the responsibility of the governance team to work in collaboration and challenge it.

Getting there

In short, what's needed is a governance framework that is comprehensive but that doesn't sacrifice attention to detail. It needs to be flexible, but also robust – and it must also be unambiguous, so that everyone can understand what the targets are, and what progress is being made towards achieving them.

Otherwise, no one will know how long it will take to reach the next village.

Robert Kennedy leads the global management team overseeing the technologists in the Americas, EMEA, and APAC who design, develop, deploy, and maintain robotic process automation, machine learning, and natural language processing solutions. Robert is also the principal advisor for Capgemini's North America Intelligent Automation practice, advising clients on how to take their automation journey to the next level by adopting a digitally-augmented workforce at scale strategy.



AUTOMATION AND THE DATA-POWERED ORGANIZATION

PROCESS MINING – LEVERAGING DATA-DRIVEN OPPORTUNITY DISCOVERY



THOMAS BOTH

Global Lead, Process Mining
& Analytics & Head of Intelligent
Process & Performance,
Capgemini Invent

As the digital landscape continues to evolve, process mining enables organizations to unlock hidden potential from data-driven insights – streamlining operations, enhancing customer satisfaction, and driving a competitive advantage.

There's gold in them thar hills." Those were the words that prompted the gold rush in the US almost 200 years ago.

Today's enterprises face a similar challenge, and a similar opportunity. This time, lying hidden in them thar hills are insights – information about operations and market trends and business outcomes and more, all buried under vast amounts of data.

[Process mining](#) and analytics can take advantage of event logs and

process data to find the nuggets of knowledge on which informed decision-making and smart new ventures are based.

Understanding process mining

Process assessment interviews and workshops are costly and time-consuming, and the results can be skewed by internal politics and the status quo. That's why today we use process mining and analytics instead.

This is a technique that extracts the as-is process from event logs and data recorded during operational processes. It enables organizations to visualize, analyze, and improve their processes based on real data rather than assumptions.

By analyzing the sequence of events, timestamps, and interdependencies between activities, process mining reveals inefficiencies, bottlenecks, and variations that may otherwise have gone unnoticed.

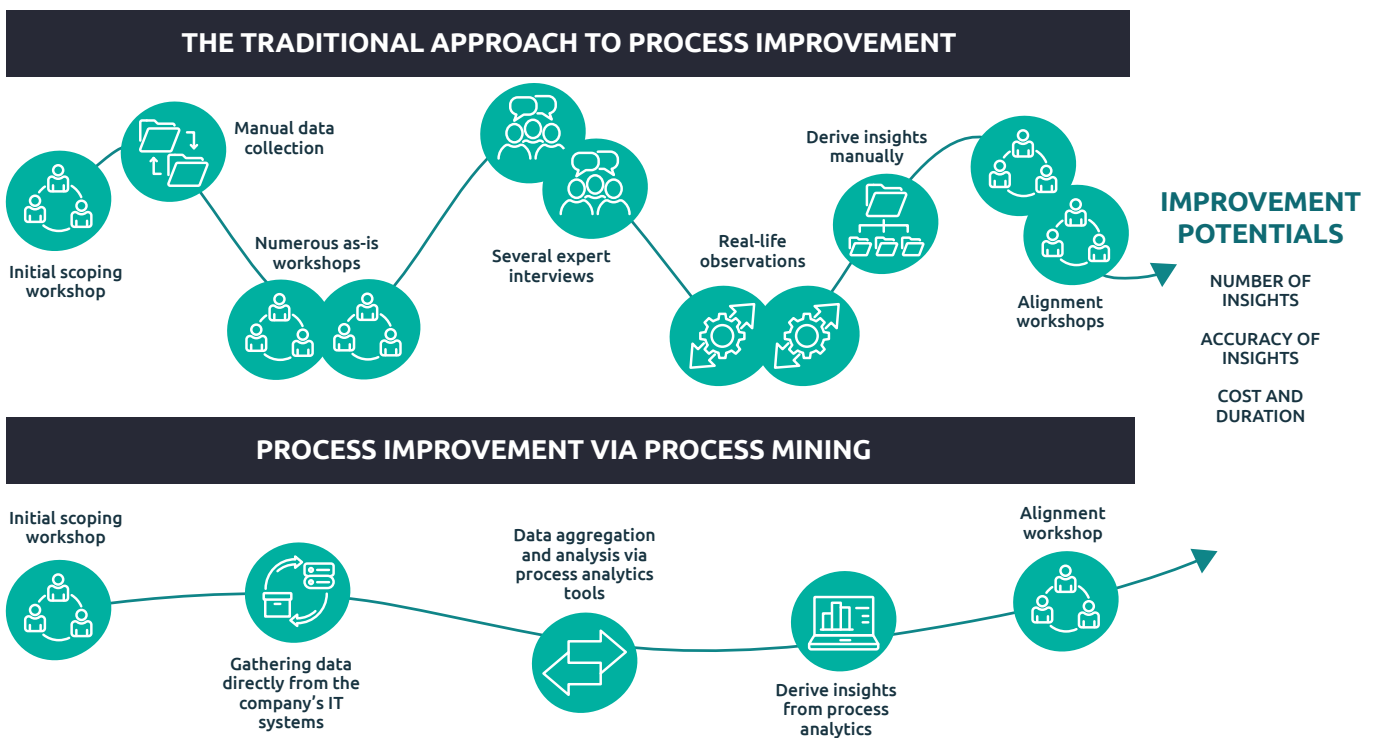


Figure 1. The traditional vs. process mining approach to improving processes

Unlocking hidden opportunities

[Process mining](#) doesn't just highlight operational problems. It also identifies opportunities for improvement – for example, by streamlining current processes.

If the solution is set up properly, all relevant digital systems are connected to it and made available to the designated stakeholder across the organization.

With a few clicks, intelligent algorithms can pinpoint opportunities, from efficiency gains, cost cutting, and over top-line optimization to sustainability increases and emissions reductions.

These opportunities include the detection of patterns and correlations between process activities and outcomes, enabling organizations to reduce costs, improve customer satisfaction, and optimize revenue. By earmarking areas with the highest potential for improvement,

organizations can prioritize their efforts and allocate resources effectively.

Many enterprises analyze and optimize within their organizational structures, such as by team, function, or region. However, the digital "subway map," a visualization of the connection and interplay of processes and teams (see Figure 2), enables the analysis of respective cause and effect relationships, providing a systemic optimization instead of a fragmented one.

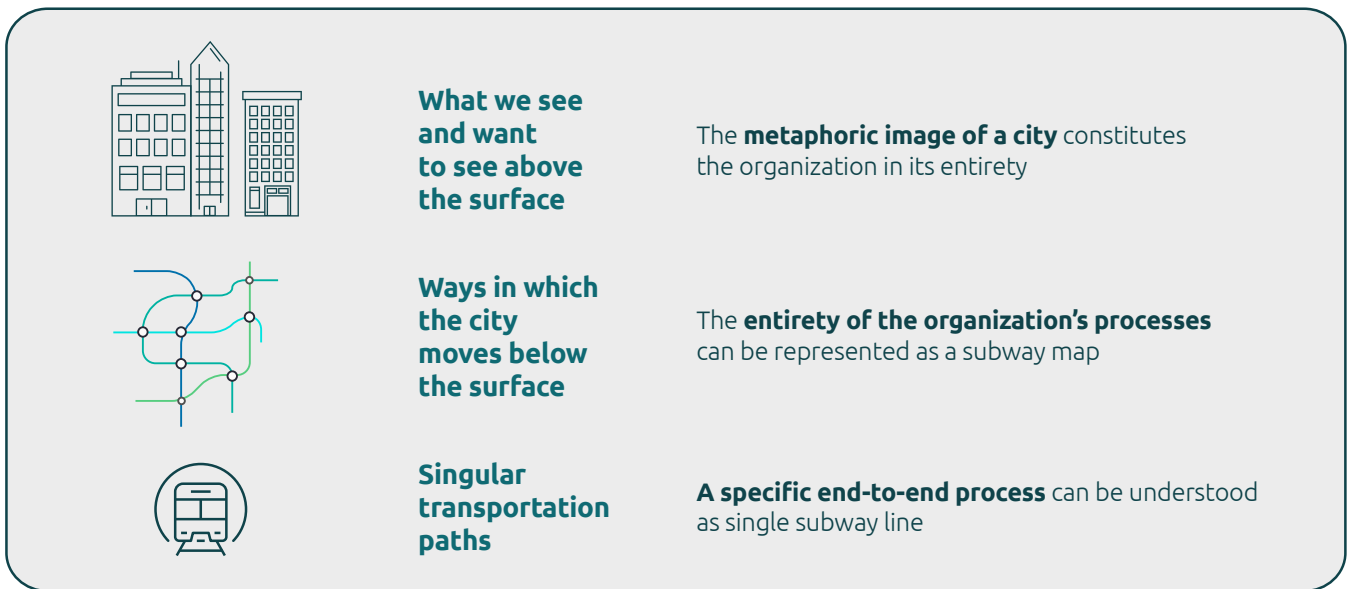


Figure 2. An organization can be understood as a city with a public transportation system in which customers, suppliers, and employees travel via subway trains

Enhancing data-driven decision-making

Let's look in a little more detail at the ways in which process mining can deliver value.

A smart and comprehensive approach can include:

A large portfolio of KPI value trees with up to five levels to fan out, for the automatic detection of root-causes:

- Key sustainable indicators (KSIs)
- Process performance indicators (PPIs)
- Key risk indicator (KRIs)

Key information throughout the hierarchy to focus on the most relevant opportunities:

- Strategic for the C-suite and other senior executives
- Tactical for process and country owners
- Operative for real-time process execution

Benchmarks on KPIs, trends and targets, as well as activity duration:

- Internal benchmarks for dimension comparison

- External benchmarks for target setting

An approach to [streamlining and re-engineering processes](#) to accelerate and prioritize findings.

Extending the reach of analysis

Not all processes are fully integrated into production systems, and some of them aren't even digitalized. This compromises the value of analysis, which can only be at its optimum when it's comprehensive.

With an integrating tool stack, all process steps can be uncovered, added to the analysis, and even digitalized. Task and desktop mining can be used to analyze software program usage, and for example the amount of manual copy paste activities that might ideally be automated.

Also, the analysis of manual and physical process steps such as customer interaction can be supported by motion mining or the use of artificial intelligence for image recognition, where digital footsteps and information are anonymously derived from gadgets such as bracelets, handheld devices,

or cameras. Paper-based process steps can be quickly digitalized and brought into a structured format with intelligent object character recognition (ICR and OCR).

All these methods can be integrated into the process analysis tool, enabling near-real-time process analysis as well as process execution.

Taking process mining enterprise-wide

To take full advantage of process mining, organizations need to establish a framework for its adoption (see Figure 3). This means gathering and integrating process data from various sources, such as enterprise systems, databases, and application logs. It also means investing in specialized process mining tools and building a team with the skills needed to analyze and interpret the data.

Organizational culture has a major role to play too. Encouraging a data-driven mindset and fostering collaboration between process owners, analysts, and IT departments is crucial. This ensures that insights derived from process mining are translated into tangible actions and continuous process improvement.

MISSION AND VISION

Setting and **prioritization** of mid- and long-term goals

ORGANIZATION

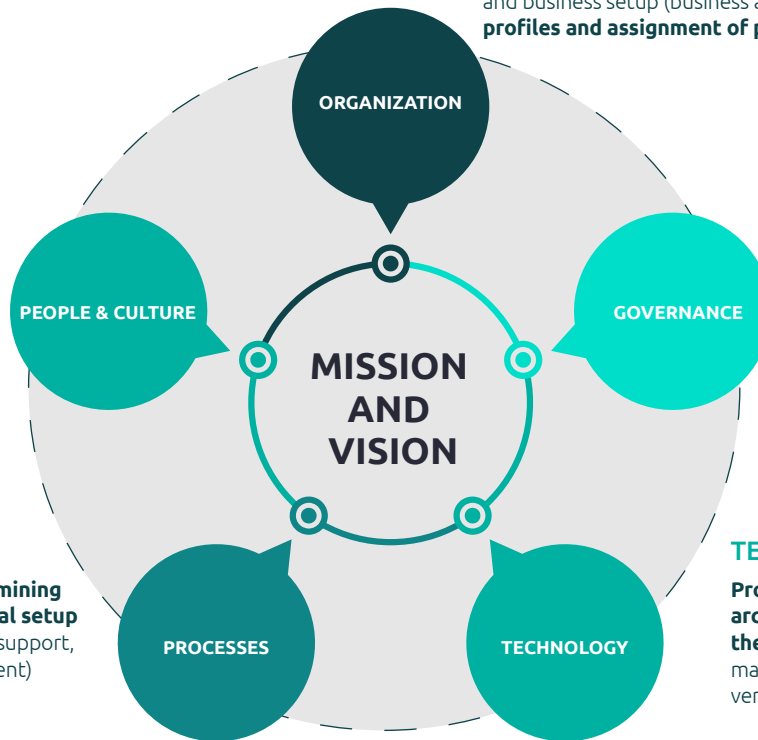
Process mining organizational structure and setting for project and business setup (business and IT), **definition of role profiles and assignment of process mining tasks**

PEOPLE & CULTURE

Change management and communication, qualification concepts, and training

PROCESSES

Agile processes for process mining projects and business as usual setup (qualify & build, maintenance, support, administration, and management)



GOVERNANCE

Policies, approval levels, governance bodies and escalation paths, process mining standards for development, compliance/segregation of duties, etc.

TECHNOLOGY

Process mining software provider architecture and embedment into the IT ecosystem (e.g., release management, deployment, versioning, archiving etc.)

Figure 3. The five dimensions of the target operating model are the foundation of a scalable process mining initiative

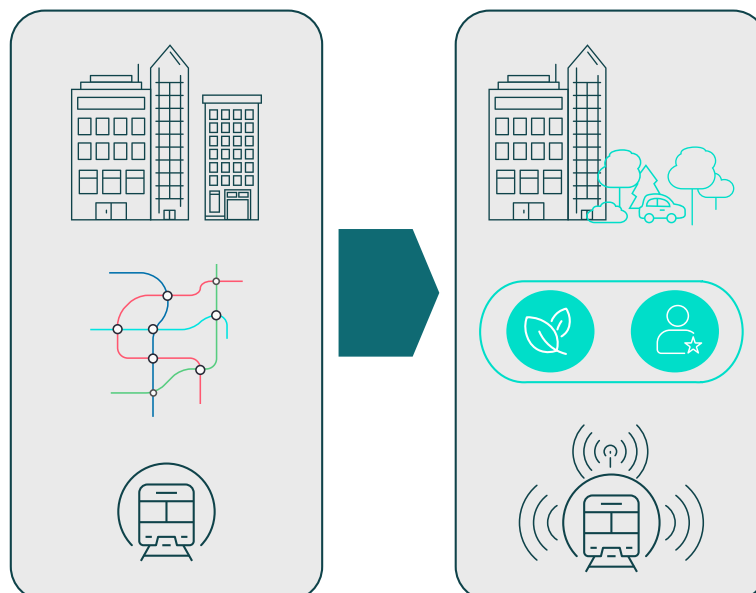
Taking stock

Process mining provides a significant opportunity for organizations to unlock the potential hidden within their operational processes. By taking full advantage of data-driven insights, organizations can streamline their operations, improve customer satisfaction, and gain a competitive edge.

As the digital landscape continues to evolve, process mining will increasingly be an essential strategic tool, helping organizations to identify and capitalize on new opportunities – and to thrive in a data-driven business environment.

There's gold in them thar process mines.

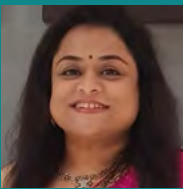
Thomas Both helps organizations across industries to gain insights into their data on a local and global scale. This involves transforming and enriching structured and unstructured data to provide insights, make processes transparent, identify anomalies, project data into the future, and serve legislative needs.





AUTOMATION AND THE DATA-POWERED ORGANIZATION

INTELLIGENT BUSINESS INSIGHTS – CULTIVATING A DATA-POWERED, CONNECTED ENTERPRISE



AMRUTA
MAHESHWARI

Senior Director, Intelligent Business
Insights, Capgemini's Business Services



HARSHID GEORGE

Manager, Intelligent Business Insights,
Capgemini's Business Services

When data becomes intelligent, accessible, and tailored to individual needs, it evolves into game-changing, actionable insights that drive a more connected, intelligent organization.

It is sometimes assumed that data, in and of itself, constitutes a benefit to any organization.

If that were true, data would be synonymous with insight, and insight, in turn, would always deliver value. But this is not the case. All too often, data and analytics aren't delivering the improvements businesses need.

There are several reasons for this:

- **Failure to provide the broad view** – dashboards of near real-time data feeds may be flashy and dynamic, but they don't elicit any strategic foresight from which transformative action can be taken
- **Failure to connect** – if systems across the enterprise are disparate, the data points they deliver will also be diverse, and actionable correlations will be hidden
- **Failure to deliver when needed** – if data is not available and meaningful, it won't be actionable
- **Failure to tailor** – people in different roles have different information needs. One size doesn't fit all
- **Failure to hit the mark** – tables, charts, and spreadsheets may aggregate data – but it still needs to be presented in a way that enables people to identify patterns and act.

Key trends in data and analytics

That's why we're seeing the emergence of new trends that address these challenges:

- Data delivery is moving from generic dashboards to personalized stories, enabling different people in different roles to make better decisions faster. Data is, in short, becoming democratized
- AI enables people to have conversations with their data. It is like having your own personal assistant
- There is a growing sense that data is more a means than an end. When people, processes, and technology come together, data can become actionable information

– information that could transform programs and prospects

- Advanced analytics are enabling headlamps to shine further along the road. New smart techniques are facilitating automated compliance, predictions, and simulations, so organizations can look further into the future – and be ready for it
- Cohesion across processes is increasing. When the data ecosystem is connected enterprise-wide, unified insights are both possible – and actionable.

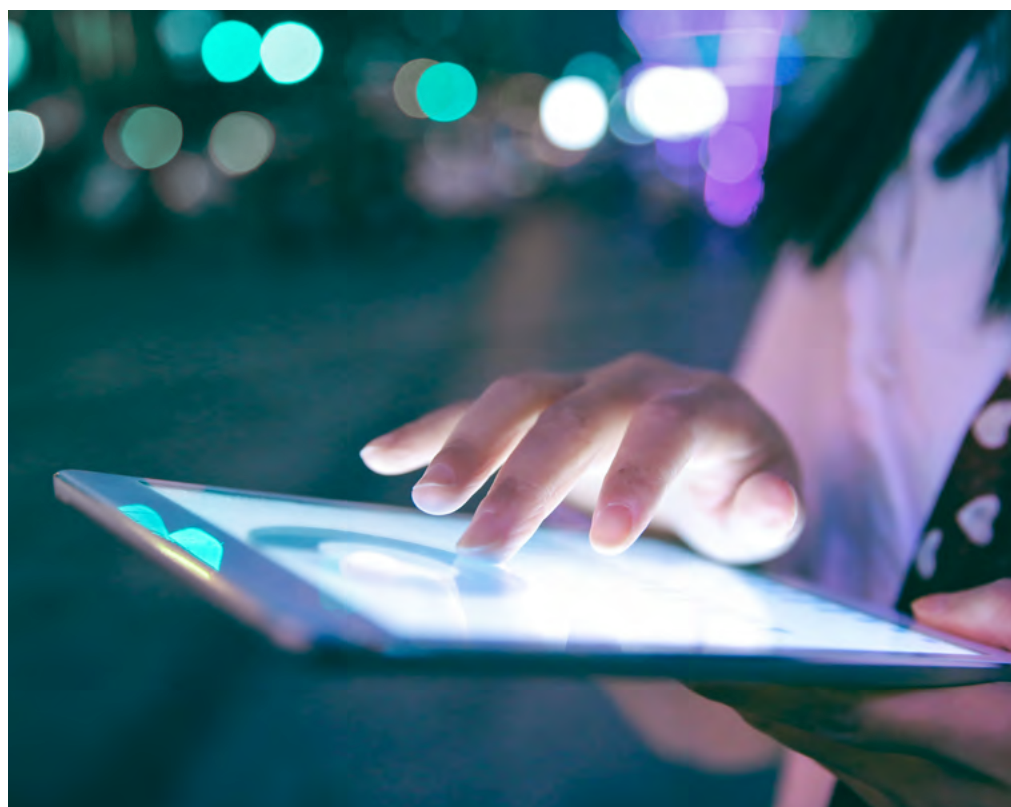
Generating value from intelligent analytics

Many organizations nowadays, often in partnership with knowledgeable and experienced service providers, are working to connect their data and to make their analytics intelligent, accessible, and tailored to individual requirements. When this happens, data evolves into something much more useful: it becomes actionable information. The steps organizations could typically take are as follows:

- **Identify high-value data** – designing services and processes

to foster insights and automate processes effectively

- **Connect and collect data** – building robust and scalable ecosystems for automation collection
- **Design guiding principles** – creating a solid foundation by establishing ground rules for data access, user experience, usage, security, sustainability, and ethical issues
- **Synchronize processes and systems** – increasing system and data interconnectivity to facilitate source sharing and to ensure alignment with process designs, to boost performance and compliance
- **Connect real and digital workers** – developing an analytics approach that brings disparate business processes together, including not just people but ERP systems and RPA-based routines
- **Active data with CXO templates** – embedding data and insights into core processes that are aligned with CXO personas, their roles, and their information needs
- **Unlock actionable insights** – achieving data value with self-service analytics, generative



comments, interactive visuals, and built-in process automation triggers

- **Foster a data and improvement culture** – deploying data-powered practices with automated compliance checks to guide a change in organizational culture and to ensure the impact of actioned insights are successful over the long term.

