Architecting the LEAN DIGITAL ENTERPRISE:

Reimagine your business by extending digital’s power all the way through the middle and back office for breakthrough impact

SOLUTION OVERVIEW
Harnessing the power of advanced digital technologies to transform process operations that drives growth, improves cost efficiency, and increases business agility

genpact.com/leandigital
The impact of digital technology and analytics is revolutionizing industries and changing competitive dynamics everywhere—from financial services to manufacturing and services.

Advances in digital technologies and analytics are changing how individuals and organizations interact, and creating radically new possibilities for value delivery. Today’s business environment is also increasingly volatile and requires that organizations have the agility to make rapid, significant changes in business and operating models.

Additionally, a significant gap exists between leaders and other companies. Many large and established enterprises, saddled with pre-existing technology and operations, as well as entrenched organizational silos, are struggling to deliver game-changing results from the digital opportunity. Many organizations attempt to force-fit technology onto outdated business processes, which yields only incremental returns. Current technology design is also often inflexible and delays the realization of technology driven benefits.

THE CHALLENGE:

New technologies trigger rapid changes in business models, but operations lag
Over 80% of incremental enterprise technology investments in the future are likely to be in digital technologies and analytics, yet their applicability and impact will not be uniform.

Today, most of these investments are directed at the front office. Too few leaders realize that it is the interplay between new technologies, customer and people behavior, and middle and back office legacy process and systems that determines to a large degree whether the digital revolution achieves its full potential.

A more effective approach to digital transformation—one that uses digital as a management transformation practice, not a set of tools—is required for large and complex organizations.

There is great opportunity to generate business impact with digital by “connecting the dots,” between front-end and the middle and back office processes that make the enterprise actually run, than by focusing on the front end alone.

### THE PROMISE:
Tangible impact by leveraging not only technologies and analytics, but also deep process and industry expertise: the Lean Digital enterprise

#### Lean Digital℠

| Process-centric digital technologies, and analytics | Design thinking methods focused on the end customer | Lean principles for agility and continuous experimentation | Domain expertise from world’s largest operations “sandbox” |

Lean Digital℠ harnesses digital technology and analytics through a business-domain lens, uses Lean and design-thinking (human-centered design) principles to derive solutions that are practical to implement as well as effective.

This approach builds on business domain expertise crystallized in our Smart Enterprise Processes (SEP℠) framework to guide choices across digital technology, analytics, and IT services, and ultimately to architect advanced organizational models and leverage them to deliver enterprise-wide impact.
Lean Digital approach, brought to life

**Digital SEP™**
Builds on SEP™ framework
Guides choice of...

**Digital technologies**
- **Systems of Engagement™**
  - Nimble • Leverage systems of records • Built by Genpact and partners
- **DIS**
  - Digital Integration Services
    - Architect processing components • Incubator, lab, engineering

**Analytics**
- **Data-to-Action™**
  - Adds intelligence to operations • Statistical, predictive models
  - Advanced organizational models (e.g. Analytics CoE)
  - Intelligent Process Insight Engine (IPIE)

**IT services**
- Application development, testing, maintenance
- End user computing
  - Leverage pre-existing and legacy systems of records, optimizes user experience across processes

**Intelligent Operations™**

Systems of Engagement™ technologies are a cornerstone of this method.

**Agile SYSTEMS OF ENGAGEMENT™ technology solutions complement existing IT investments**

**From:**
- Business Process
- People Stack
  - covers regional variances, white spaces, tribal knowledge
- IT Infrastructure

**To:**
- Business Process
- Systems of Engagement™
- IT Infrastructure

Genpact’s Systems of Engagement™ (SoE) process-centric SaaS solutions are designed for specific service lines or verticals—whether from Genpact or from selected robust and innovative partners whose technology is orchestrated and configured by Genpact. These form an agile solutions layer on top of existing systems of records, realizing rapid time-to-value while optimizing operational performance and business agility. These solutions are based on deep experience in running complex, business-critical operations for large enterprises globally, and maintaining a tight focus on what works in order to reduce cost, risk, and length of implementation. By enhancing efficiency, effectiveness, and governance at scale, Genpact’s SoE make operations more intelligent.
The result: intelligent operations that support the end-client journey on the front end, through middle and back office

Knowing that the best ideas are worthless if they're not delivered through scalable operations, we take the operator's view to determine the most effective, yet finite, interventions across the front, middle, and back office. Applying a Lean Digital® approach ensures tight alignment to business outcomes, enabling effective, agile, and cost-efficient solutions that complement existing IT investments while leveraging advanced technologies and analytics.

