

# Innovation Games 2020

Projects and solutions driving digital  
innovations in business operations  
from across **Capgemini's Business  
Services in 2020**



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



# Innovation Games – a showcase of success

“*The Innovation Games act as a showcase for some of the best things we can achieve for our organization, and more importantly, for our clients.*”

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

One of the things of which I'm most proud in my role at Capgemini is the development of our Innovation Games. They act as a showcase for some of the best things we can achieve for our organization, and more importantly, for our clients.

Capgemini people are asked to nominate themselves or others for projects that really make a difference. The three awards categories this year were Intelligent Automation, Customer Value, and Growth, and entrants were whittled down to three finalists in each category. The short case studies below provide a summary of these nine projects.

## The importance of teamwork

The Games are all about teams, not individuals. The best innovation happens when people get together, and spark ideas off one another – which is why 2020 was obviously a challenge. While the projects themselves had been initiated or in some cases even largely completed before the pandemic struck, the near-global lockdown made organizing the competition less straightforward than usual. Clearly, innovation was needed here, too!

Our teams came together to present using online meetings platforms. Some participants were unaccustomed to what we might call front-of-house roles such as this, so we ensured that everyone received coaching before they presented to Capgemini management, and also in front of their peers.

“*The best innovation happens when people get together, and spark ideas off one another.*”

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

Each category had its own event and its own jury, and there was a grand final, too. There were winners in the three categories, an overall winner, and there was also a “People’s Choice” award, because everyone at Capgemini was able to watch the events online, and was able to vote. It was a useful and enjoyable way to extend skills, and to share best practice.

## **The Frictionless Enterprise – tangible benefits**

The Games are still a fairly new initiative, but they are rapidly becoming an institution that is truly international in its scope. They enable us to demonstrate that the seamless and effortless flow of information and collaboration across an organization – what we at Capgemini call the Frictionless Enterprise – is not just a digital principle, but something that delivers tangible financial and efficiency benefits.

I hope you enjoy reading these testaments to the success of our teams in their work for just some of the many organizations we serve. At Capgemini, our tagline is: “Get the future you want.” These case studies demonstrate our determination to help our clients do just that.

# Table of contents

---



- 01 *Creating a digital strategy approach for success* 5
- 02 *Expanding and streamlining F&A operations, simultaneously* 8



- 03 *Intelligently automating disputes resolution* 10
- 04 *Automated invoicing – a packaged solution* 12
- 05 *From a small idea – to a major benefit* 14



- 06 *Integrating operations – and transforming reporting* 17
- 07 *Invoice query handling delivers a win-win-win* 19
- 08 *Transforming collections and cash applications* 21



**Pallavi  
Rangavajhala**  
Senior Social Media  
Partner, MACS



**Ruth Peters**  
Marketing Director, Global  
SAP Alliance, Capgemini



# Creating a digital strategy approach for success

It can be difficult to stand out in a crowd, and when the occasion is one of the world's greatest business technology events, it's a special challenge.

The occasion in question was SAP's SAPPHIRE NOW, which is widely regarded as a flagship event. In the pre-COVID world of May 2019, it took place in Orlando, Florida – and our client, a leading business services provider and alliance partner of SAP, wanted to ensure its voice was heard as it launched a major solution for the SAP S/4HANA platform.

## The challenge – to achieve both quality and quantity

The aim for marketing campaigns is often to generate leads of quality as much as of quantity, and that was the proposition addressed in this instance by Capgemini's Marketing and Creative Services (MACS) team, working closely with the client: the Capgemini's GSIP Marketing team.

The key objectives were to create a buzz before, during, and after the event, to generate views of two landing pages, and in particular to drive traffic to those marketing assets that would meet this qualitative brief.





## Innovation at a glance

- High levels of coordination between different campaign elements, and also between campaign participants inside and outside the client company
- Activities staged to introduce and then reinforce messaging before, during, and after the showcase event
- A model for subsequent social media campaigns.

## The solution – an extensive, interlinked, and creative marketing program

The MACS team worked closely with the client's team on partner themes, and on supporting Tier 1 campaigns and events.

The client's team organized a coordinated series of events, under two main headers: Marketshare and Mindshare.


Marketshare activities included the scheduling of 144 meetings with clients and executives; a series of customer networking events; a program of VR journeys, demos, and formal and informal conversations at the SAPHIRE NOW event; the creation of videos featuring major SAP customers; and the organization of sector-specific sponsored events.