A comprehensive approach to driving actionable insights

It's possible to develop a comprehensive approach that brings together people, processes, and technology, and that addresses the challenges with which this article began.

The graphic on the right shows typical constituent elements, the facilities they provide, and the C-suite roles the entire model serves.

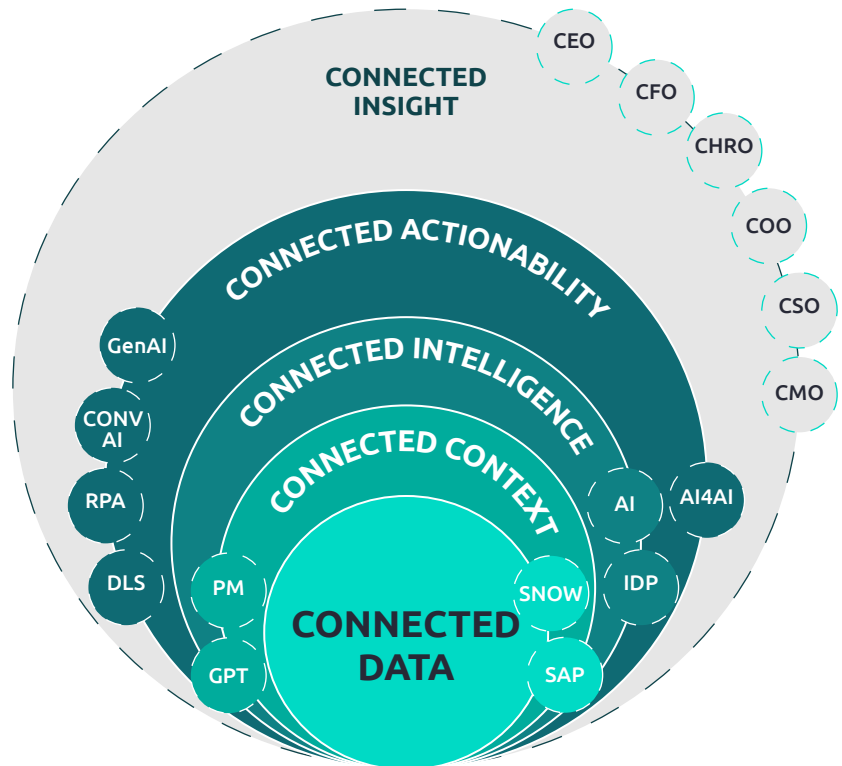
The concentric circles demonstrate the logic of it. The connectivity of data gives it context, and this in turn means it evolves into intelligence. Connected and contextualized intelligence is no longer data – it's information, and with the right tools, and when tailored to meet the strategic needs of the right people, it's actionable.

When everything is connected in this way, advanced and automated insights mean users will have the flexibility to predict and simulate before committing to new courses of action. If they want to, they will be able to replace hundreds of dashboards and reports with a single, unified monitoring and governance platform – but the insight emphasis can nonetheless be weighted in individual cases to suit the information needs of different users.

What's more, this web of connectivity not only increases synchronicity and facilitates insight – it also reduces data replication across the enterprise.

Delivering outcomes that meet persona needs

How might this intelligent, connected approach to analytics be adapted to



meet the expectations of different senior players in the organization?

A CFO needs comprehensive and integrated insights into revenue growth; risk and reputation; margin improvement; and working capital optimizations. An intelligent and unified approach can reduce costs, increase revenue, improve compliance, and release cash.

A CSO or a CPO needs a 360° view of inventory, procurement, logistics and transportation, and order management. A smart, cohesive approach can reduce costs, improve service levels, and improve cash flow.

A CMO needs in-depth, immediate, and comprehensive knowledge of consumer insights, marketing insights, and contact center analytics. An intelligent, unified solution can improve revenue, reduce costs, reduce time-to-market, and deliver an improved customer experience.

And how might this approach to intelligent business insights deliver a tangible difference?

Business outcomes include improvement in cash allocation through optimizing payment terms and accounts receivables balance,

and a reduction in the cost of goods sold by optimizing aged purchase orders and direct spend reduction. Some real-world examples that we've helped deliver at Capgemini include:

- **Optimizing working capital by 5% and achieving savings of \$38 million across the procure-to-pay process**, through implementing AI-enabled data processing and tailored CXO insights for a major industrial chemical products company
- **Reducing reporting turnaround time by 80% and accelerating the speed to improvement by 95%**, through modernizing the analytics estate and introducing a new insights governance model for a leading pharmaceutical services business
- **Reducing the marketing services costs by 35% and optimizing and integrating more than 1,000 reports**, through introducing customer voice analytics and setting up a managed insights service for a global consumer products organization.

Delivering game-changing, actionable value

What these examples demonstrate is that when everything is brought together in an intelligent solution that assesses significance relative to the needs of the organization, or to the needs of specific roles within the organization – that’s when data stops being data, and becomes not just information, but actionable information.

Game-changing information, in fact. Information that delivers genuine value, and significant business outcomes.

Amruta Maheshwari leads a team of techno-functional experts who deliver comprehensive analytics’ solutions across domains that impact strategic business decision-making for client CXOs.

Harshid George leads the go-to-market strategy and advanced analytics solutions working with cross-functional teams focusing on identifying business outcomes for client CXOs.





AUTOMATION AND THE DATA-POWERED ORGANIZATION

APPLIED AI – A GAMECHANGER FOR BUSINESS OPERATIONS



PREETHI
SANKARANARAYANAN

Head of AI for Business Operations,
Capgemini's Business Services

The competitive advantage promised by applied AI is very much here. And it's delivering competitive advantage for organizations in the transformation business operations.

As my colleague Arul Pradeep writes elsewhere in this edition of *Innovation Nation*, practical examples are generally better than theory, and show is generally better than tell.

Which is why I thought it would be useful for me to provide examples of applied artificial intelligence (AI). The two implementations I've summarized below are very much in the real world.

Language dependency reduction

Whether they are for customer services, supplier assistance, or HR purposes, the support functions of major enterprises have a major hurdle to overcome – and that's language. Global enterprises must serve the information needs of everyone who gets in touch, no matter where those people are and no matter what language they speak.

Multilingual helpdesk staff can help, but that only gets you so far: they can't cover every translation permutation. Nor can they give assistance at the scale a multinational organization would need. This is partly because they can only help at a conversational level and can't translate documents over the phone, for instance.

Capgemini's language dependency reduction (LDR) solution was developed to meet this challenge. It automates the translation of text in documents while maintaining their format and document structure. This helps reduce dependency on language resources and perform operations globally.

What's more, it infuses custom translation instructions with enterprise glossaries that extend beyond standard language to improve translation quality. These include generic business terms and acronyms such as "P2P" (procure-to-pay), but also includes context- and abbreviation-aware text enrichment specific to domains and organizations, such as abbreviations of product names and context-based translation.

The solution can handle emails as well as documents in xls, pdf, jpg, doc,



html, and ppt formats. It can translate over 150 languages, it holds its data securely, and it easily integrates into applications APIs. It's this specificity of the solution to the language, terms, and customs of individual enterprises that sets it apart from other online translation offerings.

Predictive analytics

A US-based multinational office supply company was constantly improvising its collection strategy. Before payments had reached a point at which they were deemed to be ageing, it was difficult to go through

call logs manually to check whether settlement had been promised or refused. With over 60,000 call logs each month, it was proving to be a challenge to manage the process manually where actions are pending to expedite cash collection.

Capgemini proposed a scalable solution driven by AI and natural language processing (NLP) that can read through the user comments from the call history and automatically derive insights from the call log. It can also classify the call logs into the required groups to derive business insights and provide courses of action for the collection strategy.

Each call is automatically collected from Webcollect and the conversation transcript fed into the NLP-based model to provide predictions in real time on the required onward action. The call log is classified and assigned to one of 12 different categories

by the solution's machine learning algorithm. The system also integrates these predictive analytics with an Intelligent Control Center dashboard that provides overall visibility over finance operations.

So far, our client has found the solution's predictions are 90% accurate. Cash collection has been expedited and efficiency has improved. What's more, trials have shown not only that the approach is scalable, but that model accuracy can be heightened with the introduction of more data.

Tangible results

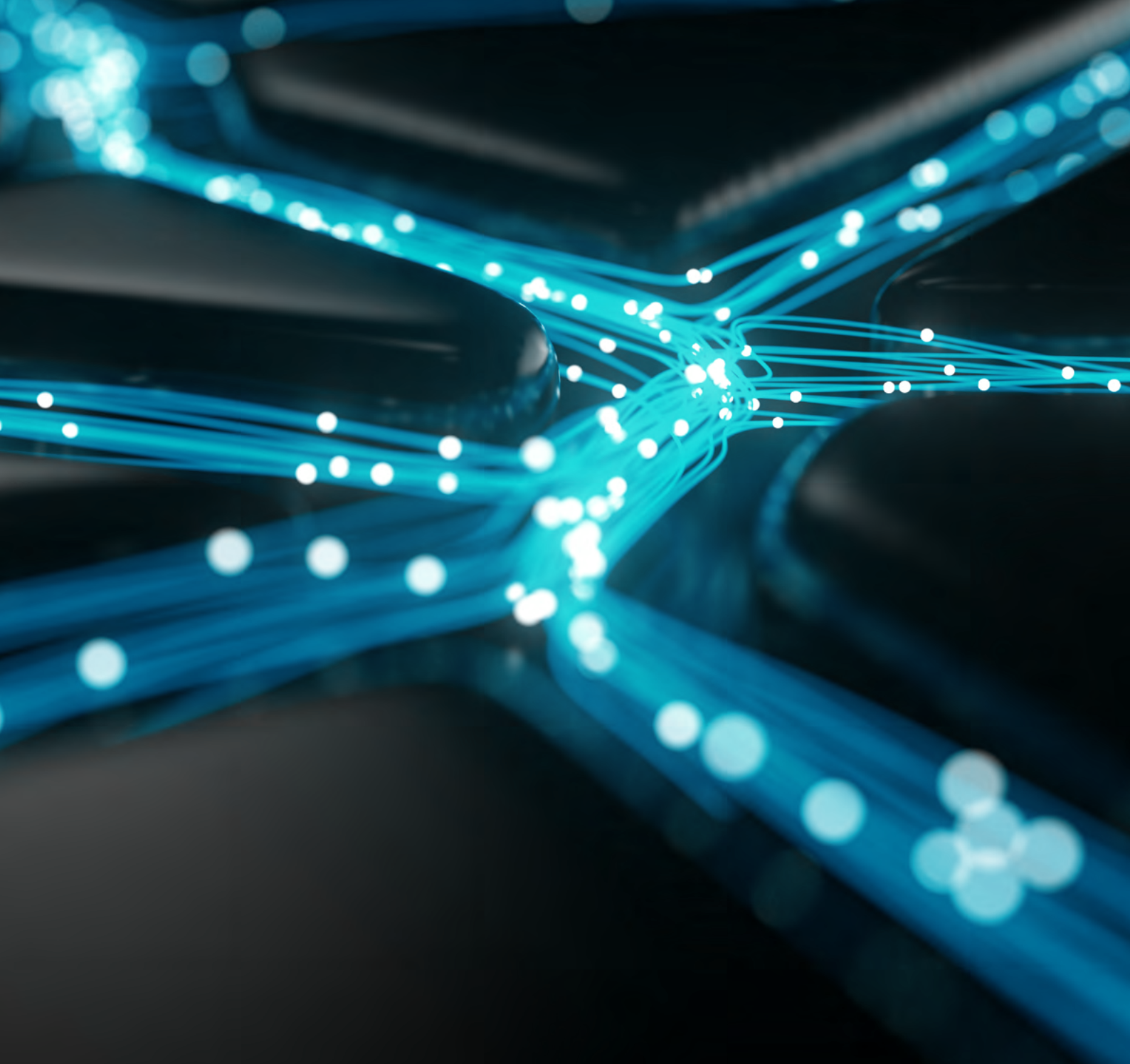
At the time of writing, these two projects are close to deployment, and the competitive advantage they promise to deliver explains why I've been unable to name the clients involved. It's safe to say, though, that

both organizations are excited by what they've seen so far.

Artificial intelligence is very much here, very much now – and it's very much delivering.

Preethi Sankaranarayanan is an expert in the field of machine learning, natural language processing (NLP), and predictive analytics. She helps her clients deliver end-to-end automation infusing AI and drive transformation at scale.





AUTOMATION AND THE DATA-POWERED ORGANIZATION

THE MISSING LINK IN INTELLIGENT AUTOMATION



MAREK SOWA

Head of Intelligent Automation
Offering & Innovation, Capgemini's
Business Services

New ways of working and embedding
organizational change management drives
AI and automation success.

According to Prosci, the business consultancy firm, [organizational change management](#) (OCM) comprises “the process, tools and techniques to manage the people side of change to achieve a required business outcome.” Despite this impressive definition, OCM does not get the critical recognition it deserves as a driver of value. In fact, in many organizations it’s often confused with internal employee communication.

Little wonder, then, that projects continue to fail to achieve the adoption levels that are essential to meeting targets for return on investment (ROI).

How can OCM help?

OCM can help meet innovation and transformation objectives by focusing on critical aspects of the people side of change, instead of facilitating communication and training alone. Those aspects may include the creation of the change vision, which comprises making a practical case

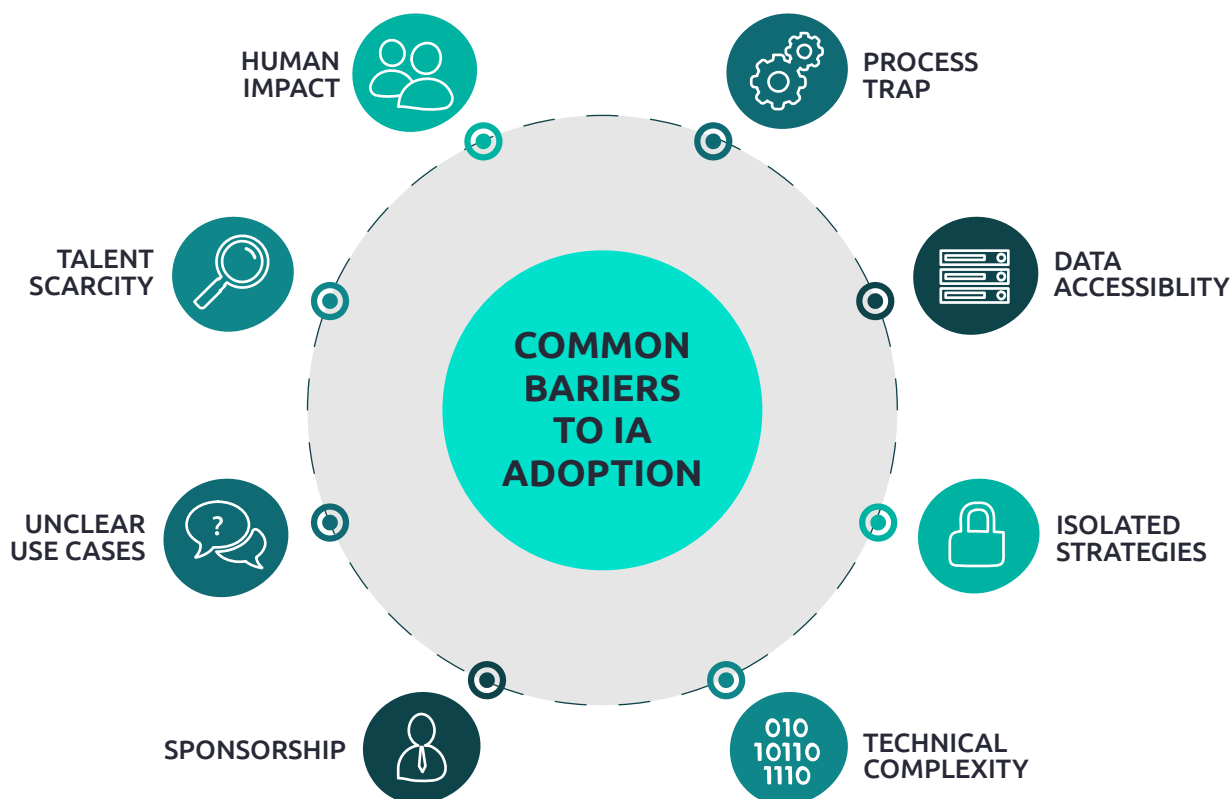
for change, effective stakeholder management, transformation scaling, and an approach to roll-out that reinforces positive change. Part of this vision addresses the WIIFM – the employee’s “what’s in it for me?” – and is the beginning of achieving buy-in, continuous use, and ROI. It’s the most often overlooked component of many change management projects.

How change is embedded across many silos in an organization is very important. In the context of artificial intelligence (AI), it’s less about introducing new tools and software, and more about changing the way everyone thinks, operates, and does business. Mere excitement for the new technology will not win people over. Automation anxiety (the fear that machines will soon replace people and take their jobs away from them) might distract them from the benefits that change can bring to them, and how it’s impacting clients.

Organizations need to make sure they frame and sell AI as an evolution of something that employees are doing already, not merely as “just the next logical step,” but as a reinvention of the whole process. Instead of throwing out what’s familiar to people, employers should reassure them that the new technology adds to their existing capabilities, and that it allows them to fulfill their true potential – which is something that is not automatable.

Overcoming barriers by giving people agency

Intelligent process automation (IPA) is often seen as complex, or threatening, or both. Resistance to change within organizations is therefore not surprising. What’s more, [a Capgemini study](#) has shown that IPA implementations are rarely deployed in full or at scale. The common barriers to adoption are shown in the graphic below.



OCM can help to remove many of these barriers by effectively addressing the people side of change.

Successfully deployed OCM empowers employees across organizations to improve and refine the new solution continually – which can stimulate revenue growth and secure ROI. People need to be both aware of how the new solution is changing their work and that they are active in driving it – and that, as a result, they are actively making the organization a powerhouse for continuous innovation.

Critical success factors for OCM

OCM is effective first, when it factors in all the areas and people in the organization that will be affected by the project, directly and indirectly; and second, when it includes steps to minimize any negative impacts of the change.

To make sure the new automation solutions will be implemented successfully across the organization and that employees will actually use them, companies should follow change management best practice, especially on the people side of the business.

But what does best practice look like? Here are some examples:

- **Integrated OCM** – OCM will be most effective when it is integrated with project management, and when it is included right from the planning/defining phase
- **Active and visible sponsorship** – organizations should provide executive leadership and change sponsorship in creating new but safe environments for employees to get used to new tools and learn different practices. Throughout the project, leaders should make it a top priority to demonstrate their commitment to the transformation process, to reward risk-taking, and to incorporate new behaviors into the day-to-day operations of the organization
- **A tailored case for change** – businesses should make the new solution desirable and relevant for their employees by presenting the big picture, outlining the organization's goals, and illustrating how the solution will help achieve them. In other words, for each stakeholder group, the case for change needs to be given, and the "what's in it for me?" question needs to be answered. Wherever possible, it's best to use

overwhelming evidence, including real data, compelling stories, and a clear vision.

The transformation of work may be enabled by technology, but it relies on people. More specifically, it depends on people not just changing, but wanting to change.

Steps such as those outlined above help not only with acceptance and adoption; they also make a significant difference to the bottom line.

