Genpact Intelligent Operations℠

Making enterprises more competitive, with operations that **sense, act** and **learn** from the outcome of actions, **at scale**
Foreword

Intelligent OperationsSM in action

Finance and Accounting: Accounts receivables

Finance and Accounting: Order management

Finance and Accounting: Master data management

Finance and Accounting: Reconciliations

Supply chain management: The CFO view

Sourcing and procurement: Source to pay

IT managed services: End-user computing

Banking: Risk management

Life sciences: Multi-channel customer experience

Life sciences: Contract management

Healthcare providers: Accountable care organizations

Industrial manufacturing: Engineering services

Industrial manufacturing: Industrial asset optimization
Foreword

This document shares examples of intelligent operations – organizations built on smart processes that are able to sense, act and learn from the outcome of their actions, at scale.

We see such examples spanning across financial services, healthcare, life science, manufacturing, consumer products, and high technology. The traditional divide between front and back office is blurring as the sensing, action and learning triggered by every client interaction is now cutting across enterprises in unprecedented ways.

Manufacturers are able to optimize the effectiveness of their assets and capture more value from their clients by deploying more cost-effective services based on more insightful data. Pharmaceutical companies are enhancing growth, customer satisfaction and brand affinity, while reducing costs with technology driven customer engagement operations and harnessing the power of big data. Healthcare providers are generating better patient outcomes while reducing operating costs enabled by technology and related data-driven analytics. Finance departments are managing credit risk globally in real time.

I hope that you will enjoy the reading.

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Genpact
Domain expertise

Technology

Analytics

Process

Reimagine how enterprises work through digital and analytics that work

Smart Processes
Design, transformation and operations support generate real impact by aligning tightly to measurable business outcomes thanks to proprietary SEP<sup>SM</sup> framework

Data-to-Action Analytics<sup>SM</sup>
Genpact Data-to-Action Analytics<sup>SM</sup> leverage Intelligent Process Insight Engine<sup>SM</sup> and advanced organizational delivery models

Effective Technology
Genpact Digital harnesses effective, agile technology including Genpact Systems of Engagement™ and effective Core IT services
Intelligent Operations℠ in action
Finance and Accounting: Accounts receivables

Systems of Engagement™ create intelligent AR operations

2 Run Data-to-Insight
- Delinquency by client segment and region
- Timely detection of delinquent accounts
- Collaboration with regional plants and sales to identify the root causes of payment issues

3 Improve execution practices
- Systems of Engagement™ for collections, credit dispute management, cash forecasting, reporting and analytics
- Implemented collection strategies and automation
- Standardized business processes across locations

4 Continuous learning:
The ability to:
- Test new AR algorithms and policies
- Optimize technology infrastructure performance

- Identify target outcomes: improve DSO, delinquency, non-compliant cases, fully auditable orders, large order profitability
- Identify metrics: percentage past due
Reimagine order management process through digital Data-to-Insight-to-Action for better client experience and growth

2 Run Data-to-Insight
- Visualization and supply chain control tower
- Order management analytics

3 Improve execution practices
- Order management automation and business process management services

4 Continuous learning:
- Control tower continuously monitors performance of individual areas (e.g. forecasting, fulfillment etc.) enabling near real-time optimization to improve perfect order

- Identify target outcome: effective supply chain, customer experience, cost
- Identify metrics: perfect order index, customer experience score
Integrate and align process, technology and analytics to achieve intelligent MDM operations

**Run Data-to-Insight**
- Domain-driven identification of contextual root causes

**Improve execution practices**
- Increase accuracy by improving first-time right for data that matters
- Formalize business rules to improve accuracy at source
- Streamline and standardize processes to reduce rework and manual touches, reduce people dependency, and improve productivity of data stewards

**Continuous learning:**
- Increasing operational excellence by executing on defined and constantly updated key performance indicators and metrics