Mindshare activities included the launch of the SAP S/4HANA solution; ten major customer sessions; two Partner booth sessions; a substantial and striking booth design, with prominent themed branding both on the stand and elsewhere at the venue; a digital media campaign that included ads, podcasts, promotional videos, and Twitter videos featuring senior company representatives; a public relations campaign; and a sequence of related Women in Technology events.

The MACS team also worked with this team and with the analytics and campaigns teams and with the Social Content Studio to drive the social media campaign for the SAPHIRE NOW program. These included the launch of Digital Core, the launch of a digital content calendar with SAP's own Center of Excellence, and the development of a portfolio of assets including a dedicated landing page, blog posts, and mailers.

Event attendees were trained beforehand on how to turn social media to best advantage. Similarly, the metrics, objectives and challenges of the campaign were used to develop a Digital Innovation Strategy. Marketing partners were supported with a social media plan that included tags specific to SAP, which enabled the MACS team to track stats specific to individual partners. A database of content such as blogs and social media messages was also created for country marketing managers to leverage in their local campaigns.

When the entire event was over, a webinar was hosted that featured key SAP experts, who talked about their campaign experiences, and about the results that had been achieved. This, together with the results of the campaign, has helped to make the entire initiative a benchmark for similar high-profile industry events.



**“Teamwork is the key to every big success. Nothing would have been achieved without the commitment of our people to the common, greater goal.”**

## The outcomes

The collaboration with teams across the Capgemini Group and support from the MACS team on the digital strategy, together with on-ground efforts such as client meetings, advertising, and digital efforts, led to:

- Substantial number of business meetings scheduled
- Digital statistics of success include:
  - o Almost 40,000 page views – the highest for any of the client’s campaigns in 2019
  - o Twitter reach – 10.2 million
  - o LinkedIn reach – 150.6 million
  - o Over 1,300 podcast listens
  - o Over 1,000 blog views
- Reached accounts and prospects in major target sectors, including manufacturing, automotive, retail, financial services, and consumer products

Developed jointly with the client, the digital strategy contributed to the overall aim of helping to increase awareness and drive new business opportunities. This SAP Partner campaign is now considered as a benchmark for other events and Tier 1 campaigns.

Teamwork is the key to every big success. Nothing would have been achieved without the commitment of our people to the common, greater goal. Everyone is grateful to all the individuals and teams across content, analytics, design, campaigns, as well as the SAPPHIRE NOW team – for their effort and hard work in driving the social media and digital strategy for the SAPPHIRE NOW 2019 event.

**Pallavi Rangavajhala** is a digital and social media specialist with over 12 years of experience in managing a plethora of top Indian and international brands. Pallavi works in Capgemini MACS social advocacy-expert connect team to support the growth ambition of the Capgemini Group and its clients.

**Ruth Peters** is Marketing Director at Capgemini for SAP Alliance, with more than 15 years’ experience within fast-paced international environments in the IT services industry and management consultancy marketing. She brings substantial networking, client-facing and operational skills to her role, which entails working in high-pressured environments with clients and colleagues alike to drive business expansion and deliver excellence.



**Praveen Kamath**  
Senior Engagement  
Manager



**Ashish Malhotra**  
Engagement Manager



# Expanding and streamlining F&A operations, simultaneously

Running a multinational operation can be a challenge – even when your business is pleasure.

That was the case for this international luxury hotel and resort management company, which has a portfolio of scores of properties across just about every continent. In recent years, the company had launched a multi-destination luxury package, traveling by private, custom-fitted airliner. It was – and is – a big and busy enterprise, and it was looking to increase efficiency in its finance operations.

## The challenge – expand, standardize, and centralize

The organization was already making use of a managed service model, and was now determined to expand and centralize these services so as to reduce its overall finance and accounting (F&A) costs and achieve a high degree of standardization across all its operating regions.

Areas of F&A that needed to be covered included procure-to-pay (P2P), income audits, payroll, contract management, general ledger reconciliation, automatic data processing (ADP) administration, and the operation of a platform based on salesforce.com.







## Innovation at a glance

- Cost-effective and standardized solution
- Seamless and successful onboarding of new client properties
- Sustained culture of continuous improvement.

## The solution – fit-for-purpose service extension

It was important both to Capgemini and its client that the transition to an extended, enhanced, and frictionless F&A model should be on a plug-and-play basis from its very inception.

Capgemini's general experience in the hospitality sector enabled us to tailor our approach to the circumstances of the case – and our experience of working with this organization in particular meant we were able to extend pricing models across regions so as to improve cost efficiency for our client as new properties entered the portfolio. Support was made available to each of these new properties from Day One. This was partly the result of expanding services at the delivery location for two of the key global regions so as to provide multi-lingual services.