Marek Sowa is the head of Intelligent Automation Offering & Innovation at Capgemini's Business Services Global Business Line. He empowers clients to revolutionize business operations with AI and RPA, helping many Fortune 500 companies in creating scalable, high-performance automation solutions that enhance efficiency, employee satisfaction, and transformation. Marek is responsible for building market winning offers and capabilities combining AI (including GenAI) and automation solutions. Marek specializes in early innovation seeding, rapid co-innovation and industrialization of emerging technologies.





AUTOMATION AND THE DATA-POWERED ORGANIZATION



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EXPANDING THE INTELLIGENT AUTOMATION WORKFORCE – A FEMALE PERSPECTIVE

Innovation Nation talks to Capgemini's Ewelina Kałucka, Vijaya Yellu, and Anuradha Raghuraman about how women bring a unique perspective to IT and automation roles, and what Capgemini is doing to attract more female talent to expand its IT and automation workforce.

Innovation Nation: Hello Ewa, Vijaya, and Anu – thanks for joining me today. Could you start by telling us about your role within Capgemini's Intelligent Process Automation (IPA) practice and what first interested you in a career in IT and automation?

Ewelina Katucka: Hello, I'm Ewelina and I work as a team leader for our IPA practice. I'm responsible for providing our customers with tailored software solutions that meet their needs quickly and effectively.

My interest in IT started with video games. I remember creating a video game for a final year project when I was 16. This was my initial interaction with IT, and I really liked it, so I enrolled in a computer science course two years later.

Vijaya Yellu: I'm Vijaya and I work as a technical automation architect for Capgemini's Intelligent Command Center, ensuring our automated solutions are optimized to work as they should.

My journey began when I was waiting for my undergraduate studies to begin. I joined a C programming training course and quickly realized coding suited my logical personality, as it enabled me to see the results of my efforts and provided transparency around where I could improve. This is where my love for IT began.

Anuradha Raghuraman: And I'm Anu. I'm a techno functional delivery lead for our IPA practice. I help businesses automate their process with the help of various RPA and AI tools and chatbots.

I've always been a problem solver, but I didn't fully realize this until I was in at university. One of my assignments helped me improve some of my academic administration work and saw the benefits of automation. This was where my initial interest in IT came from.

How do women bring a unique perspective to IT and automation teams?

Anuradha: That's a really important question. Women are empathetic and can understand the needs of others more easily. Women are

also influencers, which helps them achieve goals, make people feel more confident in their abilities, and produce better products and services for clients.

Vijaya: Women tend to show a great deal of empathy and emotional intelligence – and we're also great multi-taskers. We do this every morning while getting ready for work and making sure our kids are up and ready for school. This is something that women bring to any team.

What is Capgemini doing to ensure more women join its IT workforce?

Ewelina: I think Capgemini is already succeeding here. For example, Capgemini recently partnered with [the IT Girls Revolution Academy \(ITGrA\) initiative](#) in Poland, which helps young female high-school

students take their first steps into the IT world. I took part in it myself this year, as an instructor, and can honestly say Capgemini is doing a great job getting young women interested in IT, based on my own experiences with this program.

Anuradha: Capgemini offers many engaging initiatives and training programs designed to help women grow their skills. Initiatives such as our [Avancer](#) program, which ensures women are given the skills to advance their careers further and climb the corporate ladder.

Vijaya: Capgemini is good at getting the work-life balance right. We have good management that supports women – even if they've been with the team for a short space of time – and this is crucial, especially when it comes to balancing team needs with family needs.



What advice would you give to women starting out in IT and automation roles?

Vijaya: I would tell them you need to be comfortable being flexible – even if you have a family. There are times when you have to work with teams in other time zones or work to extremely tight deadlines. So it's important you train and work with companies that respect your time.

Anuradha: I would also add that you need to keep up with new technologies – even if you work in a managerial role at an IT company. You also need to find ways to upskill, regardless of the size of the company you're working for. Upskilling is how you truly excel in IT. Secondly, women need to identify the skill gaps in their team or practice, and try to pick up those skills and technologies

Ewelina: These are all great points, but I would also add that it's important to follow your passion. If you do this, you'll find success in any field.

Finally, why would you recommend Capgemini as an employer for IA-focused talent?

Anuradha: At Capgemini, we work with multiple, cutting-edge technologies and explore them to deliver the best possible product to our clients. For anyone who wants to explore the value that IA can bring to businesses across the globe, this makes Capgemini a great place to work.

Ewelina: The initiatives Capgemini offers and the cutting-edge projects we work on is one reason why I would encourage anyone interested in working in IT to join Capgemini – regardless of gender. But the other reason is that, at Capgemini, everyone will find a project that will both interest and challenge them on a daily basis, while giving them plenty of opportunities to hone their IT skills from day one.

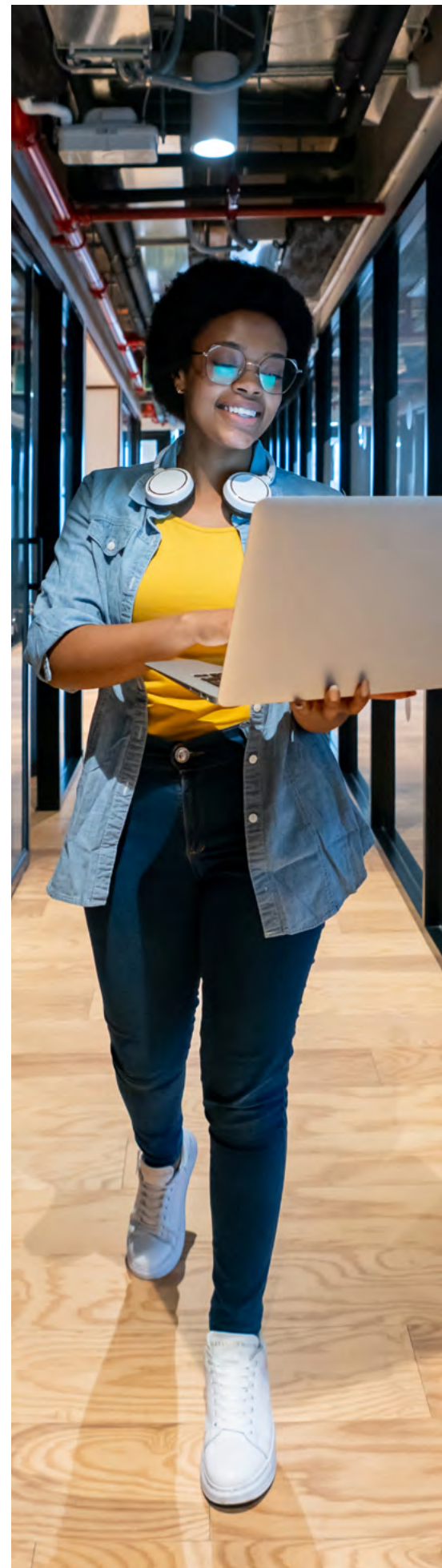
Vijaya: I would add more, but Anu and Ewa have taken the words right out of my mouth – if you work in automation and want a challenging experience then Capgemini is the place to be.

Ewa, Vijaya, Anu – thank you for taking the time to talk to us today.

Ewelina Katucka works on Capgemini's Digital Human project to create a human-like, speaking, and voice-recognizing chatbot to support the healthcare industry.

Vijaya Yellu is part of Capgemini's AICC team and leads the technical team for automation. She helps to explain automation transformation and security to clients.

Anuradha Raghuraman is part of Capgemini's Intelligent Automation team and leads complex automation projects.



TECHNOLOGY TALK



TECHNOLOGY TALK

AUTOMATING THE ACCOUNTS RECEIVABLE PROCESS MAKES IT TRULY FRICTIONLESS



TEODOR MOVILA

Forecast to Cash Global Process
Owner, Capgemini's Business
Services

Implementing an autonomous order-to-cash platform automates customer communications and analyzes customer behaviors and payment trends in a timelier and more proactive way to drive a frictionless accounts receivable process.

There was a time when adding notes around any aspect of the order-to-cash (O2C) process for your client accounts was complicated. You needed to remember every name, detail, and amount – as well as every document you shared and every follow up action that needed to be carried out.

It didn't matter if these actions were related to shipping, processing, or any other aspect of the O2C cycle – you would have to record every single action, as there was no other way to track your actions. But such were the times, and you did all of this to comply with everything from account management requirements all the way to audit and legal requirements.

Thankfully, these times have long gone. But understanding your customers' payment behaviors still remains challenging – and often leads to poor customer experience and payment delays within the collections sphere.

Technology drives enhanced order-to-cash

O2C technology has come a long way over the last few years – especially with the advent of autonomous, [data-driven accounts receivable platforms](#).

Implementing a cloud-based O2C platform enables you to:

- Automate your customer communications in a timelier and proactive way
- Analyze customer behaviors and payment trends quickly and easily
- Notate client accounts to make recording and tracking actions much easier
- Carry out automated and timely follow ups.

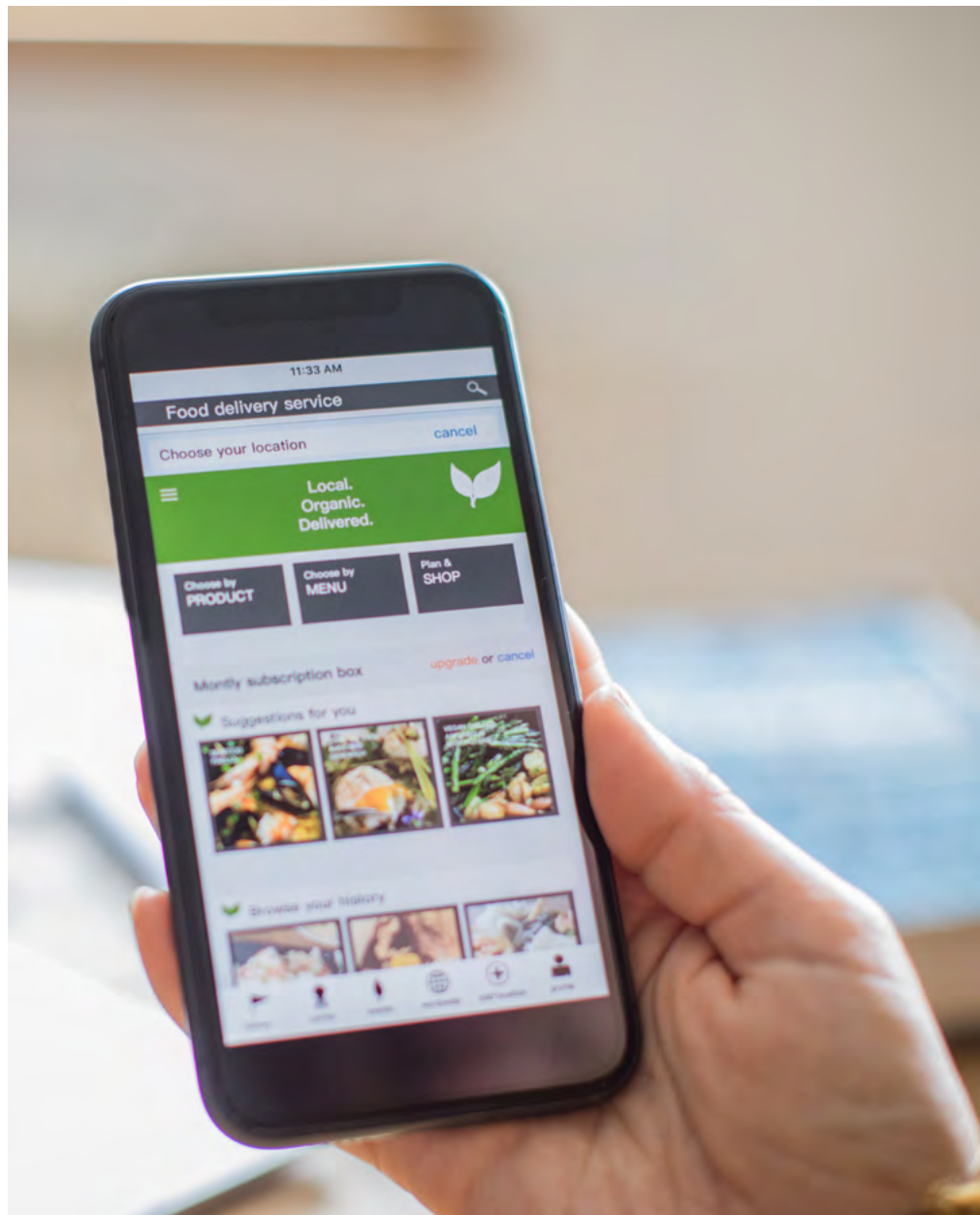
All of this impacts customer experience in a positive way, reducing friction in the collections environment and improving your accounts receivable process. In addition, leveraging accounts receivable tools such as High Radius ensure speedier, more thorough follow ups – driving better reporting and significantly improved customer and employee satisfaction.

Tangible benefits that go beyond collections

It's also important to note that [an autonomous O2C platform does a lot more than just handling collections](#). It also improves claims reduction, cash applications, and credit management, which brings real, tangible results to your company – reducing days sales outstanding and days deduction outstanding, while increasing cash flow and working capital.

The bottom line is: implementing a next-generation, autonomous O2C platform can future-proof your accounts receivable operations, helping your organization move towards implementing [frictionless business operations](#).

Teodor Movila has worked on and led major C2C projects covering process solution design, transformation, and implementation, leveraging digital, analytics, and AI/ML assets to deliver enhanced business outcomes for clients across industries and geographies.





TECHNOLOGY TALK

E-INVOICING SOLUTIONS – OPTIMIZE YOUR INVOICING PROCESS TO DRIVE COMPETITIVE ADVANTAGE



MAHALAKSHMI
RAMAKRISHNAN

Accounts Payable Global Process
Owner, Capgemini's Business
Services

Leveraging proven AI-driven accounts payables solutions from an experienced service provider can help you implement a best-in-class e-invoicing tool that delivers improved compliance, accuracy, efficiency, cost saving, and sustainability.

In recent years, e-invoicing has gained increasing importance as organizations look to reduce invoice processing costs and cycle time, improve working capital management, and expedite tax settlement. Indeed, the current trend is for suppliers to register invoices with the relevant tax authority for validation and reporting prior to or post sending invoices to their customers.

[Enhancing your accounts payable](#) process with a best-in-class e-invoicing solution can simplify and optimize your supplier invoicing process, while enabling your organization to retain market position through ensuring a “happy supplier, excellent supplier relationship.”

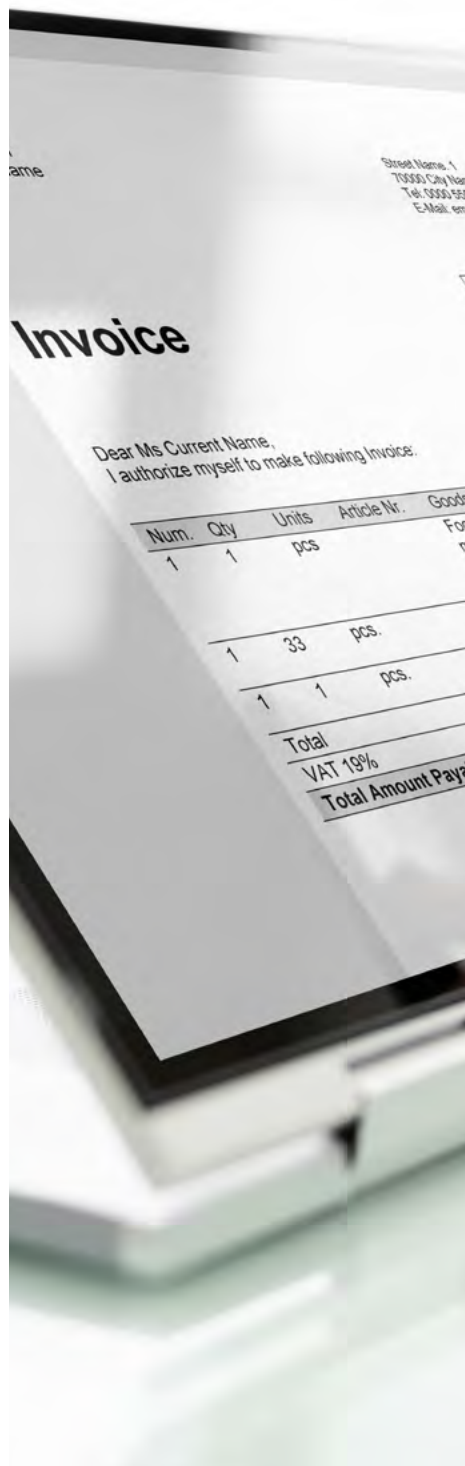
Adopting an e-invoicing solution enables you to streamline the invoicing process, enhance collaboration, and unlock the benefits of digital transformation with your suppliers in terms of regulatory and reporting compliance.

But how can you implement an end-to-end e-invoicing solution across your accounts payable function?

Five easy steps to optimize your invoicing processes

You can achieve the e-invoicing future you want by focusing on five key areas:

- **Strategy** – analyzing your current e-invoicing strategy enables you to identify what areas are performing well, while also highlighting areas that require more work
- **Assessment and selection** – performing process, technology, and tool assessment drives greater ROI from your e-invoicing transformation efforts
- **Implementation** – providing the right functional and technical support helps to properly implement your e-invoicing solution effectively



- **Adoption** – providing end-to-end vendor portal onboarding support to your vendors ensures greater transformation success
- **Change management** – leveraging an end-to-end approach through a change management framework ensures fast and efficient implementation.

Preventing fraud while reducing cycles times and environmental impact

Leveraging a next-generation e-invoicing solution drives a range of benefits and business outcomes, including:

- Significantly reducing processing cycle time by as much as 80%
- Recovering VAT not claimed and improving discount capture and working capital management processes
- Improving spend control and supplier relationships
- Preventing fraud and duplicated payments
- Reducing the environmental impact of your purchase-to-pay operations to improve your organization’s ecological image.

Expertise and support for every e-invoicing scenario

At Capgemini, we’ve identified four scenarios on where you are on the journey to e-invoicing and how you can optimize your existing invoicing program:

- **Scenario 1** – you’re already engaged in an e-invoicing program, but your solution doesn’t include Capgemini recommended tools. Our change management and transformation experts can help you optimize your existing tools to drive increased adoption and outcomes
- **Scenario 2** – you’re engaged in an e-invoicing program and your solution includes one or more of the Capgemini recommended tools. Our experts can ensure proper integration, testing, and operations of the tools to drive improved adoption and outcomes

- **Scenario 3** – you haven't implemented an e-invoicing program, but you're open to Capgemini-recommended tools. Our experts can work with you to suggest and implement the right tools, technologies, and partners for the best ROI for your organization. We can also provide project management support for end-to-end implementation with governance and due diligence for smooth transformation

- **Scenario 4** – you haven't implemented an e-invoicing program and you would like implementation support for non-Capgemini preferred tools. Our experts can collaborate with your technology platform provider and recommend optimization options to improve e-invoice adoption and outcomes.

In conclusion, implementing an e-invoicing solution or optimizing your existing invoicing solution is

easier than you think. Engaging an experienced service provider that can leverage a [proven AI-driven payables solution](#) will ensure your e-invoicing objectives become a reality.

Mahalakshmi Ramakrishnan leads multi-national, multi-cultural teams and transformation projects across accounts payable.





TECHNOLOGY TALK

TRANSFORMING R2A DRIVES A MORE ANALYTICALLY- FOCUSED FUTURE



**MALGORZATA
BATEUP**

Record to Analyze Global Process
Owner, Capgemini's Business
Services

Digitalizing your record-to-analyze processes enables you to spend less time crunching numbers and more time analyzing data to drive more insights. This shift is driven by technology and your people in equal measure – but where do you start?

Imagine you've just landed your dream job, but end up spending most of your time doing administrative tasks that stop you from doing what you've been employed to do. You'd rightly feel frustrated and be looking for ways to sort out the admin, so you can dive into the good stuff.

This is the reality facing most record-to-analyze (R2A) teams – until recently.

Traditionally, R2A teams spend most of their time ensuring that every finance transaction is recorded accurately and in a timely manner. But this means typically spending most of the month and end-close period checking transaction accuracy, correcting errors in upstream processes, and preparing information for reporting. As a result, R2A teams often don't have enough time to analyze the data they work with.

Shifting the focus from “record” to “analyze” means your R2A teams spend less time crunching numbers and more time analyzing data to drive more insights – which represents the true value your stakeholders expect from your finance function. But with your R2A teams spending more time analyzing data, who – or what – will record finance transactions and make the data associated with them available for analysis?