- **Identify target outcomes:** improve customer satisfaction and data accuracy, enhance compliance, reduce cost
- **Identify metrics:** client net promoter score, product data accuracy
Finance and Accounting: Reconciliations

Reimagine a Lean Digital\textsuperscript{SM} reconciliation process for faster closing, reporting, and controllership

2 Run Data-to-Insight
- Configurable, real-time executive visualization
- Drill down to lowest level for root-cause analysis

3 Improve execution practices
- Systems of Engagement\textsuperscript{TM} for process automation
- Risk prioritization of all reconciliation accounts
- Standard reconciliation process across regions and lines of business

4 Continuous learning:
- Continuously monitor progress for timely completion, qualitative review, and improved compliance
- Scenario-based automation for certification and de-certification

Identify target outcome: faster time to close, reduce cost, increase effectiveness, and enhance controllership

Identify metrics: time to close, % pre-close, % open items, first pass yield
Enhanced visibility into the supply chain, to aid visibility and decision making

Supply chain management: The CFO view

1. Identify target outcome: revenue volatility, maintenance cost, unplanned downtime
2. Identify metrics: free cash flow %, valuation metrics
3. Improve execution practices
   - Map supply chain processes to enhance the data infrastructure
   - Embed governance metrics and practices
   - Optimized, standardized processes
   - SME knowledge transfer best in class practices
4. Continuous learning:
   - Multi level stakeholder engagement
   - Analytics driven process improvement

Run Data-to-Insight
- Visibility over the supply chain process
- Cash flow management

Operate: Measure
- Correct strategy and targets
- Gather feedback
- Consolidate, report

Provide Visibility
- Analyze
- Execute actions
- Implement

Steer Effectiveness
Transforming sourcing and procurement by creating intelligent S2P operations with Data-to-Action Analytics™

1. Identify metrics: indirect spend, contract leakage, spend under management

2. Run Data-to-Insight
   - Run spend analysis on compliance, procurement cycle times, and realized savings
   - Create a center of excellence for analytics and decision support

3. Improve execution practices
   - Develop strategic sourcing and category management plan
   - Improve negotiating skills and demand management
   - Increase e-sourcing and catalog penetration
   - Create a buying center to track savings and enforce compliance
   - Embed new supplier performance management framework

4. Continuous learning:
   - Regularly review and update procurement KPIs and metrics
   - Ongoing evaluation and refinement of category strategies
   - Sourcing and procurement process and policy optimization
Cut service desk spend, and enhance productivity

**Run Data-to-Insight**
- Enable integrated view of customer and user data across channels
- End-user segmentation
- Service level benchmarking

**Continuous learning:**
- Customer listening
- Flexible segmentation and service levels
- Enhance models linking service cost, customer experience, satisfaction and advocacy

**Improve execution practices**
- Remote incident resolution
- Automation of routine activities
- ShiftLeft℠ to reduce dependency on expensive/non-scalable layers

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*MTTR – mean time to resolution,
*FCR - first contact resolution

Identify metrics: customer satisfaction scores, MTTR*, number of incidents, FCR*
Banking: Risk management

Reduce costs, minimize exposure and improve risk management

2 Run Data-to-Insight
- Identify weaknesses, quantify and qualify the significance of loss exposures
- Maturity assessment of frameworks
- Perform integrity, control and compliance reviews

3 Improve execution practices
- Set up enterprise data management CoE for risk and regulatory programs
- Build responsive tools for instantly assessing risk
- Supporting real-time data processing

4 Continuous learning:
- Onshore risk data advisory team to design framework
- Data process life cycle knowledge for commercial products
- Genpact risk academy and certification

- **Identify target outcome**: anticipate risk and manage exposure, improve compliance and promote service excellence
- **Identify metrics**: operations and cost metrics, transaction data, customer spend data, data leakage and gaps
Life sciences: Multi-channel customer experience

Enhance customer satisfaction and “brand love”