Genpact’s Lean Digital solutions are delivering measurable business impact today

**Leading UK bank’s mortgage operations**
The company rearchitected its operating model, segregating specialized roles, establishing a uniform backend operations user interface, and defining a new customer experience framework. These initiatives resulted in a 25% increase in capacity to meet growth objectives and 10% improved volume year-on-year. They also reduced costs by 40% over two years while reducing delays, improving cycle times, and boosting data quality.

**Construction materials manufacturer**
As part of an order to cash transformation, the company deployed a new credit and collections solution incorporating credit bureau data and dispute management. Dispute management was reduced by 40%, accounts receivables reduced by 28%, and average days to pay reduced by 10%, while sales per FTE was increased by 40%.

**US based insurance organization**
The firm deployed an end-to-end claims operating model driven by a cloud-based workflow-collaboration platform. The solution enabled mobile-based dashboard reporting and an integrated BI/reporting architecture. Consequently, the company’s loss ratio was reduced through improved subrogation recovery and fraud prevention, revenue leakage was virtually eliminated, and the company was able to reduce cycle times while improving overall customer satisfaction scores.
Amidst a confusing digital services landscape, Genpact’s approach to digitally powered business processes is refreshingly practical and unique. Our extensive experience applying Lean principles for the world’s largest industrialized business process operations stems from having run complex and industry specific processes for over 800 clients, including 200 very deep relationships. This unprecedented innovation “sandbox” is complemented by a remarkably open partner ecosystem and benefits from our ability to bring together digital technology, analytics, and process resources.

The result of a Lean Digital approach can be an Intelligent Operations model, where business processes are able to predict and sense the environment, act appropriately and at scale, and continuously learn from the impact of their actions. Intelligent Operations constitute a more rapidly attainable, yet scalable and cost-effective, business process platform built to adapt to an ever-uncertain future.

Lean Digital is a unique combination that delivers the best return on transformation investment, and lower risk, by deliberately addressing key legacy and change management issues.
Genpact (NYSE “G”) stands for Generating Impact. It is the independent business-process services that spun out of General Electric (GE) in 2005, and inherits its hunger for new technology, business and operating models.

Genpact’s unique Lean Digital approach rests on three pillars of a distinctive DNA combining business process and operation experience with digital savvy. First, its domain expertise, a granular understanding of industry and functional challenges and how business processes solve them. Second, its ability to experiment on the world’s largest business process “sandbox”: its own, with over 55,000 associates focused on delivering operations. Third, its open ecosystem, unencumbered from relationships with legacy vendors and resources, and able to bring together technology, analytics and process transformation resources as one company.

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<tr>
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<td>Unmatched ability to experiment on the largest delivery operations—Genpact’s</td>
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Contact Genpact to discuss the applicability of Lean Digital™ to the transformation of your enterprise.

Genpact. Generating impact.
About Genpact

Genpact (NYSE: G) stands for “generating business impact.” We are a global leader in digitally-powered business process management and services. Our Lean Digital™ approach and patented Smart Enterprise Processes™ framework reimagine our clients’ end-to-end, including the middle and back offices – to deliver growth, efficiency, and business agility. First as a part of GE and later as an independent company, we have been passionately serving strategic client relationships including many Fortune Global 500, and have grown to over 70,000 people. The resulting domain expertise and experience running complex operations are unique and help us drive choices across technology, analytics, and organizational design.

For additional information, visit www.genpact.com. Follow Genpact on Twitter, Facebook, LinkedIn, and YouTube.