This is where digitalizing your R2A operations through leveraging [a proven AI-augmented solution](#) comes into play.

Technology makes transforming your R2A operations possible

Digitalizing the “record” side of your R2A process requires implementation of the right technology to integrate and orchestrate your data quickly and easily. This enables R2A platforms and an AI-augmented workforce to run your accounting transactions efficiently and automatically with minimal human supervision, while your R2A teams focus on analyzing the data to achieve the results your clients expect.

Implementing technologies such as BlackLine empowers

your end-to-end R2A process by automating accounting workflows, streamlining financial reporting, and providing a centralized and secure workspace for period-end accounting activities. This helps you close faster with more complete and accurate results. And leveraging [an integrated AI-augmented governance, risk, and compliance \(GRC\) solution](#) can help eliminate process risk to drive frictionless operational efficiency, improved fraud and revenue protection, and improved compliance.

But this is only half the story.

Change is driven by your people

While technology plays a crucial role towards the R2A shift, it's important not to lose sight of the main force that will drive your transformation forward – your people.

People are an integral part of the success of any transformation – and the key to ensuring your business processes are understood by your R2A team. To ensure your people are

prepared to meet the challenges of their new digitalized environment requires you to invest in training and upskilling and talent development. Training that focuses on improving your people's analytical skills and capabilities, better understanding finance analytics methodologies, and generating better analysis for your organization through AI-augmented technologies.

Additionally, implementing different change management initiatives will help your people work as part of an AI-augmented workforce. Involving your people in the core automation process or the implementation of analytical tools will accelerate them on new learning paths, helping them to become architects of their own future.

Malgorzata Bateup focuses on developing new products in the record-to-analyze area. She has over 20 years of experience in finance and accounting, with the last 12 being dedicated to transforming her clients' processes and operations.





TECHNOLOGY TALK

THE FUTURE OF SUPPLY CHAIN OPERATIONS

What are the current factors impacting supply chain operations, and how can supply chain leaders evolve their mindset to deal with them? HFS' Saurabh Gupta talks to Dharmendra Patwardhan (Global Head of Intelligent Supply Chain Operations, Capgemini), Matthew Spooner (Head of Industry Thought Leadership, Kinaxis), and Kevin Nash (SVP, Global Integrated Logistics, Kuehne+Nagel) to discuss what the future holds for the supply chain.



SAURABH GUPTA

President of Research and Advisory Services, HFS

Saurabh: *Gentlemen, I'd like to start by saying that the word "chain" conjures up a constrained, linear form of thinking. Does our conventional mindset towards the supply chain have to change?*

Dharmendra Patwardhan (Pat):

Let me start by not using the phrase "supply chain," but using the phrase "supply value networks" – as this term encompasses sustainability, customer experience, the global nature of supply chains and the thousands of components that come with operating on a global scale, and, finally, resilience.

Leaving sustainability aside for a moment, each of these aspects has been either amplified or accelerated through the global pandemic or recent geopolitical events. And this has resulted in these four drivers being elevated to a boardroom level conversation.

Matt Spooner: The first thing to consider is the circulatory nature of supply chain networks. In the past a supply chain was linear, but now to ensure sustainability, we've got to consider repairing, reusing, and the recycling of parts. This is one of the reasons why supply chains need to evolve to become an end-to-end circular process.

The other piece that is really important is how inflation is also elevating supply chains to being a board-level topic. So, it's not just a one-off event – supply chain is now most definitely a board level conversation.

Kevin Nash: The significance of supply chains for companies is also now undeniable. I look at it from the perspective of all the stakeholders that are in the chain, each of them represented by different board members.

For example, you look at all the stakeholders that are either involved with, or contribute to, the order-to-cash cycle of what we had previously termed a linear supply chain. Regardless of whether it be manufacturing, sales and marketing, suppliers, and service providers – every function involved in this process provides key information to complete

their tasks. This is why supply chain has become a cyclical network and not a chain.

As a result, it's critical that a company's leadership put supply chain on the agenda. If they don't, they'll miss something very significant.

What are the inefficiencies or pain points being discussed in these boardroom conversations?

Pat: Geopolitical shocks are something you can't directly control or influence. But what you can control is agility, which companies

are now starting to address. Agility, by definition, means the ability to act quickly and react to changes at speed.

But how do you adjust everything, while driving data availability, visibility, or seeing what's happening across your supply network? These are the principle challenges many organizations are currently facing.

Matt: There are a lot of organizations who think that agility is just about making fast decisions, when actually it's the process that needs to be fundamentally addressed. It's not just about putting in new technology, organizations also need to consider the planning technique behind it.



Kevin: The two most common inefficiencies we get from customers come from data and change management. Getting data isn't the issue. Companies have huge amounts of data. The challenge really starts when you want to make sense of data and act on it.

These steps must be done really quickly and efficiently because the value of data diminishes over time. So, our focus as a supply chain orchestrator is to help them move towards real-time problem solving using better techniques.

The second thing we talk about is a lack of change management, as this is where projects mostly fail. To avoid this, each department and function that engage with any planned change or improvement must be prepared to contribute and adapt to it. Keeping that cross-functional alignment across all departments and all the information that has to be processed

by key third parties involved in this supply chain is a challenge.

How does Capgemini help its clients address challenges around agility, bringing together people, process, technology, data, and change in a holistic way?

Pat: It's easier to do change when you're able to centralize and tackle it with a proven partner who's experienced at operating processes in a standard manner. At Capgemini, we have strong organizational skills and a proven chain management practice, which typically handles large technology implementations.

And we address things structurally, moving away from traditional silos and running your vertical as a value chain, where you look at it from plan to collect. There also needs to be a significant ecosystem of partners that bring unique capabilities to the table. There are three key

stakeholders we have to manage and give equal importance to moving forward – the customer, the employee, and our partners.

Capgemini helps by breaking silos, running operations as a value stream, and bringing the right ecosystem to bear – from a technology, people, organizational, and change management perspective.

Matt: I worked recently with a very large organization who is moving away from siloed function organization to end-to-end processes – including plan-to-deliver, order-to-cash, and procure-to-pay across the whole enterprise, which is a huge change for the organization. But it's a change that drives huge improvements in efficiency, not just in terms of supply chain efficiency, but the overall business results and customer centricity of the organization.



Kevin: The people agenda has become very challenging, and the pandemic has really thrown our older, traditional thinking on its head. Companies have been investing in real estate for years. But now it's the employee experience and customer satisfaction that matters much more than the corporate footprint. The people agenda is absolutely critical as it impacts your bottom line. Therefore, a boardroom discussion about managing your people alongside all the other responsibilities you have to your clients' needs to happen.

Finally, given the challenges across the globe today, what would your one wish be for supply chain?

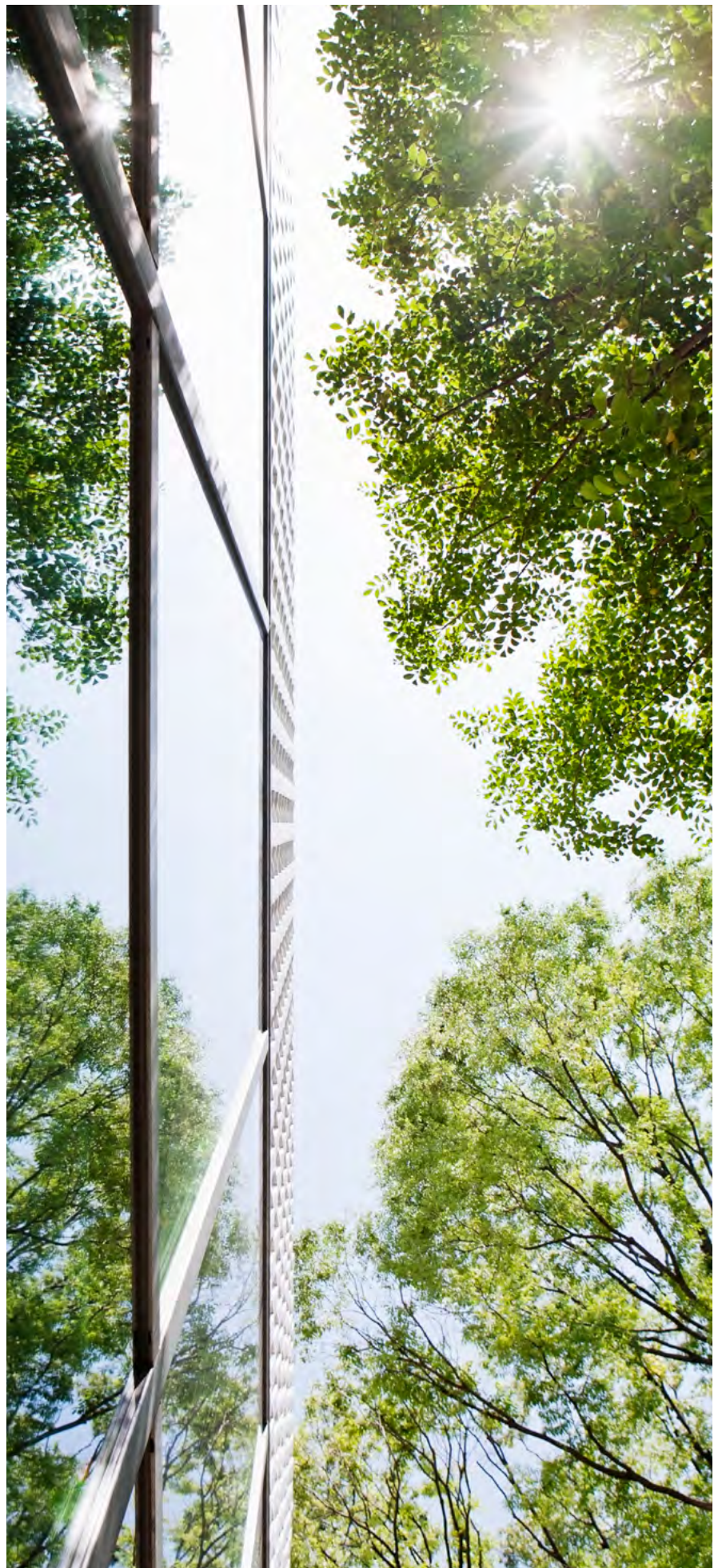
Pat: My one wish is that companies think with more of a 180-degree mindset when it comes to their supply chain – and drive sustainability at the structural level through collaboration to save millions in CO² emissions.

Matt: Similar to Pat, if I had one wish it would be that we all collaborate in an open and transparent way, while focusing on sustainability.

Kevin: I agree. Companies should expand their holistic sustainability programs to cover everything from strategy to creation and execution, in order to lower their carbon footprint.

Thank you, gentlemen. This has been a fascinating conversation and the silver bullet here is collaboration.

Saurabh Gupta sets the strategic research focus and agenda for HFS Research, understanding and predicting the needs of the industry and ensuring that HFS maintains its position as the strongest impact thought leader for business operations and services research. He oversees HFS' global research function, managing the global team of analysts and operations across the US, Europe, and Asia.





TECHNOLOGY TALK

WHAT CHARACTERIZES LEADING SUPPLY CHAIN TRANSFORMATION VENDORS?



JOHN WILLMOT
CEO, NelsonHall

Enterprises are typically seeking increased digitalization and efficiency in their supply chains, greater supply chain agility, and much, much better supply chain visibility. So, given that organizations are typically not self-sufficient in driving supply chain transformation, what should they look for in a partner?

The pandemic stress-tested many supply chains beyond previous expectations, identifying and magnifying any process shortfalls. The current economic downturn and additional disruption of supply chains by geopolitical factors have further exacerbated the difficulties enterprises face in their day-to-day supply chain management.

Accordingly, enterprises are typically seeking increased digitalization and efficiency in their supply chains, greater supply chain agility, and much, much better supply chain visibility.

However, organizations are typically not self-sufficient in driving supply chain transformation and look for partners to assist them in this journey.

So, what should organizations look for in a supply chain transformation partner?

Ability to identify end-to-end digital supply chain operating model

Larger organizations will be looking not just for a service provider but for a trusted advisor who can proactively deliver innovation and best practices. This typically entails finding a supply chain vendor to work with them using design thinking to identify their new target operating model that can achieve the key business outcomes sought.

Such vendors typically have innovation labs where they bring domain consultants and technology experts to co-create with client executives. As well as innovation expertise, the vendor should bring its own benchmarks to measure the client's current performance and assist in establishing target KPIs within the to-be operating model and understand the best practice processes that are key to achieving these desired KPIs and business outcomes.

This level of process knowledge typically comes from operational process expertise obtained through many years of running and enhancing client supply chain processes. Hence, it is important to choose a vendor with both consulting and

operational supply chain expertise to reimagine and deliver supply chain transformation.

End-to-end supply chain expertise is also becoming increasingly important. Supply chain transformation requires an ability to break down existing silos and integrate data and automation across silos, so vendors need to be able to design and implement an end-to-end operating model reaching from demand identification and planning & supply planning through order fulfillment and transport planning & optimization, to warranty & returns operations.

Indeed, manufacturing optimization could even be included as part of the end-to-end supply chain view for a more enterprise-wide perspective of the supply chain. This holistic perspective is necessary to eliminate

friction between departments and automate transactional activities to the extent possible.

Ability to establish the data framework

Data is an immensely important part of this perspective. The existence of supply chain silos within organizations has often resulted in multiple data sources that are fragmented and potentially inconsistent and out-of-date. In the new supply chain operating model, the vendor must incorporate real-time data quality and consistency into the design to provide a solid data analytics and visualization framework.

Accordingly, the new operating model should have strong master data management holding a single



version of the truth. This will typically require the vendor to undertake ERP standardization and optimization, including improving existing ERPs' controls and implementing a data lake. It will probably also involve improving the level of integration downstream with distributors and customers, upstream with raw material and component suppliers, and within the supply chain itself, e.g., with logistics firms.

It may even be appropriate to undertake cloud migration of existing ERPs.

Ability to deploy pre-built plug-and-play components

The vendor should provide a comprehensive integration platform, control towers, and dashboards within the new supply chain operating model. This integration platform will typically access a wide range of pre-developed plug-and-play models. These plug-and-play models will be based on both proprietary tools and platforms and have the ability to seamlessly integrate specialist point platforms for areas such as transportation planning and inventory management.

While they are likely to have preferred partners for many of

the point solutions required, the vendor should have a broad alliance ecosystem with pre-built APIs and supply chain integration and build in longevity to the digital supply chain operating model by providing the ability to switch platforms in and out within its integration framework as new platforms and opportunities become available. These platforms, whether proprietary or third-party, will predominantly be cloud-based to provide greater supply chain scalability and resilience.

Ability to apply machine learning in support of supply chain simulations

Enhanced demand forecasting is currently a key component of supply chain transformation. Depending on the type of business, the vendor should be able to integrate customer data from point-of-sale, social platforms, and third-party data sources, ingest data from the organization's systems and apply this data within pre-built machine learning models. Machine learning models should be used to improve forecasting accuracy and to run simulations, for example, to indicate the impact of marketing campaigns and price adjustments.

However, machine learning and analytics have a much wider role in underpinning simulations across the supply chain, including in supply forecasting and logistics optimization. In addition, digital twins are starting to be deployed to test and refine transformational approaches before their adoption, while process mining should be used to check process conformance and further opportunities for process automation.

Summary

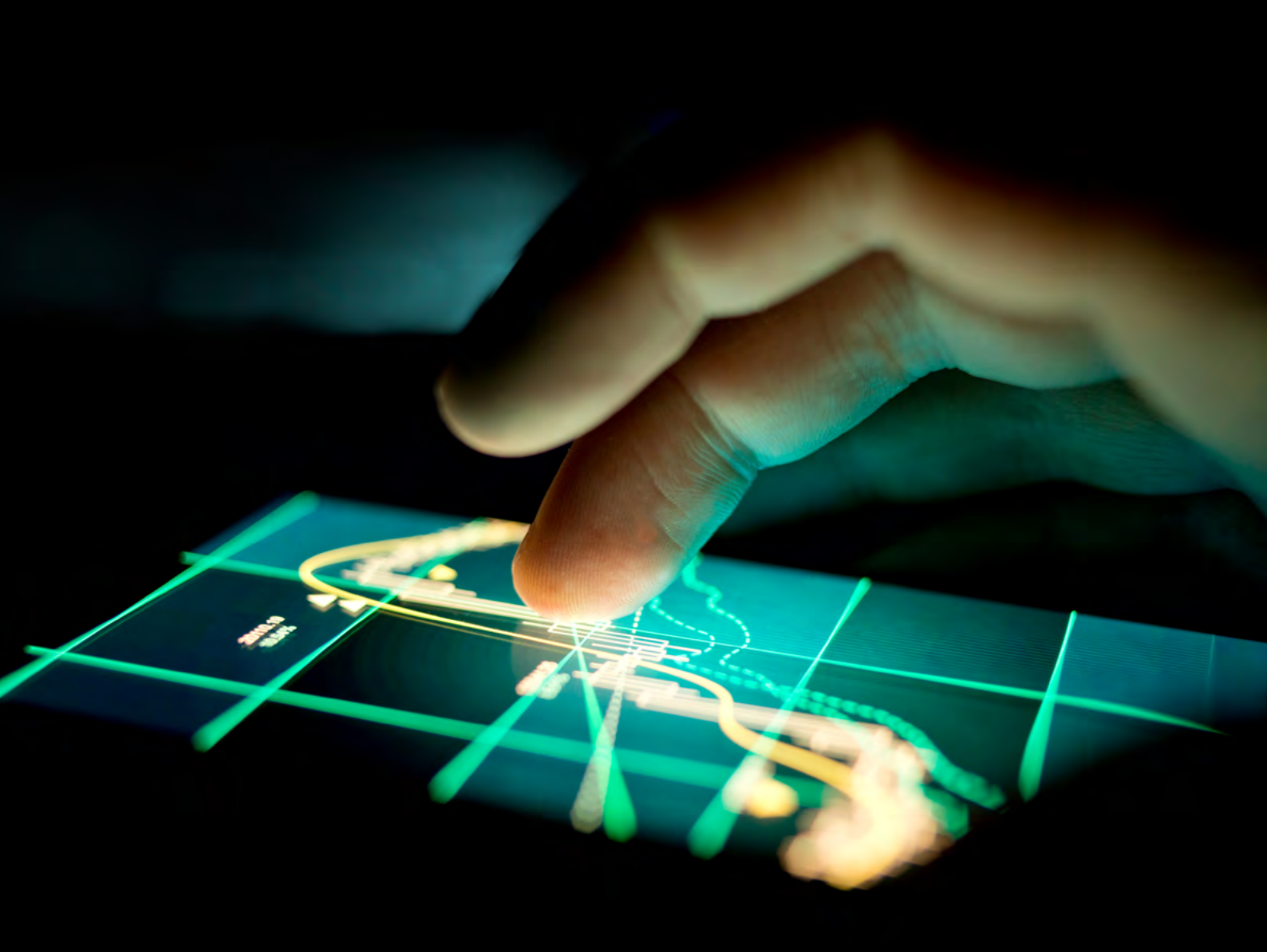
In summary, leading supply chain vendors will possess:

- A combination of consulting, technology, and operations expertise in supply chain management supported by design thinking labs
- Best-practice supply chain solutions based on integrated combinations of process models, industry platforms, and automation technologies
- A supply chain integration platform and a pre-built portfolio of supply chain plug-and-play models for process automation
- A strong alliance ecosystem for access to best-in-class supply chain tools and platforms
- The ability to think end-to-end, breaking down supply chain silos and automating transactional activities across the supply chain
- Dedicated supply chain talent with specialized skills and capabilities
- Predictive and cognitive supply chain capabilities, including strong forecasting and digital twin capability.

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





TECHNOLOGY TALK

THE FUTURE OF LOGISTICS – HOW AI IS REVOLUTIONIZING DECISION-MAKING



JÖRG JUNGHANNS

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

Complementing human experience and expertise with AI-generated insights enables logistics professionals to tackle complex challenges with confidence and make informed choices that drive business growth and innovation.

I was recently interviewed by a renowned German logistics publication on the topic of how organizations are leveraging artificial intelligence (AI) to reshape the logistics landscape, which is leading to smarter decision-making and increased efficiency.

In this article, I summarize the interview by talking about how AI is making its mark and the exciting possibilities and opportunities it is set to create for logistics in the future.

AI-powered decision-making

AI is a broader concept encompassing methods for machines to simulate human intelligence. Machine learning (ML) is a subset of AI that focuses on machines learning from data without explicit programming. In logistics, both AI and ML have distinct roles. AI encompasses rule-based and expert systems, while ML is used for tasks like demand forecasting and route optimization.