An optical character recognition (OCR) solution and other new services were deployed across all regions to reduce costs and improve overall cycle times in invoicing and other areas.

## The outcomes – going frictionless

As a result of the enhanced and extended services it is now receiving, our client organization is able to focus on its daily operations and on making new openings a success, leaving back-office F&A to its service provider. In turn, this has helped us deliver – what we call – the Frictionless Enterprise, leading to:

- New resort onboarding included tracking opening status, effective communication, managing exceptions and volumes
- Improved productivity from Day One
- Multi-lingual support from key locations
- Restructured governance model, incorporating a client-specific Center of Excellence
- Key performance indicators available as a best practice model for the client organization to consider in other areas of its operations
- Significant financial benefits for the client organization and service provider alike.

“Our client organization is able to focus on its daily operations and on making new openings a success, leaving back-office F&A to its service provider.”

### Praveen Kamath

Senior Engagement Manager, Capgemini's Business Services

**Praveen Kamath** manages the overall day-to-day operations, service, and customer interaction for this hospitality client.

**Ashish Malhotra** is the service delivery lead and global process owner for this hospitality client's income audit process. Ashish is currently managing a new Hospitality customer.



**Anna Ordowska**

Business Transformation  
Manager, FPIA Consulting,



**Kabir Bazliel**

Intelligent Automation  
Advisor



# Intelligently automating disputes resolution

When everything is going well, life tends to be not just straightforward, but also fairly simple. It's when things go wrong that they get complicated.

Complications take time and cost money to address, and so it's no surprise that in early 2019, a major client of ours decided to explore the possibility of automating elements of its disputes resolution function. The main objectives were to optimize staffing, reduce costs, increase throughput and accuracy, reduce resolution time, and introduce analytics so as to scope the possibility of further improvements down the line.

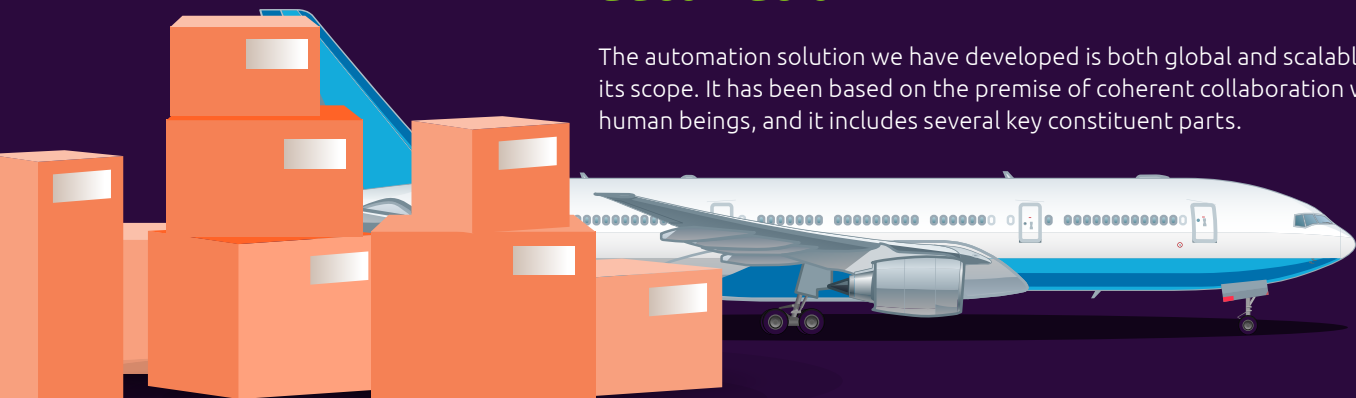
## The challenge – reduce or eliminate the burden and cost of manual processing

The manual nature of the status quo on disputes resolution was proving a burden: staff turnover was fairly high, it was taking over six months to bring new joiners fully up to speed, and there was a significant overhead of work that was either non-productive, or non-billable, or both.

It was hoped that automation would address these issues to enable frictionless processing, while also rationalizing the department's need to support 24 languages.

## The solution – global, scalable, collaborative, and intelligent automation

The automation solution we have developed is both global and scalable in its scope. It has been based on the premise of coherent collaboration with human beings, and it includes several key constituent parts.





