Our clients’ challenges

Digital technology and analytics are revolutionizing competitive dynamics across industries, but a significant gap exists between leaders and other companies. Many large, established enterprises with entrenched organizational silos and operations are saddled with pre-existing technologies and ways of working. This leaves them struggling to get the most out of digital solutions for game-changing results.

The root of these challenges is not necessarily technical in nature. Overcoming organizational hurdles and strategy weaknesses can be key to unlocking potential opportunities. Yet many companies don’t have the right talent to address these obstacles. This ultimately leads to ineffective and inefficient engagements with end customers.
Figure 1 illustrates the challenge with a simple example. It depicts the customer journey for the purchase of a retail financial product, such as a loan. The front-office experience is now digitally sophisticated and enjoyable, but it clashes with the legacy middle- and back-office processes. In the middle office, a comparatively people-intense operation makes decisions about cases and manages risk using older systems of records. Meanwhile, the back office holds much of the data and performs the accounting and financial reporting through fragmented operations often reliant on older systems. In other words, the challenge can’t be overcome if the front office has the only digital capacity.

Most organizations experience this challenge in one way or another: They can’t engage customers successfully, at scale, cost effectively, and in an agile manner that helps them evolve in lockstep with client needs and technological opportunities.

Against this fragmented operational backdrop, our clients ask us to address three strategic imperatives:

1. **Transform the customer experience**. However, customer experience typically doesn’t fall apart at the front end. Rather, initiatives narrowly focused there fail to deliver impact because the root of problems is elsewhere.

2. **Make operations more efficient and compliant**. However, many interventions are often only narrowly targeted to cost take out, and neglect the impact on customer experience. In that way, they fail to address significant value drivers.

3. And ultimately, once we resolve those two issues, clients want us to **change the entire value proposition for their customers**. That might entail, for instance, attacking new segments that were previously uneconomical to serve. It might also mean adding value to their clients by layering new services on top of the physical goods they sell. Such new services might include, for example, connected products in consumer packaged goods industries, or “pay by the drink” commercial or industrial assets.

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Overcoming organizational hurdles and strategy weaknesses can be key to unlocking potential opportunities.
Our approach

Lean Digital℠ — an approach that harnesses digital technology and analytics through a business domain lens — uses Lean and human-centered design thinking principles to derive solutions that are practical and effective to implement at scale.

Based on our experience transforming large operations for many years, we believe that digital business architecture requires a combination of skills and must align with the orchestration of new workflows. The goal is to create superior customer journeys — whether internal or external.

We are unique in our use of a Lean Digital℠ approach that reimagines the flow of work in the following ways:

- It harnesses diverse methods and proficiencies to combine Lean principles, design thinking, domain expertise, and digital technologies
- It aligns business outcomes to interventions across the front, middle, and back office
- It applies a customer- and user-journey lens to determine the human, process, and technology stack needed to deliver a practical digital business architecture

Our approach benefits from Genpact’s managed services operation: Being one of the world’s largest “process delivery sandboxes” allows us to experiment and build functional and domain expertise. We systematically embed operations leaders in our projects. We also apply our broad operating model consulting experience to transform business process delivery.

We do this using Lean and Six Sigma principals and by changing the target operating model — for example, by creating centers of excellence (CoEs) and global business services (GBS).
Our method

Our initial objective is to identify and prioritize an executable set of interventions, because we understand that our clients’ readiness to change varies. What’s more, their ability to execute a large number of complex programs is often limited.

We run four-step assessments where we strive to understand the connection between our clients’ customer journeys and their operations. We look at processes, technologies, people, and, ultimately, operating models.

This phase is a prerequisite for designing the right solution. It yields unprecedented clarity that cuts through the clutter of large organizations’ complexity and simplifies the process of change.