Logistics also employs predictive analytics, natural language processing (NLP), and ML to revolutionize decision-making:

- Predictive analytics use historical data and external factors to forecast trends
- NLP bridges language barriers for better customer understanding
- ML automates tasks while detecting patterns.

By integrating these technologies, logistics professionals can access actionable data, empowering data-driven decisions. Importantly, AI complements human expertise, enhancing problem-solving and innovation.

Current AI applications

AI is making its mark in two key areas – technology and data:

- **Technological advancements** – autonomous vehicles, including cars, trains, and drones, are used for efficient last-mile delivery. Built-in cameras and sensors identify package details. Warehouses benefit from AI-driven robotics, including

automated guided vehicles (AGVs), autonomous mobile robots (AMRs), and more

- **Data-driven insights** – AI algorithms analyze historical data, market trends, and external sources like blockchain. This enhances logistics demand forecasting, route optimization, warehouse layout redesign, and automated inventory management. Technologies like intelligent document processing (IDP) and NLP streamline data management and improve communication.

- **Autonomous vehicles and drones** – self-driving trucks and delivery drones promise to transform logistics by reducing labor costs and enabling faster, flexible deliveries

- **Enhanced visibility** – AI, combined with blockchain data and robotic process automation (RPA), will continue to improve supply chain operations with enhanced demand forecasting, inventory optimization, and end-to-end visibility. This shift from reactive to proactive supply chain management will increase resilience and sustainability in our volatile, uncertain, complex, and ambiguous (VUCA) world.

Future potential of AI

The future of logistics holds significant potential, especially in two areas:





The current state and industry adoption

AI is already widely adopted in logistics. Major players such as Kuehne+Nagel, DHL, Amazon, and Alibaba lead the way, optimizing their operations with AI. Startups and technology providers offer specialized AI solutions, making the technology accessible to a broader range of businesses. At Capgemini, we apply these advancements to achieve next-generation supply chain performance.

Logistics professionals often seek guidance on AI implementation, vendor selection, integration with existing systems, data security, and privacy concerns in AI applications. They also inquire about best practices for navigating the transition to AI-driven logistics. Additionally, concerns about job displacement by AI solutions are prevalent. It's essential to prioritize AI technologies based on critical use cases and positive business outcomes. This ensures that AI adoption is purposeful and impactful in the logistics sector.

A glimpse into the future

Looking ahead to the next 5 to 10 years, quantum computing could usher in transformative changes. This technology can solve complex problems beyond the capabilities of traditional computers, offering real-time fleet and route optimization and simulation of intricate supply chain networks. The focus will be on harnessing technology to develop sustainable and revolutionary inclusive supply chains.

Another area for opportunity is [empowering your people with new and exciting roles](#) to drive digital transformation and unlock enhanced outcomes – not just in logistics, but across your entire supply chain. Significant investment is required to not only streamline processes and implement new technologies, but also support emerging roles and skillsets to respond to and stay ahead of the evolving nature of work within the supply chain.

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



TECHNOLOGY TALK



MELISSA O'BRIEN

Executive Research Leader,
HFS Research



DAVID CUSHMAN

Executive Research Leader,
HFS Research

BRAVE MARKETERS MUST LEAD WITH DATA TO DRIVE CHANGE

The bravest, most outward-looking Chief Marketing Officers must be leaders of change prioritizing how they work with CTOs and CIOs to build the ecosystems required to gather and respond to the data they need to deliver great experiences and frictionless commerce.

At an HFS Research marketing executive roundtable on March 7, supported by Capgemini, Google’s Amy Copeland – director, data and tech EMEA – described how she was seeing success when CMOs understood the need to connect the silos of the business. Building partnerships beyond the business, with an experience-first focus is an imperative for modern marketers.

Make experience a shared focus from boardroom to shopfloor

But beyond having the idea or ambition, CMOs have to be effective leaders of change to ensure experience becomes a shared focus – from boardroom to shopfloor.

Three’s Fraser Gibson – head of retail marketing – echoed the sentiment as

he told the group about a campaign to raise awareness – and ultimately sales – among students.

“We are trying to work in a fully integrated way across marketing teams and focus on the customer to deliver a seamless marketing experience,” he explained – and key to that is the idea of ‘one customer, one budget’ – focusing spend on the output for the customer rather than individual departments’ Key Performance Indicators (KPIs).

Data can give CMOs the backing to make the big leaps

Several marketing leaders at the event raised concerns that too many CMOs had become risk averse – despite recognizing the increasing amount of data available to them

– all of which could provide exactly the evidence they would need to back themselves in taking the big leaps.

HFS notes that much of the conversation centered on the use of data to measure outputs and marketing’s impact on growth – KPIs for example. But the use of customer data to drive the decisions that would impact those outputs appears less mature in the industry.

A top challenge and imperative for CX leaders today is to increase the understanding of customers; a feat unattainable without proper data collection and quality (see exhibit 1).

Exhibit 1: CMOs know they must get to know their customers better – better use of data holds the key.

What should be the primary imperatives of the CXO in today's enterprise?



Source: HFS Research 2023



The data interpretation gap limits progress in Customer Experience

Speakers around the table shared concerns about their lack of understanding of the flow of data into their businesses, and that they lacked the resources to turn that data into the insight they needed to enhance decision making.

There remains a gap between what data scientists are generating and how marketers can make use of it. As Fraser summarized: “We need people to explain the data to us in a story.”

Marketers have data – but they need support to interpret it. When that insight flows to the right decision points in the business, then CMOs can become evidence-based drivers of real change – delivering the improvement in customer experience they aspire to.

Abha Singh – offer leader for Capgemini’s connected marketing operations, explained: “Marketing is evolving rapidly. It must be more agile, yet scaled, and global in its approach to delivering personalized

experiences. All marketing programs need to be data driven and must be measured with relevant metrics to support growth and customer centricity for the brand”

The bottom line – marketers need internal alliances and expert partners to make the best use of data

The bravest marketers are leading the way in silo-busting alliances with their CTOs and CIOs that access the data they need to drive improvement in customer experience. To join them marketers should turn to partners with the digital and data expertise and the ability to run centralized processes, globally at scale to close their interpretation gap and deliver real time brand experiences. Connecting the dots outside of their own businesses and streamlining the partner ecosystem will help CMOs add to HFS OneOffice experience-led outcomes with [HFS OneEcosystem](#) outputs to meet the needs of a customer’s life-cycle, end to end.

Melissa O’Brien, Executive Research Leader, HFS Research

David Cushman, Executive Research Leader, HFS Research



TECHNOLOGY TALK

DELIVER A SEAMLESS SALES EXPERIENCE ACROSS THE LEAD-TO-ORDER LIFECYCLE



DEEPAK BHOOTRA

GTM Lead, Empowered Sales
Operations, Capgemini's Business
Services

Frictionless, digitally-augmented, data-driven sales operations drive operational excellence, increased value, and competitive advantage across your business.

Just as professional rally drivers rely on a navigator to get them from A to B, so the sales function depends on strong sales operations support.

It's the role of the sales operations team to generate, track, and progress sales leads; to capture, validate, and track opportunities as part of sales forecasting; to move those offers forward to the offer stage with a configured and competitive quote; and when the sale is made, to convert the purchase order into a valid sales order for fulfilment.

These responsibilities are beset by all kinds of challenges. Sales operations teams frequently find they have insufficiently accurate, easy-to-access data and insight-driven forecasting; that their sales technology is outdated; and that they have inadequate resources and roles that are not clearly defined. At the same time, teams constantly need both to recruit and retain talent, and to adapt to changing business models.

All these challenges often mean that sales operations teams spend much of their time dealing with day-to-day tactical issues when they would rather be thinking and acting strategically – looking ahead, developing plans, testing them, and then putting them to work.

Design, build – and transform

What's needed is a smart, seamless sales operations model (think of this as a sales operations-as-a-service concept) that can be tailored to the culture, practices, and needs of the individual organization – and empowers the people who use it.

It's the bespoke nature of the model that makes the design stage so important. If a service provider is involved, it's our view that the best approach is for that provider to work closely with its client organization, designing and mapping processes based on lived experience within the sales operations function, and also on relevant personas.

What should emerge from this deep dive into future aspirations and current practices is a target

operating and service model. The organization and its service partner work together to design and set up services including policies, process rules, a control framework, and new ways of supporting sales operations team members.

The final stage in the transition is to move from current processes to [a more streamlined and coherent smart digital model](#). Technology collapses processes and creates a tremendous opportunity to eliminate drag in a process and improve how an internal or external user experiences it. Focusing on customer experience not only delivers hard gains (ROI, margins etc.), but also qualitative benefits such as CSAT/NPS that translates to stickiness, repurchase, loyalty, and “mind-share.”

What does success look like?

At Capgemini, our digital sales solutions take advantage of innovative technologies and sales systems to integrate, streamline, and optimize sales touchpoints and processes across the lead-to-order lifecycle – delivering accurate, easy-to-access data, enhanced sales support, and data-driven sales analytics.

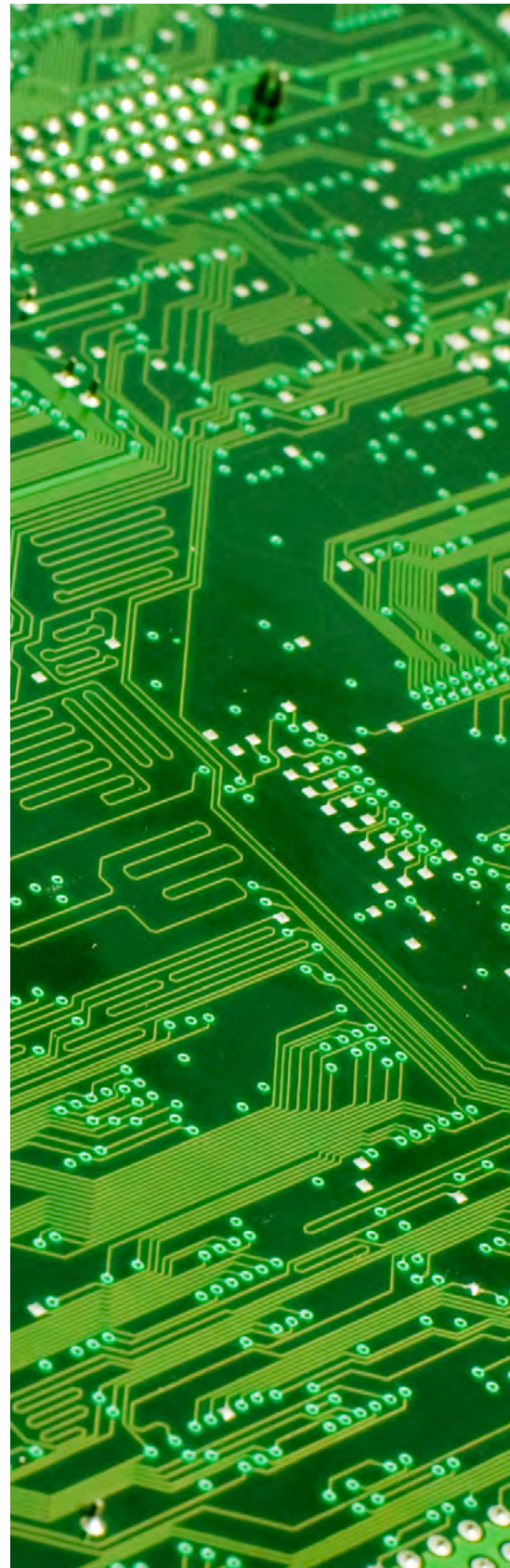
The aim is to enrich our clients' digital sales strategy with relevant insights and data that drive operational excellence and efficiency across the sales function. And we've seen some truly transformative business outcomes, including 15–25% reductions in turnaround time, 3–5% improvements in win-rate, 15–25% increases in time returned to sales, and 10–20% improvements in net promoter score.

Everybody wins

Intelligent, integrated sales operations of this kind not only address those organizational challenges outlined earlier in this article – they also provide increased value for a company's customers and business partners.

When sales processes are efficient and cost-effective, and when sales operations teams are well informed and in control, everyone is happy.

Deepak Bhootra is an established executive with two decades of global leadership experience. He delivers process excellence and sales growth for clients by optimizing processes and delivering seamless business transformation.





TECHNOLOGY TALK

ENGAGED EMPLOYEES DRIVE ENHANCED CUSTOMER EXPERIENCES



TIM SZYMANSKI

GTM Manager, Intelligent Customer
Operations For High Tech,
Capgemini's Business Services

Investing in your employees to build a happier, engaged, and higher-performing contact center drives improved customer experience, loyalty, and satisfaction – not to mention a stronger brand and increased revenue growth.

It's no secret that, in today's competitive landscape, customer experience has become one of the most important factors in a company's success.

However, providing the best customer experience requires employees that are engaged and motivated to deliver excellent service. This is particularly important in contact centers where customer interactions are the primary touchpoint for many businesses.

So, how do you ensure your employees continue to have positive experiences in often demanding roles?

Engaged employees – increased performance, reduced turnover

Employee engagement is the emotional commitment an employee has to their organization and its goals. Fostering this within your company helps your people feel more connected to their work, their colleagues, and your company's mission, driving a variety of benefits including better performance, productivity, and retention rates. Furthermore, engaged employees are more likely to go above and beyond to help customers, resulting in higher customer satisfaction and loyalty.

The way you engage your people plays a crucial role in building a strong brand for your company – particularly in client-facing roles. This means how they interact with customers can make or break the perception of your brand.

Engaged employees act as brand ambassadors, representing your values, culture, and brand image. They understand the importance of providing excellent customer service – and strive to deliver it in everything they do.

When engagement is high, your people are more likely to stay with your company, reducing employee turnover rates and the negative impact turnover can have on customer experience. New employees may not be as familiar with your products, services, or procedures – leading to longer wait times, errors, and increased customer frustration.

Improve NPS quickly and easily

Engaging employees can also improve a company's Net Promoter Score (NPS) – a measurement of customer loyalty and satisfaction. Studies have shown that companies who focus on engaging their people have higher NPS scores than those with disengaged employees. This is because engaged employees are more likely to provide a positive customer experience, leading to higher customer loyalty and advocacy.

A study by Temkin Group found that companies with highly engaged employees have a NPS that is 2.5 times higher than companies with low employee engagement. The study also found that engaged employees are more likely to provide a better customer experience, resulting in a 20% increase in customer satisfaction ratings. Conversely, disengaged employees are often responsible for a 15% decrease in customer satisfaction ratings.

Investment is key

In conclusion, employee engagement is critical for contact centers to build a stronger brand, reduce customer churn, and improve NPS.

It's crucial then to invest in people development, recognition programs, and the creation of a positive work culture if you want engaged employees working in your call centers that can generate better customer experiences, which lead to increased customer loyalty and revenue growth.

Tim Szymanski focuses on orchestrating and streamlining customer experience operations to improve profitability, quality, efficiency, and brand loyalty for Capgemini's clients.





TECHNOLOGY TALK

REIMAGINE YOUR EMPLOYEE JOURNEY INTO AN AMAZING PEOPLE EXPERIENCE



STEPHAN PAOLINI

Intelligent People Operations
Practice Leader, Capgemini
Business Services

Creating and sustaining an environment in which employees are engaged and thrive requires more than an IT solution or a revised organization. It demands the transformation of your employees' daily journey into a truly amazing People Experience.

All too often, there's a big gap between what senior management thinks is happening and the reality on the ground as underlined in [a recent report from the Capgemini Research Institute](#) (CRI).

Indeed, the report survey "The People Experience Advantage" shows that 70% of individuals said they were not happy at work – but that only 8% of leaders declared their employees were not happy. What's more, 78% of people said they didn't find their workload flexible enough to balance personal and family life.

People experience – assumptions vs. reality

The gap between top/line management assumptions and shopfloor or operational offices realities creates increasing challenges for organizations. At worst, this can create disengagement, unwanted attrition, and poor ROI on people initiatives, and at best, a "quiet

quitting" that keeps people in place with a bad productivity and efficiency. To narrow this gap and build a lasting employee engagement, senior executives – especially those with an HR exposure – need to start thinking in a new way.

A good start would be to think of employees as customers. Just as businesses want to encourage customers to identify with the brand, so they should aim for an employee experience that provides a sense of purpose to which people can relate. And what you do for your clients isn't limited to one item only. It's not solved by putting a CRM solution in place and expecting the best. It requires the clever design and relentless articulation of – to name a few – the brand quality, the offer(s) and their marketing, the go-to-market, the sales incentives, the product/services delivery, and the client's satisfaction monitoring and follow-up.

Delivering on a people promise

Continuing this logic, it means defining the best employer promise for your employees, linked to your branding and reputation, the attraction and onboarding journey, the day-to-day job experience as a newcomer or long-termer, the performance and reward deal, the continuous learning and listening that get truly acted upon, and the talent and cultural drivers that make your organization a great place to work.

In the end, it's the entire employee journey that needs to be thought through in an agile and consistent manner. This is where the problems start, as investing in one or two of these levers never solves the challenge. Even the best employer promise will be beaten by delivering a poor experience on a process, a tool, a rule not applied, or even a cumbersome learning module.





In particular, businesses need to ensure not just that the workforce is keeping pace with advances in technology and new ways of working, but that they are able to take advantage of these developments for their own sense of fulfilment as much as for the good of the organization. Enabling your people to become a real competitive advantage to the organization requires you to go beyond providing a mere toolbox – it requires another level of effort and dedication to, not only make it happen but stick.

Failure to act is not an option

Some organizations may be tempted to ask whether things really are as bad as all that, and whether that level of change is necessary.

The CRI's report answers those questions very directly. It contends that employers who fail to act won't retain or attract top talent, with 33% of employees likely to leave in the next year. And as we all know, they are often not the people we are happy to see leave.

At the same time, it limits growth and innovation: 72% of employees surveyed stated they don't have the technologies to do their job. Organizations will also risk becoming unimpactful, with 72% employees not being satisfied, so they won't care about their job – and if they lack engagement, they will lose focus: the CRI report found that 78% of such people didn't know what they must deliver!

Finding a new way

What global and international organizations need to address their people agenda is an approach that leverages technology, people, and processes simultaneously to create and sustain an environment in which employees can build engagement, commitment, and involvement through having opportunities to create a future they want. This ensures they are happier in their work life, and become a competitive advantage for the business.

Furthermore, the following items are required to fulfil any people management ambitions, and can help your people improve their own development and growth:

- Equipping your people with the relevant technology to become an augmented workforce
- Harnessing the data to enhance people management decision-making
- Clarifying your people's progression options and paths

Providing them with customized, 24/7 accessible, user-friendly learning.

At Caggemini, we call this holistic approach the People Experience – and the outcomes are positive for both business case ROI and genuine improvement of the employee's work experience. Our research shows businesses can expect up to 59% reduction in turnover, 41% reduction in absenteeism, and a 17% increase in productivity – all of which can result in improved customer ratings, a 20% increase in sales, and a 21% improvement in productivity. Appealing, isn't it?

Stephan Paolini and his team help to design and implement people engagement and management solutions that accelerate implementation and provide change efficiency in complex global environments. Going beyond operational performance, we can create together a renewed and collective people performance that sustainably transforms organizational ways of working in this "New Normal" context.



TECHNOLOGY TALK

PEOPLE-CENTRIC LEARNING SATISFIES EMPLOYEE NEEDS AT SPEED



SARITA FERNANDES

Intelligent Learning Operations
Leader, Capgemini's Business
Services

Implementing an intelligent learning system that adapts to the individual needs of your people can help you define learning personas and tailor what and how your employees need to acquire knowledge to their own circumstances and preferences.

A chief advantage of [tech-enabled learning](#) is that it's always on tap: people can add to and consolidate their skills in the flow of their everyday work, but also at any other time that suits them. Learning experience platforms (LXPs) enable them to personalize and add to their knowledge in small increments: not everything needs to be learned in long lessons or in broad courses.

Sometimes, people simply want to find out how to fill one particular knowledge gap. For instance, "I get this issue all the time. If the customer purchase order was raised in Country A, but it was in the currency of Country B, and we provided goods and services to Country C, is VAT applicable, and at what rate?"

In fact, LXPs enable people to explore by category or content, just as they might search at home by title or by genre on a streaming platform when they're looking for something to watch in the evenings. "I have two or three half-hour slots this week, and I'm looking to advance my understanding of XYZ. What have you got for me, LXP?"