## Innovation at a glance

- **Significant reductions in back-office costs:**
  - o 19 million data fields mined from seven systems
  - o 73% of disputes transactions certified by a business rules engine for straight-through processing
- **Rationalized language dependency issues**
- **Data hub resolved higher transaction processing times that had been the result of siloed legacy systems**
- **Scalability:**
  - o Greater process throughput supported increase in volumes that were the result of client acquisitions
  - o Process capacity extended 3x for global operations
- **Digital audit trail resulted in reduced quality control effort.**

The first is an “automation anywhere” robotic process automation (RPA) element, which acts as a data bridge between all the solution components and the client’s various target systems. This marshals data from all these systems, logs every transaction step to generate a digital audit log, executes process outcomes, and manages transaction status with PeopleSoft’s Disputes Management Workflow. It also synchronizes data master tables between PeopleSoft and the solution’s various components.

The second constituent part is a language processing engine, which reads inbound emails to identify request types. It then automatically indexes and allocates transactions for automated processing, whether they be rebill procedures, credit adjustments, or copy documents. Where necessary, it assigns work to other departments, such as collections and master data, etc. It also identifies, auto-indexes and closes any spam mails.

The third main part – the heart of the solution – is the business rule engine. This element uses more than 6,100 configured business logics and master reference data to certify transactions, which are then routed for automated processing. Exceptions are routed for manual resolution, and finally, an audit trail is maintained for all transactions.

## The outcomes – going frictionless

The approach taken not only introduced intelligent automation to the disputes resolution process – it has also embedded the principles of Capgemini’s [Frictionless Enterprise](#) approach into the client’s overall finance and administration function, enabling a smooth and seamless flow of information and collaboration between employees, their departments, and those with whom they work. It also encompasses their relationship with suppliers, partners, and obviously customers.

The benefits of the solution have included:

- €1.4 million per-year savings, by reallocating FTE headcount
- APAC turnaround time reduced from 5 days to 1 day
- Automated language processing for 76% of overall disputes volume
- Eliminating between approximately 60–75% of current manual effort.

“*Capgemini’s Frictionless Enterprise approach has enabled a smooth and seamless flow of information and collaboration between employees, their departments, and those with whom they work.*”

### Anna Ordowska

Business Transformation Manager, FPIA Consulting, Capgemini’s Business Services

*Anna Ordowska has extensive experience in intelligent automation solutioning and deployment.*

*Kabir Bazliel helps clients to leverage intelligent automation and AI assets to realize disruptive transformation outcomes.*



**Peter Chen**  
Senior Engagement  
Manager



**June Liu**  
Operations  
Manager



# Automated invoicing – a packaged solution

When you're one of the world's leading food processing and packaging companies, you're going to be dealing with customers and suppliers serving millions of consumers in just about every country in the world. Everything you do will be happening at scale – and that includes finance and accounting.

Which means, in turn, that every improvement you can make is likely to result in benefits at scale, too.

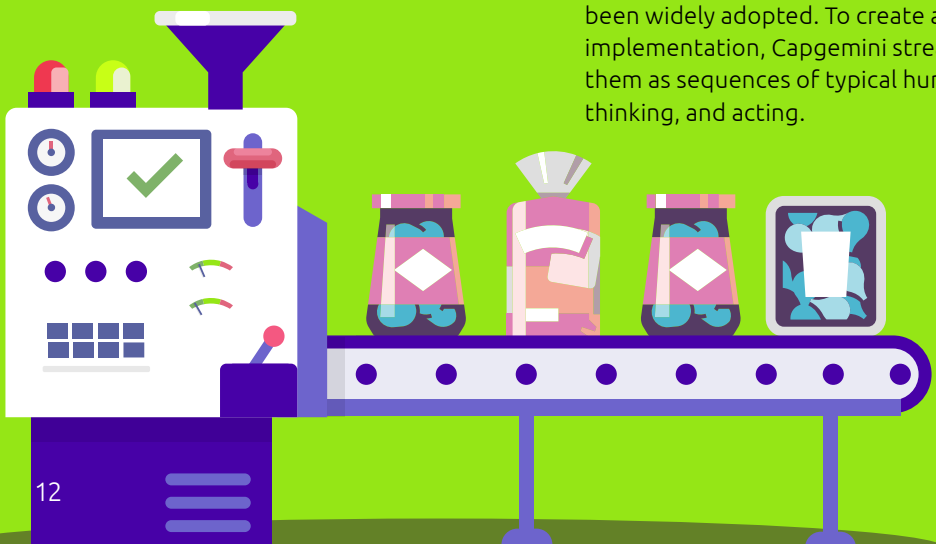
## The challenge – reducing monotony, increasing efficiency

Our relationship with our packaging client extends all the way back to 2006. The service has covered Procure-to-Pay (P2P), Credit-to-Cash (C2C), and Record-to-Analyze (R2A) for over 130 entities in 70 countries.