A successful and satisfying customer journey only takes place with a focused end-to-end solution. Such a solution requires robust, fluid, seamless orchestration and industrialization of processes to connect the organization’s front office with the middle and back. Steered by that “true north,” organizations can streamline or even completely reimagine processes before digitizing them. That means these processes can be augmented — not just automated. People, too, can be augmented to unlock their potential.
Our capabilities

We offer a variety of digital consulting interventions. They range from early assessments to building digitally enabled solutions, helping clients’ operations run more smoothly, and preparing them to evolve.

Six sets of digital consulting capabilities complement our traditional process and operating model consulting. The result? Superior, truly intelligent operations that support the customer experience.

1. **Digital experience and innovation**: Customer journey, innovation by design, design thinking, digital design, and tech realization

2. **Intelligent automation**: Robotic process automation (RPA) intelligent business process management (iBPM) software

3. **Artificial intelligence**: Computational linguistics, machine learning, computer vision, and conversational AI

4. **Advanced analytics**: Advanced visualization, predictive analytics, and data engineering

5. **High-velocity engineering**: The fast development of systems of engagement and the intelligence to get the most out of all digital tech

6. **Technology consulting**: Advice on enterprise apps, how to optimize target operating model optimization, and cyber and IT security

*Figure 6: Genpact's digital solutions capabilities*
Our products

We’ve taken advantage of our unique operator experience and deep domain knowledge to develop products and services that meet specific, targeted customer pain points. Our products can be purchased stand-alone, while our services are part of our managed offerings. In both cases, we use our Genpact Cora platform to develop a portfolio that lets our clients transform their customer experience while also making their operations more efficient and compliant.

1. Transform my customer experience
2. Make my operations more efficient and compliant

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<th>Enterprise products</th>
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<td>Working Capital Optimizer</td>
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<td>Cora LiveSpread</td>
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Figure 7: Genpact’s industry-specific and enterprise products are targeted at solving specific client pain points

Our platform

Genpact Cora, an AI-based platform for digital transformation, powers our capabilities, products, and services. It features a modular, interconnected mesh of technologies that tackle specific business challenges from beginning to end. It automates and improves business processes. It boosts agility and protects investments. It has an open architecture for leading technologies to drive the best business outcomes. And it enables improved governance and innovation at scale.

From digital core to data analytics to AI, the curated Genpact Cora technologies interoperate through APIs and other services. Moreover, the Command Center provides unprecedented transparency, governance, and management across the increasingly digital workforce.

Figure 8: Genpact Cora AI-based platform to accelerate digital transformation with flexibility, scale, and governance
With so many disparate, disconnected technologies within the market and in client organizations, achieving enterprise impact from digital transformation can be challenging. Genpact Cora brings leading digital solutions together in one unified, yet flexible platform. And we combine it with process and deep domain expertise that comes from decades of experience running intelligent operations. The result: Digital solutions with previously unattainable levels of agility, speed, and governance to drive business outcomes.

A practical way to build an intelligent flow of work

Together, the Lean Digital℠ approach and the Cora platform mean our digital solutions offer a uniquely practical approach that lets many large organizations reimagine the flow of work. That new workflow supports an effective, cost efficient, scalable – and when needed – compliant engagement with their end customers.

The digital opportunity is about reorienting teams and technology around customer journeys to deliver real business impact and competitive advantage.

Contact Genpact today to learn more about our digital solutions.
About Genpact

Genpact (NYSE: G) is a global professional services firm that makes business transformation real. We drive digital-led innovation and digitally-enabled intelligent operations for our clients, guided by our experience running thousands of processes for hundreds of Global Fortune 500 companies. We think with design, dream in digital, and solve problems with data and analytics. We obsess over operations and focus on the details - all 78,000+ of us. From New York to New Delhi and more than 20 countries in between, Genpact has the end-to-end expertise to connect every dot, reimagine every process, and reinvent companies’ ways of working. We know that rethinking each step from start to finish will create better business outcomes. Whatever it is, we’ll be there with you - putting data and digital to work to create bold, lasting results - because transformation happens here, at Genpact.com.

For additional information contact, cora@genpact.com and visit, www.genpact.com/what-we-do/digital

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