Just as a streaming platform can track previous preferences and make recommendations, "integrated talent management" technology can use search histories, people's job profiles, and career progressions or interests to suggest learning paths, competency-based learning, and job-aligned learning. The technology's in-built intelligence means individual competencies can be curated at scale, so individual employees can improve their skills in a way that delivers value not just to them but to the business.

Leveraging design to drive people-centric learning

Learning Design, which needs to take precedence in today's times, is an upgraded version of Instructional Design. This structural foundation supports learning experiences while considering the complex interactions between the instructor, learner, and the platform.

Tech-enabled learning systems consider the qualities of a learner



– their prior knowledge, existing skillsets, and a multitude of other factors – and modify the course or learning processes that can adapt to the unique needs, circumstances, and goals of the individual. This, in turn, helps the learner guide the direction or outcome of their training through data-driven platforms.

What's more, learning can be embedded into the platforms on which employees operate, so the systems can train them to be better on the job, adapting intelligently to

their rate of progress and also to their preferred learning approaches. You no longer need to "sit next to Nellie" when Nellie just went digital. Approaches like this are transforming the face of learning – especially when employees need to keep pace with technologies that are evolving and/or being superseded all the time.

Intelligent, people-centric learning driven by innovation

I mentioned that intelligent learning systems can adapt to the needs of individual people. It's a trend that's crossed over from sales and marketing. Just as businesses are increasingly developing customer personas and customizing their products and services to meet the expectations of those groups, so organizations are defining learning personas for their employees, putting learners at the center, and tailoring what and how they need to acquire knowledge to their own circumstances and preferences.

Digital interactive practice sessions, podcasts, multiple-choice tests, written submissions, videos,

virtual reality, and extended reality role-playing are just a few of the possibilities. Whatever the case, the aim is to make learning impactful relevant and accessible for everyone.

As with so much else in the digital age, the content itself is key – but the format can make or break its prospects of success. So, too, can the ecosystem that underpins it all: organizations need to build and sustain an infrastructure that enables them to keep pace not just with emerging technologies but also with changing business practices and people's evolving needs.

To use a favorite line of ours here at Capgemini, a smart and flexible learning infrastructure can help get the future your business wants – and that your employees want, too.

Sarita Fernandes helps optimize our clients' learning infrastructure, talent, performance management, and learning costs through designing and implementing sustainable and scalable learning experience solutions that augment their L&D effectiveness and efficiency.



SHARING SUCCESS





SHARING SUCCESS

REDEFINE YOUR BUSINESS OPERATIONS WITH AN AWARD-WINNING SERVICE PROVIDER



CLEVELAND SELLERS

Head of Business Services North
America, Capgemini's Business
Services

Capgemini has been recognized as an award-winning service provider for the second consecutive year due to our ability to deliver intelligent, frictionless business operations that drive a higher level of service for shared service organizations.

As the geopolitical upheavals and the pressures of inflation continue to impact business operations across industries, it's critical for organizations to reimagine their shared services operating model and the technology supporting them.

Indeed, [a recent report](#) by the Shared Services & Outsourcing Network (SSON) states that most shared service organization (SSO) leaders have taken steps to pre-empt further fallout by evolving a robust global business services (GBS) model. Combined with a partnership approach, shared services can drive the resiliency and digital transformation needed for businesses to stay ahead of their competition.

But what are some of the key challenges faced by SSOs? And how is Capgemini overcoming them to drive value for its clients?

Mitigating attrition and driving retention

Attrition management directly impacts client success. With changing employee paradigms, employee programs now need to constantly evolve if they want to keep pace with market demands.

We take great pride in our ability to retain our employees, and we've developed a number of tools to identify attrition and drive retention. These include:

- A digital early warning system that identifies dissatisfied employees
- An employee vulnerability data tool that helps to keep morale high
- Skip-level meetings that collect unbiased employee feedback, which can be used to strengthen team spirit across the organization.

Innovation drives delivery excellence

Effective service delivery requires innovation and transformation to remove frictions in business operations, drive process optimization, minimize risk and reduce cost, and drive efficiency.

Over the years, we've offered a portfolio of innovative solutions and services to help our clients successfully make the jump into the digital age. Our innovative tools, industry-leading processes, controls, and transparent procedures are recognized by the industry and our clients as key differentiators.

We also benefit from our extensive experience in partnerships and developing solutions for the mutual benefit of all parties.

Putting continuous improvement front and center

Continuous improvement transforms the way an organization operates and drives ever-higher performance levels through realizing incremental improvements.

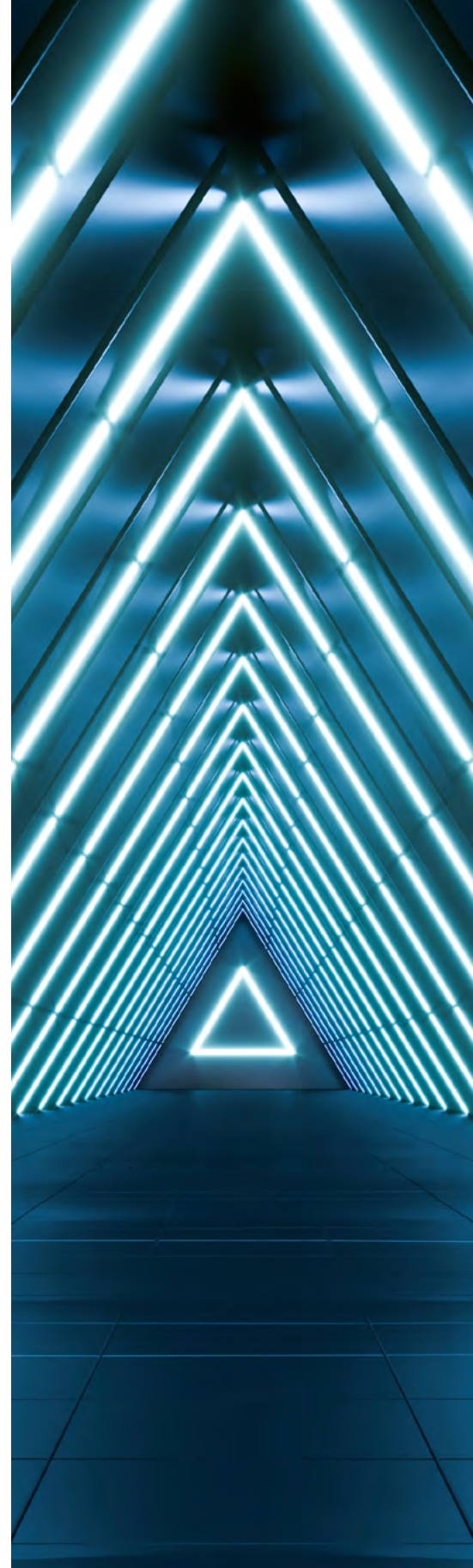
Implementing it, however, comes with its own set of challenges. These include creating the right culture, overcoming resistance to change, identifying opportunities, and capturing return on investment.

Continuous improvement is part of our natural, day-to-day company culture at Capgemini. We've implemented a number of collaborative delivery excellence initiatives to improve operations in terms of delivery processes, operating models, and driving value to the end customer through innovative technologies such as AI, chatbots, robotics, and blockchain.

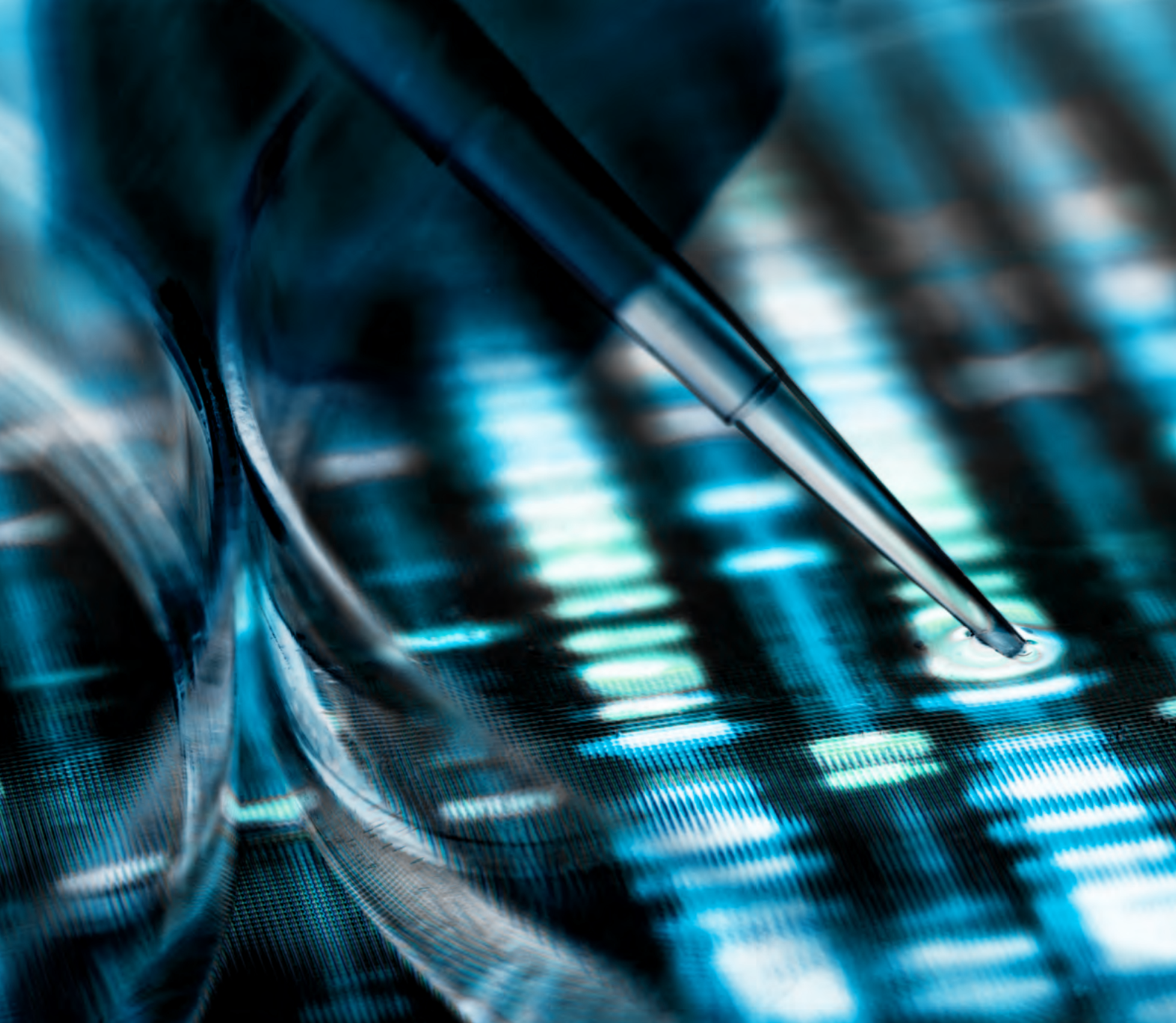
Capgemini is a winner!

Our approach to mitigating the challenges of attrition, effective delivery, and continuous improvement is the reason why Capgemini has recently been named Service Provider of the Year in North America in SSON's Impact Awards 2023. This award is a testament to our teams' relentless focus on process improvement, value creation, and delivering measurable success.

We are thrilled to be recognized again for our efforts and look forward to driving even more innovative impactful outcomes in the future!



Cleveland Sellers leads the overall P&L and all aspects of Capgemini's Business Services division in the Americas and is a strong proponent of customer success and digital transformation for their enterprise operations.



SHARING SUCCESS

A LEADING MEDICAL INNOVATOR IMPLEMENTS FRICTIONLESS ACCOUNTS RECEIVABLES OPERATIONS

In collaboration with Capgemini, the company launches the digital transformation of its collections processes with a centralized information center and frictionless strategy to drive enhanced productivity and efficiency.

Success means more than simply avoiding errors and maintaining the status quo. To become and remain a market leader at the top of their game, companies need to be proactive in anticipating and overcoming tomorrow's challenges.

When a leading global medical technology, pharmaceutical diagnostics, and digital solutions innovator partnered with Capgemini to manage its collections processes, this approach was instrumental in the organizations' joint pursuit of success.

Rather than simply ensuring the maintenance of existing processes, the partners agreed to look into opportunities that would introduce innovation and optimization into the organization's finance function.

In doing so, the organizations intended to achieve short-term benefits while simultaneously future-proofing the company's business.

Launching proactive innovation

Following an initial period of cooperation, the medical innovator and Capgemini gained a level of operational comfort with each other that enabled them to push for innovation, while ensuring the continuing functionality of the company's existing collections processes. The partners started by thoroughly reviewing the company's operations and systems, after which they developed a plan that would deliver on their mutual vision of a frictionless future for finance.

This began with the introduction of a new purchase order (PO) administration maintenance team, which was tasked with proactively addressing potential PO and disputes challenges in order to accelerate collections. The new team quickly set about applying best practices as well as new technologies and strategies to restructure the company's processes.

In addition, the PO administration team established the goal of handling all renewals between 90 and 30 days prior to the final renewal date, while simultaneously confirming high-quality customer contact was made.

Revamping the business' collection strategies in accordance with industry best practices enabled the partners to implement client segmentation while also simplifying the prioritization of a strategic approach to customer outreach. Automating statement distribution and client communications via dunning letters enabled collectors to spend more time on core collection efforts.

Next, the project team turned its focus to the organization's database, which was burdened by out-of-date information, including old customer contact information. The medical innovator and Capgemini launched a data review and cleansing effort to help collectors operate more efficiently.





Innovation drives frictionless collections

The outcome of this project was two-fold: a centralized information center and collections tool and a fresh strategy that increased the bandwidth of the company's collections teams by dramatically reducing the amount of time they needed to spend on administrative work.

All of this served to make the collections process faster and more frictionless while ensuring greater responsiveness.

As a result, the medical innovator and Capgemini have seen the rate of disputes drop by 40% year-on-year and days sales outstanding (DSO) reduced by seven days.

In addition, the PO administration team has consistently captured 90% of monthly POs while increasing the collections rate by 4% compared to the previous year. Finally, all documentation is now captured, ensuring standardized, streamlined processes that support frictionless operations.

Based in part on the success of this innovative initiative, the company and Capgemini have since extended their partnership. Together, they continue to look for opportunities to apply similar proactive thinking within the collections sphere.

SHARING SUCCESS

AUTOMATED PROJECT CODE CREATION DRIVES ENHANCED FINANCE PROCESSING



ABHINANDA
ROY-CHOWDHURY

RPA Team Manager,
Capgemini's Business Services

Capgemini's award-winning Automated Finance Code tool leverages AI to create and track codes quickly and easily to drive rapid, accurate, and scalable transaction processing.

Project codes are a critical part of an organization's [finance and accounting operations](#), enabling the finance function to process transactions quickly and efficiently. They consolidate transactions across multiple organizations and accounts, enabling the total costs associated with a project to be calculated.

Generating these codes, however, can be challenging.

Finance teams often receive information manually from many sources in non-standardized formats (email, Excel etc.), and also send code creation instructions, error reports, and maintenance requests to requesters manually, making the code creation process extremely time consuming.

Couple this with the need to create thousands of codes annually, is it surprising finance teams experience high turnaround times and a variety of accuracy issues in creating project codes during the month-end close period?

Leveraging RPA to automate and accelerate the code creation process

Capgemini saw this as an opportunity to develop an Automated Finance Code tool that enables codes to be created and tracked in real time. This simplifies and significantly accelerates the finance project code creation process, driving [rapid, accurate, and scalable finance transaction processing](#).

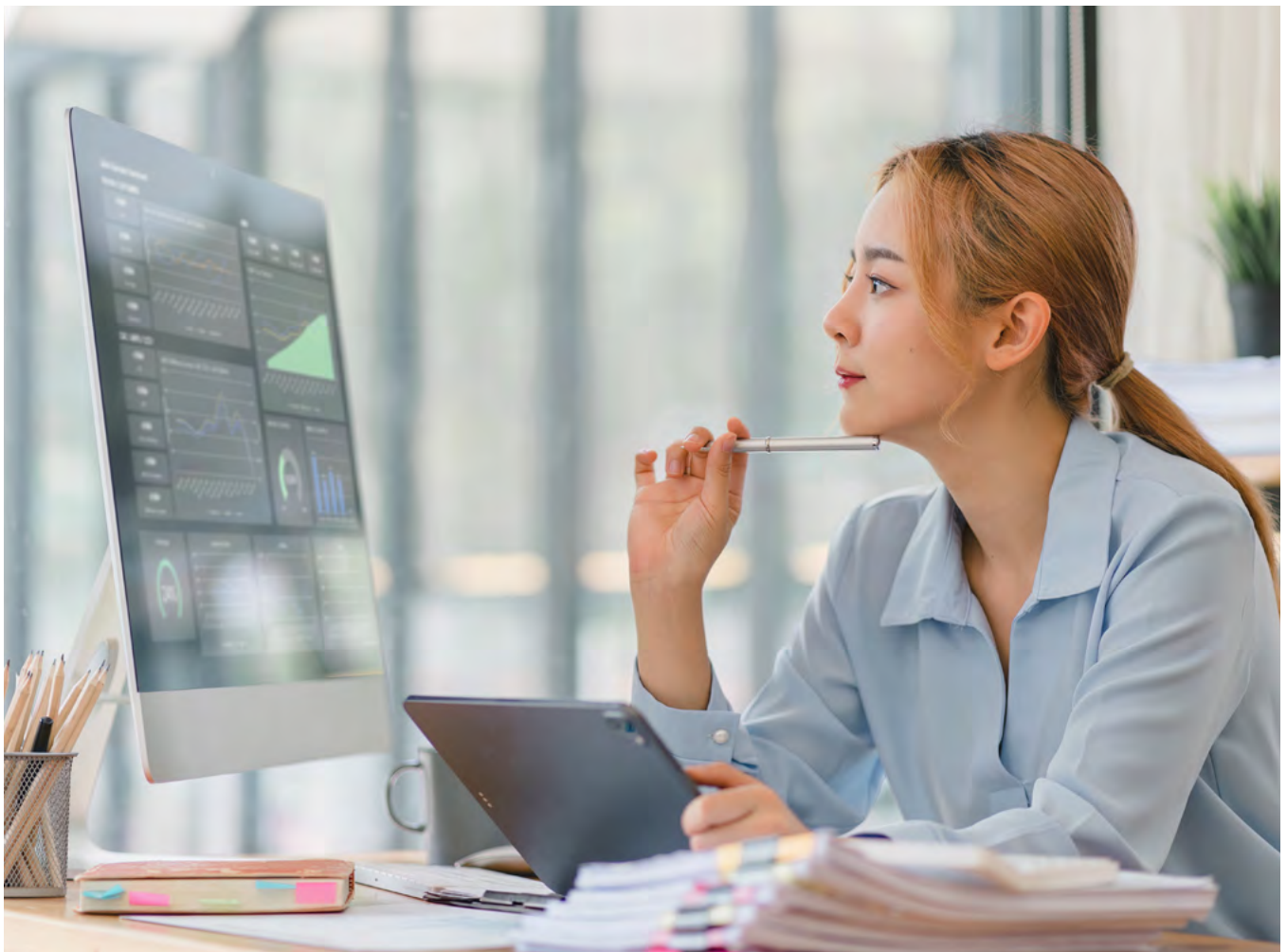
The tool leverages a project maintenance form (PMF) to standardize information sources and formats, and highlight errors before they reach finance teams. It also uses UiPath's robotic process automation (RPA) technology to create and maintain codes and their related master data. And by replicating bots across multiple channels and dividing the workload between them, the tool helps finance teams to address and resolve code creation volumes in real time.

Award-winning code creation technology

All of this is why Capgemini's highly scalable RPA-based tool recently won an AI Breakthrough Award, 2023 in the "Best Robotic Process Automation Solution" category.

And for Capgemini, the tool has led to a range of tangible business outcomes, including up to 70% reduction in finance project code creation and maintenance time. No wonder it is looking to rollout the tool to its finance teams across the globe in the near future.

Abhinanda Roy-Chowdhury manages RPA teams to automate finance processes for her clients across the globe, including procure-to-pay, order-to-cash, and record-to-report.





SHARING SUCCESS

CAPGEMINI'S AWARD-WINNING PLATFORM DELIVERS ENHANCED PEOPLE EXPERIENCES THROUGH PERSONALIZING HR



ANIL SHADIJA

Director, Intelligent People
Operations, Capgemini's Business
Services

Delivering enhanced people experiences by putting personalization front-and-center across your HR function increases employee satisfaction.

While all businesses operate better when their people feel empowered, it comes as no surprise that achieving this is more difficult than most CHROs anticipate.