In 2017, the organization sought to automate repetitive accounting tasks and thereby reduce the number of full-time employees who were currently engaged in them.

## The solution – phased RPA implementation

When the project began, robotic process automation (RPA) had not yet been widely adopted. To create an environment conducive to its implementation, Capgemini streamlined existing processes, reimagining them as sequences of typical human behavior, such as watching, listening, thinking, and acting.





## Innovation at a glance

- Increased efficiency and accuracy using robotic process automation (UiPath)
- Implementation of 11 unattended robots and RPA schedules running with operations teams 24/7 to reduce human intervention substantially in RPA operation and increase the utilization rate of each robot
- 95% of all identified opportunities have been developed and implemented

With key opportunities identified, an internal project team was assigned and trained in RPA techniques. These techniques were used to analyze current processes and design RPA artefacts that would replace them. At first, artefacts were run in attended mode, but they were switched in stages to run in unattended mode, and automated running schedules were established, operated from a central location.

Next, all local artefacts were migrated to a virtual data center, and round-the-clock running schedules were set up in Orchestrator. Workflow was standardized for artefact development and operation, and Kibana was introduced to monitor the RPA performance.

Orchestrator coordinates automated processes across three accounting functions:

- **P2P** – purchase order/non purchase order processing; reversals; travel and expenses auto payment runs; payment duplication checking and blocking suspected items; and manual payments
- **O2C** – customer remittance clearing; customer ledger clearing; journal posting; and bank statement downloads and bank booking
- **R2A** – accounts receivable/accounts payable netting runs; inter-company reconciliation and balance sheet packs; vendor accrual processes; and VAT reporting processes.

Support is provided to the client organization in eight languages, from two delivery centers – one in Blumenau, Brazil, and the other in Nanhai, China.

## The outcomes – going frictionless

The program has transformed not only processes, but attitudes: people's mindsets have changed, and they have comfortably embraced the notion of having robots as co-workers. It's not simply having a new tool at work, but a whole new way of working, with continuing efforts to optimize artefact processes and reduce robot average run times. In turn, this helps deliver – what we call – the Frictionless Enterprise.

Across this global organization, it's making a significant difference:

- Almost 530 work items processed in 2019
- Total of 52 P2P, O2C, and R2R processes developed
- Improved and high accuracy (99.99%)
- 60 Full-time employees have been released since RPA implementation, accounting for 41% of original team size
- Over €1 million revenue generated.

“The program has transformed not only processes, but attitudes: people's mindsets have changed, and they have comfortably embraced the notion of having robots as co-workers.”

### Peter Chen

Senior Engagement Manager, Capgemini's Business Services

***Peter Chen** is the engagement manager responsible for providing world-class service to this client. During the RPA transformation, he restructured and trained the team, and implemented the RPA artefact schedule to achieve an innovative “Robot + Human” process model.*

***June Liu** manages the overall O2C operations for this client. She was also responsible for RPA implementation, development progress, and maintenance after go-live. June delivers RPA adoption training and communications to Capgemini's delivery staff and client teams that boosts RPA adoption and enables significant cost reduction.*



**Bartosz  
Grochowski**  
Intelligent Automation  
Senior Manager



# From a small idea – to a major benefit

We've grown accustomed to hearing about the advantages of enterprise-wide business transformation. But sometimes, relatively small adjustments can completely change the game. That certainly has been the case here, where the client in question was a major organization's group finance function.

## The challenge – streamlining order-to-cash

The objective of the program was to deploy an end-to-end digital solution for Capgemini customer invoicing, from invoice initiation, through the global finance system (GFS) booking process, through to distribution of invoices to customers. The main benefits that were sought from this automation exercise were:

- A contribution to cash improvement by shortening invoice cycle time (increased speed of processing) in order-to-cash (O2C) activities
- Elimination of manual work, freeing up full-time employees for other tasks
- Greater compliance and fewer errors.





## Innovation at a glance

- **A unique combination of:**
  - o Digital user front page – decision-making UI
  - o SQL database data processing engine
  - o Real Time Integration (API) – automation
  - o *UiPath bots – automation*
- **Short sprints, with parallel, overlapping efforts**
- **Early insight of what works – and what doesn't**
- **Services instead of ownership**
- **Cyclical process – test-iterate-test.**

## The solution – Digital Customer Invoicing Solution

The project started from a simple need to create a macro O2C routine, but it was soon realized that much more might be possible. Capgemini's Digital Customer Invoicing Solution (DCIS) was put to work. It's an innovative solution to accelerate O2C business process automation, comprising a PHP-based decision-making user interface; a SQL database; and automation in a form that brings together real-time integration (API) and UiPath bots.