2 Run Data-to-Insight
- Global CRM
- Analytics CoE for consumer experience, social media, brand/ad research

3 Improve execution practices
- Command center to control consumer hubs
- Social media engagement playbook
- Process and IVR improvements

4 Continuous learning:
- Improve product portfolio
- Brand, channel strategy, marketing and promotional effectiveness
- New research, data sources, analytics models, and SOPs

Identify target outcome: customer engagement, brand love, revenue growth
Identify metrics: customer satisfaction score, turn around time, call volume
Life sciences: Contract management

Better margins, risk mitigation and revenue management

2 Run Data-to-Insight
- Data consolidation, master data preparation
- Pricing and contract analytics for deal/customer profitability, revenue management and compliance
- Operational reporting and monitoring for claims processing

3 Improve execution practices
- Contract request automation
- Web based tracking and workflows for membership updates, contract setup, changes and exception handling
- Contract audits on leakages/overpayments

4 Continuous learning:
- Lean six sigma for continuous improvement
- Refine analytical models and reporting for improved customer management and future contract negotiations

Identify target outcome: margin expansion (price and revenue management), risk mitigation
Identify metrics: c-sat scores, past due>60 days, agent performance
Enable better health outcomes while reducing costs

2 Run Data-to-Insight
• A specialized big data system for a holistic view of patient and population data
• Analytics to identify high risk patients
• Patient satisfaction, physician and clinical performance dashboards

3 Improve execution practices
• Streamlined workflows, care protocols and provider management
• Speech technology
• Web/mobile integration

4 Continuous learning:
• Better contract management and negotiation across the care ecosystem
• Wellness programs and tailored care delivery for high risk patient profiles
• Analytics for new product development

• Identify target outcome: patient health outcomes, customer engagement, cost
• Identify metrics: occupancy rates, average length of stay, bed days/patient days, readmission rates
Reduce engineering design costs and time to market

2 Run Data-to-Insight
• Design data integration and information exchange

3 Improve execution practices
• Use “smart simple design” to simplify the design process
• Optimize and standardize processes
• Transfer best in class practices from subject matter experts across macro processes

4 Continuous learning:
• Improve communication across the value chain for continuous process improvement
• Improve design standards and validation processes through iterative design

• Identify target outcome: reduce design cost and revenue leakage, improve time to market
• Identify metrics: adherence to schedule, design costs, production and service costs
Maximize utilization and output, minimize downtime and maintenance costs

2 Run Data-to-Insight
- Focused big data approach powered by six sigma, and driven by engineering and analytics expertise
- Master data preparation
- Analysis of deviation
- Domain driven identification of contextual root causes (e.g. material tagging)
- Formalize hundreds of business rules to prevent incorrect inputs

3 Improve execution practices
- Lean processes running on flexible, optimal technology to deliver business impact
- Determine data entry error patterns
- Implement industrial internet platform to flag future issues and enable continuous learning
- Change management reduces systematic issues

4 Continuous learning:
- Suggest controlled-experiment changes to data input to cut error opportunities; and alter maintenance schedules
- Modify confidence intervals for cost and revenue projections

Identify target outcome: revenue volatility, maintenance cost, unplanned downtime
Identify metrics: data quality, cost estimates accuracy
About Genpact

Genpact (NYSE: G) stands for “generating business impact.” We design, transform, and run intelligent business operations including those that are complex and specific to a set of chosen industries. The result is advanced operating models that support growth and manage cost, risk, and compliance across a range of functions such as finance and procurement; financial services account servicing, claims management, regulatory affairs, and industrial asset optimization. Our Smart Enterprise Processes (SEP™) proprietary framework helps companies reimagine how they operate by integrating effective Systems of Engagement™, core IT, and Data-to-Action Analytics™. Our hundreds of long-term clients include more than one-fourth of the Fortune Global 500. We have grown to over 68,000 people in 25 countries with key management and a corporate office in New York City. Behind our passion for process and operational excellence is the Lean and Six Sigma heritage of a former General Electric division that has served GE businesses for more than 16 years.

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