Common challenges now faced by HR functions include getting the right information to employees to answer their queries quickly and personalizing the HR experience to ensure they are meeting their people's needs on an individual level. Overcoming these challenges is imperative to keep their employees satisfied and retention rates high.

What companies need then is a way to help their HR managers address the individual needs of their employees in a way that delivers stronger and more sustainable business value.

Driving increased employee satisfaction

At Capgemini, we saw this as an opportunity to develop a solution based on our experience partnering with various global and multi-national companies that improves the employee service experience through enabling employees to interact with HR through a single platform.

To this end, Capgemini's ServiceNow® HR Service Delivery (HRSD) Gold Build helps our HR teams deliver critical and standardized HR processes to their clients, which drives HR workflow automation, enhanced employee satisfaction, and increased HR productivity.

All of which delivers a personalized, frictionless, [consumer-grade HR experience](#) that addresses our clients' individual needs – ensuring they remain happy and focused on their roles.

Enhancing people experiences

Our HRSD Gold Build is a comprehensive multi-channel employee helpdesk, and is pre-configured with a master service catalogue which can be easily adapted to meet organization and employee needs.

The platform increases integration and standardization across teams, and makes implementing an employee and manager portal much easier – a portal that comes with a knowledge base and one-click access feature to various HR functions.

Implementing these new technologies means this new platform can help our clients remain competitive in a rapidly changing, digital business context, moving them closer to becoming a truly [Frictionless Enterprise](#).

Delivering future-proof HR

We understand that companies need to focus on bringing their people, processes, and technology together to deal with whatever their business might face in the future.

This mindset is why Capgemini recently won a Silver Award in Brandon Hall's HCM program, 2023. This highlights Capgemini's commitment to implementing effective, easy-to-use applications that address its clients' needs at

speed to leaving a positive impact on their businesses

Capgemini also won an EMEA Best in Class Employee Experience & Retention award from HRO Today in 2022, which clearly demonstrates that Capgemini is among an elite group of exceptional HR service providers.

And that's not all, we've also been recognized by NelsonHall as a ["Leader" in Cloud HR Transformation Services](#) – for the second year in a row – and a ["Leader" in Learning Services](#). And we're also proud that [ServiceNow® has made us their EMEA Employee Workflow Partner of the Year](#) in 2022.

Anil Shadija has over 20 years of expertise in learning transformation and delivery and is passionate about HR technology. He leads the technology stream for Capgemini's Intelligent People Operations practice, helping to design and deploy technology solutions that deliver enhanced people experiences for our clients.





SHARING SUCCESS

DELIVERING FRICTIONLESS ONBOARDING AND IMPROVED KNOWLEDGE TRANSPARENCY



AJAY CHHABRA

Intelligent People Operations,
APAC Lead, Capgemini's Business
Services

Capgemini's platform simplifies the employee onboarding/offboarding process by giving them the information they need and providing more transparency around key process milestones.

Employee onboarding is a vital activity for the growth of every organization. But without a structured onboarding process, new joiners can feel lost, overwhelmed, and sometimes underperform in their new roles. This, in turn, leads to a decreased sense of job satisfaction and may cause them to leave the organization.

To overcome this challenge, Capgemini developed a platform to ensure new joiners to our client engagements have a structured onboarding experience, while ensuring knowledge documentation and transition is more transparent. All of which leads to better business continuity for our clients.

Frictionless onboarding and offboarding

Capgemini's Collaborative Engagement Onboarding Platform provides new joiners and existing employees moving into new roles with easily customizable learning experiences that ensure they have the training they need for their new roles. It also provides a much simpler onboarding and offboarding process, and better transparency around key knowledge transfer milestones.

In addition, the platform enables onboarding to take place wherever

the employee is located through a sequential process with dependencies clearly defined between activities. This helps meet the needs of high-demand engagements by getting new joiners up to speed quickly on what the engagement is currently doing.

Finally, the platform can be tailored to provide role-specific training, while also enabling onboarding content to be created across various document formats. This enables critical information for new engagement members to be stored on a single easy-to-use, digital platform.

Award-winning, consumer-grade HR

All of this leads to significantly faster onboarding times, significantly increased knowledge transfer transparency, more frictionless onboarding and offboarding process workflows, and significantly easier ways of working. In short, Capgemini's Collaborative Engagement Onboarding Platform helps deliver [an intelligent and frictionless "consumer-grade" people experience](#) to our people and our clients' employees.

And this is why Capgemini recently earned a Silver Award in Brandon

Hall's HCM program, 2023. This highlights Capgemini's commitment to implementing effective, easy-to-use applications that address its clients' needs at speed to leaving a positive impact on their businesses.

Capgemini's also recently won a Silver Award at the annual [International HR Brilliance Awards, 2022](#) in the Innovative Use of Technology in HR category. This affirms that Capgemini is committed to delivering an amazing people experience – both to our employees and our clients.

Finally, Capgemini has also been recognized in the learning and development (L&D) field as a Leader in NelsonHall's 2022 [NEAT Evaluation for Learning Services Report](#) due to our ability to meet future client requirements as well as our capability to deliver immediate learning benefits to them.

Ajay Chhabra leads Capgemini's Intelligent People Operations practice for APAC with a specific focus on HR transformation & advisory. With over 17 years of professional experience, Ajay is passionate about solving client's HR & payroll challenges through consulting, transformation, and innovative solutions.





SHARING SUCCESS

FACILITATING INTERNAL MOBILITY TO DRIVE CAREER PROGRESSION



SARITA FERNANDES

Intelligent Learning Operations
Lead, Capgemini's Business Services

Capgemini's award-winning e-learning M.O.V.E. program helps our people advance their careers through driving internal mobility across the Capgemini Group.

All businesses work better when their people feel empowered. Achieving this is often more difficult than many HR teams anticipate. In particular, driving career development effectively across a global workforce is always a challenge for any organization – regardless of expertise, resources, or team size.

To counter this, Cpgemini's Business Services global business line developed our M.O.V.E. (Mobile, Opportunity, Validate, Evolve) program to advance the professional development of our people and provide accelerated career movement through internal mobility across the entire Cpgemini Group.

With the shift towards hybrid working, we converted our existing 90–120-minute classroom-based program into a 15-minute self-paced e-learning module that [helps our people accelerate their careers](#) by helping them learn how internal mobility can drive career development and understand the organizational policies/guidelines that enable mobility.

Increased role rotation and promotion

Since its launch, Cpgemini's M.O.V.E. e-learning module has grown M.O.V.E.'s audience and the overall awareness of the benefits of the program by 50%, advanced 57% of our employees via role rotation, and progressed 43% of our employees via role-based promotions.

It has also created a culture of people and organizational investment in career progression opportunities, enabled us to link growth and role movements, and has given our employees the ability to drive ownership and investment in their own career progression.

Cpgemini's deployment of learning content through our M.O.V.E. program has enabled it to manage its learning and key programs at scale – with faster speed of execution and higher digital adoption. This has empowered us to manage learning effectively, without disrupting workflows, while also [building a continuous learning culture across our entire organization](#).

Award-winning e-learning platform

To top it all off, our M.O.V.E. e-learning program has recently been recognized at [Brandon Hall's Technology Program Awards](#) – taking home the Gold Award in the Best Advance in Content Authoring Technology category. Something that we're extremely proud of.

But it wasn't Cpgemini's only winner at these awards this year. Our ServiceNow® HRSD Gold Build

platform earned Bronze awards in their Best Advance in Rewards and Recognition Technology and Best Advance in Business Automation categories.

Sarita Fernandes helps optimize our clients' learning infrastructure, talent, performance management, and learning costs through designing and implementing sustainable and scalable learning experience solutions that augment their L&D effectiveness and efficiency.





SHARING SUCCESS

SELF-SERVICE CUSTOMER INTERACTIONS DRIVES ENHANCED PATIENT SATISFACTION



PAWEL BOCHENEK

Senior Service Delivery Manager,
Capgemini's Business Services

Capgemini's easy-to-use Digital Avatar solution enables healthcare providers to deliver critical information to their digitally excluded patients at speed.

Many healthcare providers currently face challenges related to how health-related information and advice is being distributed to their patients. In particular, the health of digitally excluded, often older, patients who are unaccustomed to using digital platforms, mobile applications, and chatbots is being impacted, and healthcare providers are looking to transform the way they serve these customers.

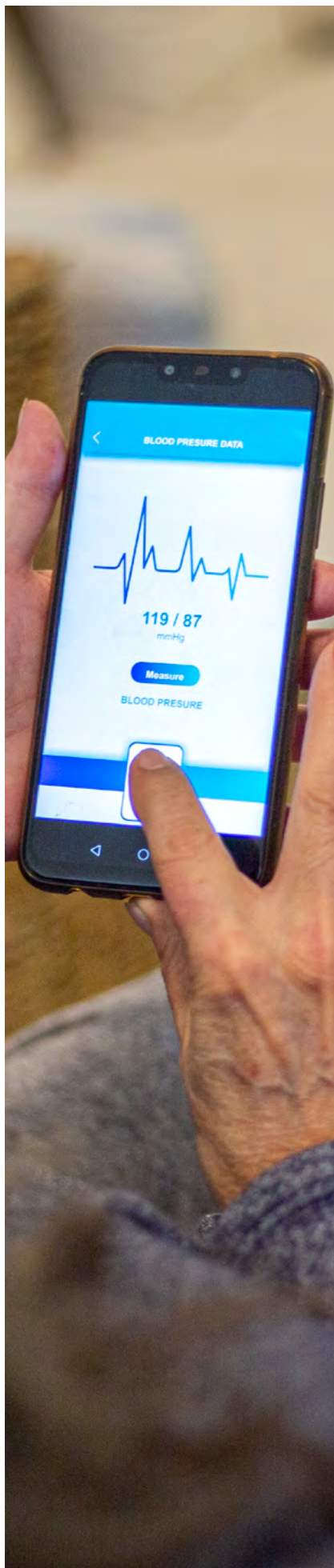
At Capgemini, we saw this as [an opportunity to build a solution](#) that gives patients quick and easy access to all their medical records, ensuring they get the critical information they need, when they need it – without having to explain their medical history every time they connect with their healthcare provider.

Enhancing patient satisfaction and digital inclusion

Our Digital Avatar solution responds to situations and requests just like a human agent to deliver a more digitally inclusive service and enhanced customer satisfaction through an easy-to-use and intuitive interface.

By simplifying how patients and customers in the healthcare sector receive critical information, our solution eliminates the need for servicing by expensive human resources and reducing the time patients need to access information. It can also be easily integrated with an organization's business operations and data, without causing any disruptions to business operations.

The solution combines robotic process automation (RPA), conversational AI, multi-lingual natural language voice processing, digital twin technology, and enterprise platforms with next-generation human avatar digitalization technology to translate incoming calls in multiple source languages into the patient's desired language. This eliminates language barriers, enabling older, digitally excluded patients to engage with their healthcare provider quickly, easily, and confidently.



Providing information quickly and reducing costs

Capgemini's Digital Avatar solution delivers a wide range of business and customer experience outcomes to healthcare providers, including enhanced patient satisfaction and digital inclusion, 90% reduced language dependency, and reduced operational costs.

All of this is why Capgemini's Digital Avatar solution was recently announced as a winner in Business Intelligence Group's [2023 BIG Innovation Awards](#). And although the solution is still highly experimental, further research suggests significant benefits in hyper-personalized services and next-generation analytics across all business process families.

Pawel Bochenek is passionate about delivering innovative intelligent process automation solutions for clients across various sectors.

INDUSTRY RECOGNITION





INDUSTRY RECOGNITION

EVEREST GROUP RECOGNIZES CAPGEMINI AS A “LEADER” AND A “STAR PERFORMER” IN FINANCE AND ACCOUNTING OUTSOURCING

Capgemini has been positioned as a Leader and a Star Performer in Everest Group’s 2022 Peak Matrix® for Finance and Accounting Outsourcing service providers for the ninth year running through its ability to deliver AI-augmented finance operations and analytics.

Everest Group's PEAK Matrix® for Finance and Accounting Outsourcing (FAO) 2022 analyzes the global FAO service provider landscape and its impact on the FAO market. Service providers are identified in one of three categories: Leaders, Major Contenders, and Aspirants. Top service providers with maximum YoY improvement in PEAK positioning are awarded the Star Performer status.

Capgemini's strengths – according to Everest Group – include its ability to combine its transformation expertise with its proven digital platforms and advanced automation and insight generation capabilities.

Capgemini delivers these strengths through its [AI-augmented finance operations and analytics capabilities](#) that transform finance functions to ensure its clients get the frictionless, enterprise-level outcomes they want.

Everest Group also notes Capgemini's ability to enhance processes with AI. It does this by exploiting an AI-enabled framework, an AI-augmented workforce, AI-driven operating models, and a partnership philosophy that shapes the future of its clients' business operations.

Finally, Capgemini's approach is truly end-to-end, spanning traditional finance operations, controllership, and finance planning. In addition, the digital engineering framework that underpins this solution also enables it to handle more complex finance tasks such as governance, risk, and compliance or working on a digital twin.

"Capgemini combines its technology prowess, strong consulting practice, and vast partnership ecosystem to lead with a suite of differentiated solutions across the end-to-end F&A value chain," said Vignesh Kannan, Practice Director, Everest Group. "It strengthened its position as a Leader and achieved a Star Performer status in Everest Group's Finance and Accounting Outsourcing (FAO) Services PEAK Matrix® Assessment 2022 through investments in strengthening its D-GEM capabilities – adding industry-specific and ERP specific versions, enhancing its capabilities across FP&A, GRC, controllership, and ESG and multiple acquisitions to enhance its cloud, digital, and SAP transformation capabilities."





INDUSTRY RECOGNITION

HFS RESEARCH RECOGNIZES CAPGEMINI AS A MARKET LEADER IN SUPPLY CHAIN SERVICES

HFS Research has recognized Capgemini as a Market Leader in its Horizons Report for Supply Chain Services, 2023, due to its extensive supply chain expertise, its ability to drive key supply chain outcomes, and its ability to partner with clients to deliver improved customer experience.

Nearly 80% of enterprises expect their supply chains to become more circular and networked in the next two years according to HFS Research's latest [Horizon Report for Supply Chain Services, 2023](#). Indeed, with supply chain disruptions making up one of the top three macro-environmental factors impacting enterprises, supply chain is no longer just an operational conversation topic – it has become a boardroom discussion.

Covering the leading service providers in enterprise supply chain innovation, HFS Research's Horizon Report for Supply Chain Services, 2023, groups providers into three horizons:

- **Horizon 1 (Disruptor)** – providers that drive functional optimization outcomes within the supply chain through cost reduction, while increasing speed and efficiency
- **Horizon 2 (Enterprise Innovation)** – providers with Horizon 1 attributes, the capacity to drive circular supply chains with a strong sustainability narrative, and the ability to transform

end-to-end supply chains through a OneOffice™ mindset

- **Horizon 3 (Market Leader)** – providers with Horizon 1 and Horizon 2 attributes, and capabilities to bring a fully networked and autonomous vision of supply chain to life for their clients – driving completely new sources of value for them through a OneEcosystem™ approach.

HFS Research has recognized Capgemini as a Horizon 3 Market Leader in the field of supply chain services, due to its:

- **Robust value proposition** – leveraging an “ecosystem coordinator” approach on top of its comprehensive supply chain portfolio and its breadth of services from business model consulting to physical engineering
- **Enhanced outcomes** – leveraging supply chain design capabilities, leading-edge technology, and global business process outsourcing capabilities to significantly improve dispatch rate and forecast accuracy and drive stock reduction for its clients

- **Improved customer experience** – driven by its commercial model flexibility and customer relationship management capabilities, which enable Capgemini to reach its customers and overcome their supply chain challenges through collaboration
- **Trusted partner status** – as a top three partner of many key supply chain tech firms who confirm Capgemini's intent to become an ecosystem orchestrator.

“Capgemini's proposition lies in its ability to build modern supply chains underpinned by its connected business operations and intelligent industry offerings. The engineering competency, services breadth and maturity, and experience running end-to-end supply chain operations amplify the overall value.”

—
Ashish Chaturvedi, Practice Leader, HFS Research





INDUSTRY RECOGNITION

ISG RECOGNIZES CAPGEMINI AS A LEADER IN PROCUREMENT BPO SERVICES AND TRANSFORMATIONAL SERVICES

Capgemini has been positioned as a Leader in ISG's Provider Lens™ for Procurement BPO and Transformational Services 2023 due to its strategic procurement vision and enhanced portfolio.

[Procurement organizations and operations](#) have been transitioning for years from supply management and overseeing transactional activity to more holistic participating in businesses.

Capgemini has been recognized by ISG, as a Leader in its Provider Lens™ Procurement BPO and Transformational Services 2023. ISG states [Capgemini's strengths in procurement](#) to be its:

- Cognitive procurement services, which focus on advancing cognitive processing and analytics to mitigate errors and risks in procurement operations
- Enablement of client revenue, with a commitment to reducing procurement operational costs (including immediate spot-buy spend reduction of 15–50%) and increasing the value of procurement
- Robust solution/platform partner network that helps provide core procurement operations, process mining and advanced analytics, workforce optimization, tail spend management, risk management, and user support to Capgemini's clients
- ESG and SCM positioning, which helps Capgemini position procurement as a core part of supply chain outcomes and improvements, as well as positioning procurement as integral to overall ESG improvement and compliance within its clients' businesses.

“Capgemini’s strategic vision of procurement enabling client revenue, robust portfolio and partner network, and a renewed and enhanced commitment to procurement services position it as a Leader in BPO services.”

—
Bruce Guptill, Distinguished Analyst and Executive Advisor, ISG





INDUSTRY RECOGNITION

NELSONHALL RECOGNIZES CAPGEMINI'S CLOUD HR TRANSFORMATION EXPERTISE – THREE YEARS IN A ROW

Capgemini has been recognized by NelsonHall's NEAT Cloud HR Transformation Services 2023 report for its ability to meet clients' future HR requirements and deliver immediate cloud transformation benefits to its clients – for the third year running.

NelsonHall's Vendor Evaluation & Assessment Tool (NEAT) report analyzes cloud HR transformation service vendor performance. This enables organizations to assess vendor compatibility across a range of criteria and business situations as well as identifying the best performing vendors in specific areas of capability or geographic coverage.

Evaluating vendors on their ability to deliver immediate benefits and how they meet client future requirements, vendors are identified in one of four categories: Leaders, High Achievers, Innovators, and Major Players.

Cappgemini has recently been named a "[Leader](#)" in [Cloud HR Transformation Services](#) in [NelsonHall's](#) most recent Vendor Evaluation and Assessment Tool (NEAT) report for the third year in a row.

The report highlighted several of Cappgemini's key strengths, including its:

- Commitment to pricing, continuous improvement, and design metrics, enabling it to meet HR operational outcomes with tangible results
- Digital design-thinking, which comes with a robust methodology and delivery capability through its D-GEM platform
- Focus on digital, including its Intelligent Employee Operations and Intelligent Learning Operations, which offer consumer-grade experiences to its clients
- Ability to deliver intelligent learning solutions with a knowledge-centric focus that drive employee engagement and address the upskilling challenges faced by many organizations
- Holistic approach to HR cloud transformation, which delivers exceptional experiences to its clients through a rich technical stack that incorporates all aspects of HR operations
- Strength across large-market HR geographies including the US, UK, France, Germany, the Netherlands, and Australia across various HR services including HCM deployment, HR master data management, and payroll services.

"Cappgemini has clearly demonstrated its commitment to delivering value and improved operational outcomes through its broad digital services offering and continuous enhancements. It successfully blends cloud HCM technologies, complementary tools and accelerators together with services, and actively explores the frontiers of technological developments to drive innovation."

Elizabeth Rennie, HR Technology and Services Research Director, NelsonHall





INDUSTRY RECOGNITION

EVEREST GROUP RECOGNIZES CAPGEMINI AS A LEADER IN INTELLIGENT PROCESS AUTOMATION

Everest Group has recognized Capgemini as a Leader in its PEAK Matrix® for Intelligent Process Automation, 2023, for the third year running, due to its strategic IPA vision that helps organizations reduce costs, increase efficiency, and enhance customer experience.