Because this wasn't an enterprise-wide exercise, it was possible to undertake it in short sprints, overlapping and in parallel. That way, if something wasn't working, it would be noticed and addressed quickly, without being to the detriment of the whole project. For the same reason, this "test-iterate-test" approach promoted innovation and collaboration. In addition, it enabled the team to identify winning tactical elements faster.

The project also provided the opportunity to streamline the underlying customer invoicing processes to deliver frictionless operations. These improvements included:

- Elimination of the draft approval process thanks to real-time previews of invoice drafts
- Tasks centralization and management, conducted by a dedicated team to drive compliance and automation in an industrialized manner (fewer incorrect invoices and rework activities)
- Improved processing time in the GFS as a result of automating the transactional invoice creation process and 24/7 solution availability
- Full automation of transactional invoice creation process
- Mass uploads of invoicing input, eliminating individual event entries into the GFS. This significantly improved invoice creation turnaround time in the case of multiline transactions.

Specific benefits of the program have been outlined below. However, it is also worth noting that in general terms, the exercise inspired engagement delivery experts to look at other processes afresh – including from a "how to automate?" perspective.

What's more, its success has created greater awareness throughout the organization of the broad power of innovation, and of the significant impact it can have on internal and external ecosystems – even when, as here, it's something that started out small.



*The innovation delivered by our teams has enabled our client to take full advantage of O2C business process improvements.”*

**Bartosz Grochowski**

Intelligent Automation  
Senior Manager,  
Capgemini's Business  
Services

## The outcomes – going frictionless

The innovation delivered by our teams has enabled our client to take full advantage of O2C business process improvements. In turn, this has helped us deliver – what we call – the Frictionless Enterprise, leading to:

- A significant increase in the number of customer invoices that are handled automatically. The project is on track to deliver 75% of global volumes in scope by the end of 2020
- Elimination of manual work, resulting in an estimated productivity increase in 2020 that is the equivalent of around 35 full-time employees, who can now be relieved of repetitive low-level tasks and assigned to more rewarding activities
- Standardization of processes across the organization's operating regions: over 90% of robotized processes have been reusable in other geographies
- Greater compliance and fewer errors
- Unique employee digital experience, replacing emails with communications via an innovative and rewarding process conducted within the tool
- Beneficial environmental impact – the solution has enabled the organization to replace printing and paper storage with a system of electronic invoice distribution to customers.

When the initiative first started, the small nature of the project meant our teams had the freedom to experiment and shape the product evolution strategy. However, the project soon became a CFO priority for the client covering key geographies.

**Bartosz Grochowski** is Intelligent Automation Service Delivery Lead for Capgemini Global Shared Service Finance.





**Ravikumar M**  
Director



**Murali  
Narayanappa**  
Engagement Manager



# Integrating operations – and transforming reporting

When you sell one product in one location, things are pretty straightforward. But when you sell multiple brands within almost every country in the world, and have to import and export those brands across geographies, life is much more complicated.

Our client is the owner of, and the driving force behind, some of the world's biggest and best-known brands. It sells packaged food products, personal care goods, household cleaning items, and boasts a turnover of over €1.5 billion. It's no surprise that integrating operations across finance and the supply chain is a major undertaking.

## The challenge – making things less manual

As the size and scope of the supply chain has grown, so too has the complexity of the organization's processes. Too many people have been involved, in too many teams, and at too many points in individual routines.

The company realized that roles were being duplicated, processes had to be tracked manually, and it was often the case that multiple follow-ups were needed before approvals were given. Reporting was a particular problem: it was being managed in seven non-standard Excel-based macro clusters covering over 150 different markets, with the need to validate high-volume data from multiple data warehouse tools.

But it wasn't just internal teams that faced challenges. Suppliers and customers were also finding they had to interact with a number of different functions within the organization.





## Innovation at a glance

- Early reporting – two days in advance
- Approximately 25% sales growth in a year – the highest anywhere in the client organization in 2019. In spite of the pandemic, this expected to grow at around 40% in 2020
- 95% supply compliance
- Frictionless ordering – 99% less effort, 100 times faster
- Real-time monitoring of shipments through shipment tracking tool called Haven.

## The solution – unifying processes end-to-end

The first stage in assessing a challenge as complex as this is to conduct an audit of current conditions, and that's what our team did. We took time to identify, map, and mine all current processes, and to devise a means of load balancing that would scale with need.

Once the scope was established, we created a solutions architecture that took advantage of a suite of powerful tools, enabling us to create a unified and comprehensive approach to everything, from master data creation, through planning, order management, fulfillment, invoicing, shipments, marketing activity, claims processes, and collections.

The solution went all the way to reporting, where manual steps were eliminated, and simplified and standardized templates were introduced across all landscapes. Alteryx workflow routines were used to allocate and validate data, and powerful visualization and analytics tools were introduced.

## The outcomes – going frictionless

Tackling competing and laborious manual processes wasn't only a challenge. It was also an opportunity to introduce digital transformation to a key part of our client's organization in a way that would enable:

- Frictionless and consistent data handling
- Satisfying flexible and high-growth business requirements
- Technology-driven, hands-free data management to generate reports
- The measurement of actual performance.

“Tackling competing and laborious manual processes wasn't only a challenge. It was also an opportunity to introduce digital transformation to a key part of our client's organization.”

### Ravikumar M

Director, Capgemini's Business Services

***Ravikumar M** is responsible for integrating supply chain and finance operations leading to digital delivery for global clients.*

***Murali Narayanappa** helps client transform their traditional reporting into data-driven analytics using best-in-class of visualization reporting tools.*



**Luis Miguel Flores**  
Delivery Director  
– Guatemala



**Vijayakumar Balu**  
Delivery Director –  
India



# Invoice query handling delivers a win-win-win

Many of the world's best-known consumer brands are built on a franchise model – and many of the franchisees are enormous operations in their own right.

This particular franchisee business serves over 18 million consumers in one of the most populous states in the US. Employing well over 4,000 people, it sells, manufactures, and distributes over 600 products owned by the main brand and its partner companies – all of which means that the organization's finance function is big, busy, and complex.

## The challenge – addressing volume and throughput

In 2019, the company sought to address the high number of invoice queries it was receiving. Queries were being handled via an email process that did not have an in-built facility to track their volume. The process involved several different solutions and email addresses.

These queries were creating a lot of work for internal teams and also for external service providers, and in addition, were occasionally causing delays to vendor payments.

## The solution – holistic thinking

A long-term improvement is always better than a quick fix, which is why Capgemini brought together an international team to design and develop an end-to-end solution that would deliver continuing value.

An entire new set of enterprise-wide processes was created, overseen by a central command center that could provide real-time visibility of operations.





## Innovation at a glance

- Queries reduced across all P2P and O2C processes, resulting in faster cash apps and invoice processing, improving cash inflow
- Customer complaints reduced to zero
- Improved business analytics and greater insights
- Real-time end-to-end operations visibility

A workflow tool was introduced, to track inbound and outbound queries and to identify frequently occurring issues that were used to update standard operating procedures.

Several generic mailboxes were replaced with one Pipefy pipeline for end-to-end purchase-to-pay (P2P) queries, while several other such mailboxes were replaced with a further single Pipefy pipeline for end-to-end order-to-cash (O2C) queries. These pipelines track patterns in queries, and use preset rules to assign them automatically to appropriate process handlers.

Additional automated implementations included Webcollect, for cash flow improvement; Inspect, for elimination of overpayments; Phyton and power BI, for digital and real-time visibility; and Command Center 3.0, providing the centralized operational visibility referred to above.

## The outcomes

The transformation that took place over the course of the project was delivered seamlessly and on time. Our client organization wasn't the only party to benefit. Capgemini did too, because the reorganized, streamlined, and automated processes made things easier for us to manage and support. Even more importantly, our client's own customers and suppliers now enjoy a billing experience in which almost all the hassle has been removed.

The metrics are impressive:

- In just two months, the value of duplicate invoices that were identified and prevented totaled \$2.8 million
- Remittance Missing Clearing Transactions (RMT) value reduced from \$1 million to \$300,000
- Not due receivables improved from \$74 million to \$85 million
- Ability to track all emails
- Customer satisfaction has improved significantly
- Business intelligence delivers visibility of 100% of sales and cash forecast for the next 52 weeks, updated weekly.



*Our client's own customers and suppliers now enjoy a billing experience in which almost all the hassle has been removed."*

### Luis Miguel Flores

Delivery Director –  
Guatemala, Capgemini's  
Business Services

**Luis Miguel Flores** works with Capgemini's clients to help identify their needs, oversee service delivery for processes delivered from Guatemala, and maintain positive relationship. He supports and leads the service delivery team, managing conflict, and ensuring the team's processes and tasks are carried out efficiently.

**Balu Vijayakumar** ensures that the client's expectations are managed efficiently and effectively, taking into consideration the need for business requirement changes, evaluating customer satisfaction, and managing Capgemini's best-in-class service delivery.