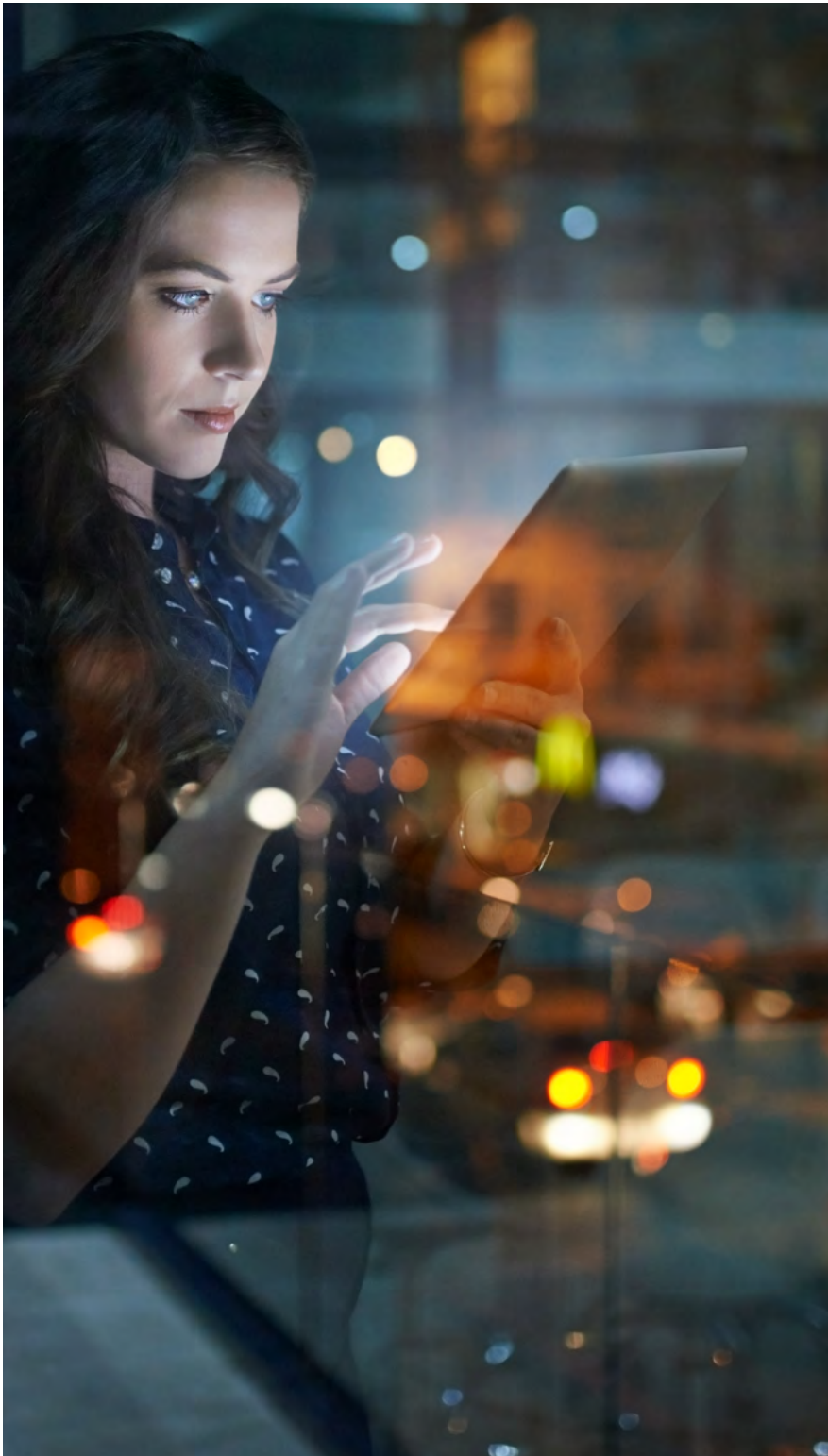
The need to evolve into a digital-first business is crucial for most organizations to remain resilient and competitive. And with manual processes continuing to pose challenges, the need remains for organizations to transform to digital, automated, intelligent business operations.

Intelligent automation helps drive cost optimization, which is a top

priority for organizations given the current geopolitical and financial disruptions impacting the market.

Everest Group has recognized Capgemini as a Leader in its Intelligent Process Automation (IPA) PEAK Matrix® Assessment, 2023, for the third year running. According to Everest Group, Capgemini's strengths in IPA are its:

- Vision to help enterprises accelerate their automation journey through reusable and interconnected industry-specific automation competences
- Digital twin offering that leverages process mining partnerships to create a virtual representation of its clients' finance functions to identify bottlenecks and inefficiencies
- Enterprise Automation Fabric (EAF), a unified platform that enables real-time robot deployment, monitoring, AOps integration, analytics, and controls across IT and business processes
- Expertise in building AI-based IPs and accelerators that validate AI and ML lifecycle phases
- Proprietary frameworks for consulting services that include maturity assessment, technology advisory, CoE set-up, governance, and organizational change management
- Ability to help its clients automate and monitor the reporting of ESG metrics and offer sustainable transformation services.



“Capgemini has exhibited considerable proficiency in utilizing cloud technology and boasts a diverse intelligent automation solution portfolio, including a wide range of packaged solutions across different process areas. Capgemini also supports clients with automation-based ESG advisory and sustainable transformation services.”

—
*Vaibhav Bansal, Vice President,
Everest Group*



INDUSTRY RECOGNITION

EVEREST GROUP RECOGNIZES CAPGEMINI AS A MAJOR CONTENDER IN ITS MARKETING SERVICES PEAK MATRIX[®] 2023

Capgemini has been recognized by Everest Group due to its extensive coverage of the marketing services value chain, its commitment to delivering high-quality services across the globe, and its dedication to investing in digital tools, platforms, and third-party vendors that meet its customers' needs.

Everest Group's Marketing Services PEAK Matrix® assesses marketing service providers based on their key strengths and limitations.

Evaluating vendors on their ability to deliver immediate benefits and how they meet client future requirements, vendors are identified into one of three categories: Leaders, Major Contenders, and Aspirants. A Star Performer title demonstrates the most improvement over time on the PEAK Matrix®.

Cappgemini has recently been named a "Major Contender" and a "Star Performer" in Everest Group's most recent Marketing Services PEAK Matrix®, 2023 report.

The report highlighted several of Cappgemini's key strengths, including its:

- Extensive coverage of the marketing services value chain, with a high focus on strategic consulting, design, and content solutions
- [Acquisition of Rufus Leonard](#) and the [creative agency Frog](#), which help boost its creative, strategy, design, and innovation capabilities
- Large client base across key industries and success in European markets, especially its strong presence across Nordic and Western European countries
- Strong offshore presence that enables it to provide economical solutions to its clients, while its widespread network of digital studios augments its ability to provide localized support to clients
- Robust delivery model and ability to offer support in over 20 languages.

"Cappgemini has capabilities across the spectrum of strategy and design right through to operational implementation, enabling it to deliver innovative and exceptional experiences at scale. Its recent investments have further enhanced its ability to provide strategic offerings to its clients. This has led to Cappgemini's position as a Major Contender and a Star Performer on Everest Group's Marketing Services PEAK Matrix® 2023."

—
Nishant Jeyanth, Practice Director, Everest Group



CAPGEMINI COMMUNITY





CAPGEMINI COMMUNITY

CODE FOR A CURE – USING AI TO TREAT RIVER BLINDNESS

For our annual Global Data Science Challenge, nearly 900 participants across 31 countries helped a university hospital in Germany harness the power of artificial intelligence and machine learning to improve diagnosis and develop new treatments for river blindness.

Twenty million people around the world suffer from a tropical disease known as river blindness, or *onchocerciasis*. Caused by parasitic worms transmitted through fly bites, it is most commonly found in sub-Saharan Africa. Categorized as a neglected tropical disease (NTD), it can lead to permanent blindness if not treated effectively.

Developing new treatments for the disease requires a time-consuming process of tissue sample analysis, and there is a shortage of medical professionals who have the necessary expertise.

This was the brief given to Capgemini colleagues around the world as part of this year's Global Data Science Challenge (GDSC) for a sustainable future.

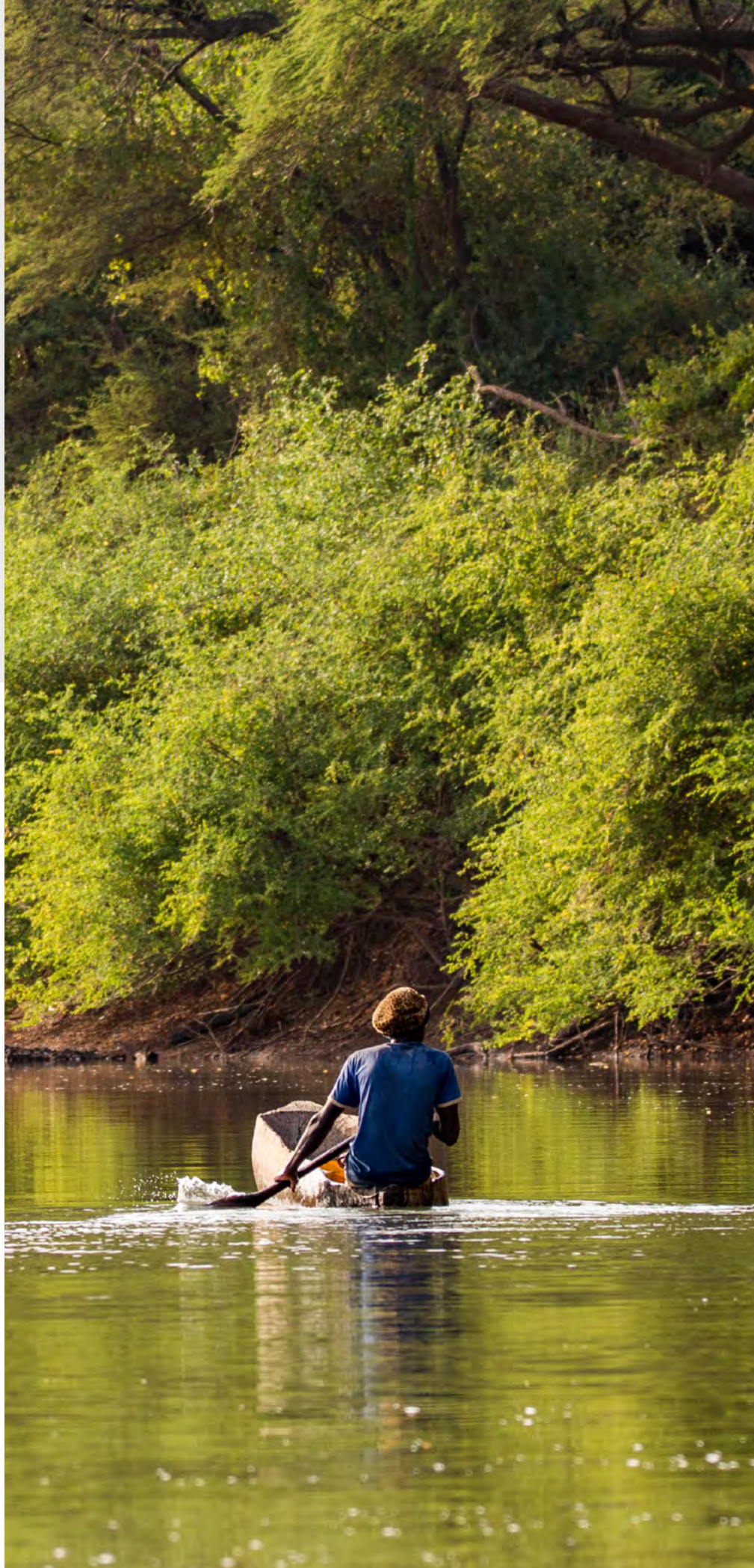
Empowering our talent to make a difference with AI

The 5th GDSC was launched in collaboration with the Institute of Medical Microbiology, Immunology and Parasitology at the University Hospital Bonn, in support of a global effort to eliminate river blindness in 10 countries by 2030.

Previous editions of GDSC have also aimed to create a sustainable future – teams have worked on [tracking sperm whales with AI](#) and helping a Norwegian marine observatory [identify ocean anomalies](#).

Our new goal was to create an [AI-based solution](#), using the [Amazon Web Services \(AWS\)](#) platform, that could scan images of tissue samples to identify the presence of parasitic worms.

The solution would need to demonstrate the ability of AI to effectively diagnose the stage of worm development within the patient, as well as machine learning's capacity to speed up the review process needed for new treatments.



Working closely together to win the challenge

The competition was won by the [Insights & Data](#) team in India: Utkarsh Prakash, Abhijeet Gorai, Prince Raj, and Deepak Pandey, who are all data scientists. In what was a hard-fought contest, their solution showed the most improvement in tissue sample review accuracy.

The colleagues knew each other well – Utkarsh, Abhijeet, Prince, and Deepak all joined Capgemini in 2019 and were in the same data science training group, and Abhijeet and Deepak even graduated from the same university. “This was the second time we participated in the GDSC as a team,” says Utkarsh. “Based on our experience and our knowledge of each other’s skills, we think we make a good team.”

Getting their heads together

“We dedicated an hour at the end of each working day to work on the project, for about two months,”

explains Prince. “We would get together online to share our new ideas and explore solutions.”

The team was driven to enter the competition by the promise of learning new skills, says Abhijeet. “We are all quite early on in our careers, and we knew this competition would expose us to new technologies and ways of working, particularly object recognition.”

Utkarsh adds that medical AI is a particularly fertile sector. “This area is booming right now. We knew if we could learn more about this area, it would help us in our careers, enable better solutions for clients, and, of course, contribute to making the world a healthier place.”

Sharing ideas across the globe

As part of the challenge, an online working environment enabled current and past participants to receive communications and updates and share best practice solutions, across the globe.

“Although the teams were competing against one another, in the earlier rounds we were all sharing information regarding how to overcome certain challenges,” says Deepak. “This ensured every team was working with the best available solutions – which raised the overall standard of the entries.”

A bright future for AI

University Hospital Bonn intends to develop their winning solution and cherry-pick the best ideas from all the entrants. Moreover, according to Utkarsh, the prospects for AI solutions within the wider medical sector are very promising.

“There’s an abundance of data just sitting there, waiting to be used,” he says. “We’ve learned first-hand how it’s possible to create efficient automation systems with such data, to save time and allow researchers to focus on the bigger issues.”

Prince explains that the model they have created could also have wider applications.

“Our learning model will work for any dataset, for any object recognition requirement in the medical sector – for example, identifying cancerous cells,” he says. “It would even work in, say, an airport terminal baggage-handling system, where object detection is required.”



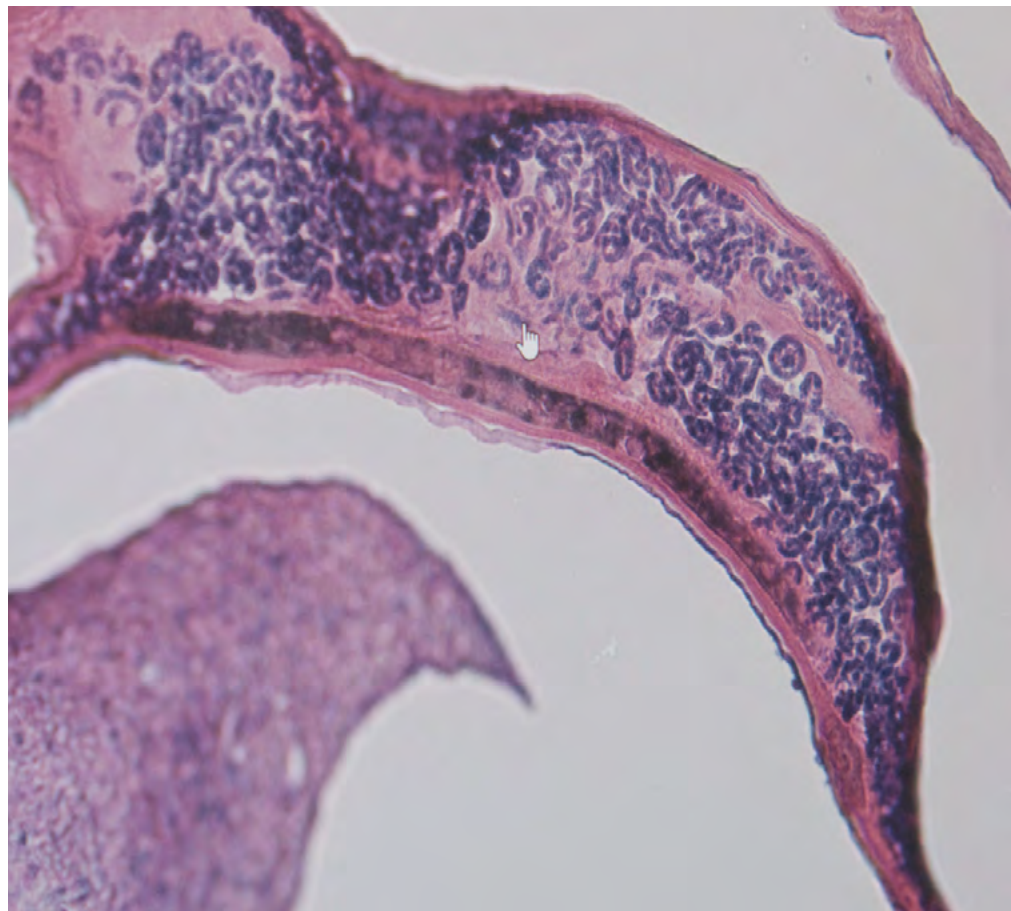
An expert examines tissue samples used to identify the presence of parasitic worms that cause river blindness.

Seeing the results

An exciting part of winning GDSC is to receive an award that enables the team to see their winning solution come to life. In addition to claiming the prize of a trip to the University Hospital Bonn to see the work of medical professionals fighting the disease, the team will get their AWS certification exam free of charge as an added bonus.

For Utkarsh and his colleagues, the whole experience has been extremely worthwhile. “The competition is a fantastic platform for learning – we couldn’t recommend it enough. We’re so proud to be making a difference, helping doctors to make the world a healthier place.”

Tissue sample images like this one are used to train the AI model.



A researcher examines tissue samples under a microscope.



CAPGEMINI COMMUNITY

CAPGEMINI GUATEMALA – EMPOWERING WOMEN TO EMBRACE THEIR FULL POTENTIAL



CINDY LORENZANA
HR Director, Capgemini Guatemala

Capgemini Guatemala's BLOOM Movement empowers women through bi-monthly, women-only workshops and sessions that aim to inspire, support, and foster personal growth and well-being.

At Capgemini, we believe in a workplace where everyone feels valued for who they are. By fostering a diverse workforce that truly represents society, and building an inclusive culture across its entire organization, we're creating a workplace where our people can thrive.

Gender diversity is a critical priority for the Capgemini Group – to ensure it creates a sustainable pipeline of the best available talent, while also increasing female representation at all its senior levels where possible.

Capgemini Guatemala's BLOOM Movement was created with these goals in mind.

Personal development is the key to success

Capgemini Guatemala's BLOOM Movement promotes holistic well-being and personal development through access to a wide range of workshops, sessions, and discussions. The movement operates through various channels, each catering to different aspects of the community's interests and needs across the organization.

BLOOM offers a space in which participants can undergo transformative experiences designed

to facilitate profound inner journeys. Guided by expert facilitators, each workshop begins with a meditation that aims to establish a deep connection with the present moment.

Participants are then engaged in an enlightening discourse on emotions, delving into what causes them and gaining valuable insights into how to avoid feeling overwhelmed. The tools and strategies acquired during the workshop serve as invaluable resources for nurturing participants' well-being and helping them transform their careers.

Putting self-care and learning first

The movement offers monthly workshops that cover diverse topics relevant to its community channels:

- **I Take Care of Myself** – focuses on different subjects related to mental and body health. From workshops on mindfulness and stress management to fitness sessions, participants learn to prioritize self-care and develop healthy habits
- **Mom's Heart** – addresses the unique experiences and challenges faced by working mothers. Participants explore how to improve their relationships with

their children by understanding their own love languages, while sharing their personal challenges and successes with each other

- **Learning is Growing** – instills a love of life-long continuous learning. Participants learn about the latest tools and technologies and build their soft skills, ensuring they continue to grow their careers.

BLOOM unlocks potential through community

The BLOOM Movement Guatemala is a community-driven initiative focused on fostering unity among women and nurturing personal growth through a supportive network across the organization.

It serves as a powerful catalyst for our women to fully embrace their potential as they move forward in their careers.

Cindy Lorenzana is the Business Services HR Director for Guatemala and Mexico. She is passionate about what she does and likes to give back what she has learned. She believes that success is measured by congruence, constancy, and commitment.





About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided every day by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of nearly 350,000 team members in more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering, and platforms. The Group reported in 2022 global revenues of €22 billion.

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