**Carolina Rodrigues**  
Credit to Cash  
Team Manager



**Murilo Bonfante Michetti**  
Service Delivery  
Manager



# Transforming collections and cash applications

It isn't only small companies for whom cash flow concerns can be a challenge. While these issues may not be enough to become an existential threat to a large enterprise, they can still make a substantial impact on its ability to maneuver.

This was the scenario for which a client of ours sought help. The business is one of the world's leading companies in industrial and medical gases, and its invoicing operations across Europe, Asia, South America, and Oceania were large, complex, and in need of attention.

## The challenge – addressing people, processes, and technology issues

The organization was struggling with a large number of past-due invoices, a significant volume of unapplied cash, and high DSO levels. These were the result of underlying problems in three main areas.

First, a great deal of pressure was being placed on people, because they had insufficient tools and inappropriate skills. As a result, there was much emphasis on working overtime to get things done.

Second, credit-to-cash (C2C) processes were largely manual and therefore risky. Desktop procedures weren't properly updated, and follow-ups and controls were managed via Excel spreadsheets, without any database or other supporting system: for instance, credit limits and credit notes had no consistent approval flow. Also, there was insufficient interaction between the finance and sales functions.

Third, tools and technologies were insufficient. There was no automated collection mechanism, nor any automation of cash applications; there was no workflow for service desk activities; and, overall, there was no technological consistency.



## Innovation at a glance

Improved, frictionless outcomes for:

- **Cash application**
  - o Turnaround time improved for cash application and credit analysis
  - o SLAs above expectation (quality, timeliness)
  - o Reduced headcount, freeing team members to add value elsewhere
- **Collections**
  - o 100% of portfolio penetration by collections team (via Webcollect)
  - o Centralization of all requests via workflow (sales team and customer payment allocations)
  - o Relationship between finance and sales established
  - o Credit policy creation
  - o Updated collection policy.

## The solution – bringing out the best in teams, tools, and processes

Working closely with the client team, we undertook an analysis and overhaul of current processes. This included making credit note approval CFO-only, the introduction of a dedicated resource to handle backlogs, the elimination of forced cash applications, and the logging and tracking until closure of all cases of unapplied cash or unidentified cash. A further process improvement was the creation of a C2C service desk, making use of a workflow tool and CISCO Finesse, enabling a direct interface with the sales team and facilitating more productive and frictionless dispute management processes, as well as quality monitoring.

As a result of this assessment, three robotic routines were introduced to increase productivity in cash clearance. These comprised automated credit notes creation, automated reconciliation payments for the day, and an automated match of credits generated against open invoices. An automated ticketing system was also introduced.

Webcollect was used to automate communication workflows, reporting, account statements, and follow-up reminders, and to increase the number of automatic dunning letters. All of this helped to redefine the rules of collections by sales manager and type of business.

In addition, a skills matrix was established, ensuring the right people were engaged in the right place according to their competencies, and creating active backups for all activities.

## The outcomes – going frictionless

Many of the benefits that accrued from the changes that were introduced are measurable, and they are significant:

- 40% reduction in accumulated past due
- 20% reduction in days sales outstanding
- 30% increase in cash flow
- 72% reduction in unapplied cash.

Other benefits, while less measurable, are no less tangible. These include the stability and peace of mind that are the result of consistent, frictionless processes, and a more contented, more highly motivated team. Our client now has a much stronger base on which to build.

“Many of the benefits that accrued from the changes that were introduced are measurable. Our client now has a much stronger base on which to build.”

### Carolina Rodrigues

Credit to Cash Team  
Manager, Capgemini's  
Business Services

*Carolina Rodrigues is an expert in R2R and C2C, and responsible for delivering operational excellence for her clients.*

*Murilo Bonfante Michetti is a service delivery manager responsible for delivering transformative F&A solutions and operation, delivery approaches, and operational excellence for his clients.*

## 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 everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of 270,000 team members in nearly 50 countries. With its strong 50 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 2020 global revenues of €16 billion.

**Get the Future You Want | [www.capgemini.com](http://www.capgemini.com)**

The information contained in this document is proprietary. ©2021 Capgemini. All rights reserved.

## Connect with us:



Scan here know more  
about Capgemini's  
Business services



@CapgeminiBusSvc



[https://www.linkedin.com/showcase/  
capgemini-business-services/](https://www.linkedin.com/showcase/capgemini-business-services/)



[https://www.capgemini.com/service/  
business-services/](https://www.capgemini.com/service/business-services/)



[businessservices.global@capgemini.com](mailto:businessservices.global@capgemini.com)