In an age of continuous uncertainty, operating models—and many senior leaders’ roles as a consequence—are under stress. Analytics can transform the way companies run, but only if leaders can reimagine their business with analytics as an indigenous and enabling part of their operations.
The promise: Solve traditional trade-offs if operations are reimagined with analytics

The traditional trade-offs of business process design are often left unsolved by older technology and limited use of analytics, thus compromising agility and speed for stability. As in other modern systems (fly-by-wire fighter jets as a metaphor), if operations are reimagined in the context of the insight analytics can deliver, the result can be radically better efficiency and effectiveness - and those trade-offs solved.

The analytics challenge: Why most enterprises cannot harness a game-changing opportunity

Analytics’ impact is hampered by complex tasks with limited resources, and insufficient “power transmission” of Data to ActionSM due to conventional process design. Today, analytics’ relatively widespread inability to scale process operations limits its impact on the way many companies run.

Additionally, transformation through, for instance, large-scale data warehouses and enterprise-wide BI rollouts often delivered lower-than-expected return on investment, as well as slower realization of expected benefits (five to seven years later, on average). Although the root causes have been identified, few understand the interconnection between technology, analytics, and process operations sufficiently. Some technologies are unproven, and older ones are rigid and expensive to evolve. Some new uses of analytics are unclear, and scaling deep analytics throughout the enterprise is frequently a struggle.

However, progress has been made in the last few years. For one, technology is no longer the limiting factor. Next-generation data management technologies now in the open-source domain, which was pioneered by Google, Yahoo, and Facebook, and cloud-based and mobile applications and collaboration tools amplify the value of analytics, as they make it easier for insight to be gathered and distributed. These technologies matured at almost the same time in mid-2013, and their combined momentum is now formidable. Furthermore, advanced organizational models such as global business services can multiply the positive impact thanks to their ability to scale and standardize.

Today’s limiting factor is the ability to reimagine business processes knowing that analytics, enabled by appropriate technology, are a powerful and practical agent of change.

Insufficient analytics embedded in full Data-to-ActionSM process

- Need for real-time solution
  Personalization for e.g. enhanced targeting or fraud prevention requires complex real-time and predictive analytics

- Talent gap
  Demand for analytics talent outstrips supply

- Cost of analytics
  Significant investments sunk into grossly underutilized tools leading to sub-optimal ROI

Intelligent technology systems (e.g., fly-by-wire controls) enable unprecedented agility, stability, and speed

Designed for agility

Designed for speed

Designed for stability

Talent gap

Demand for analytics talent outstrips supply

Cost of analytics

Significant investments sunk into grossly underutilized tools leading to sub-optimal ROI
Genpact’s practical, effective, and agile approach to realizing analytics value

Our agile and practical approach to analytics-driven transformation is based on our experience of advanced operating models, accumulated over 15 years of work with hundreds of large and complex enterprises, including more than one-fourth of the Global Fortune 500. Our unique method rests on four tenets:

1. **Reimagine analytically enabled business processes (not analytics alone) by focusing rigorously on business outcomes**, and deliberately disregard any intervention that does not yield material impact, thus avoiding unnecessary and often unmanageable complexity.

2. **Harness an technology effectively** through a purpose-built enterprise analytics insights engine that is also process-aware to source, query, analyze data, and then serve analytical insights in an efficient, granular, and timely manner.

3. **Take a more objective, practical, and holistic look at the entire analytics “stack”** and its own operational process to serve multiple stakeholders across the enterprise.

4. Enable scalability and enterprise-wide impact by leveraging robust **organizational models** by harnessing the process and organizational practices available from established disciplines, such as reengineering, shared services, outsourcing, and global delivery.

**Driving Data-to-Action℠ for intelligent operations**

Genpact’s approach, steeped in Lean and Six Sigma methods, emphasizes continuous learning and improvement. The data is turned into insight that is then translated into action, and the corresponding impact helps refine which data and insight are most helpful. Performed iteratively, at scale, constant improvement of the analytics-driven business process happens as a matter of course. We call the resulting advanced operations “intelligent” because they help your company sense, run, and learn from the outcome of its actions, at scale—thus making the entire enterprise more intelligent.
1. **Reimagined, analytics-driven processes.**
   Analytics’ Data-to-Action℠ must be treated like a process, and must aim at *underpinning with analytics* the fabric of other enterprise processes. Our experience shows that the typical approach of viewing analytics as a task and a set of technologies is misguided and often results in expensive pockets of excellence unable to scale and generate material enterprise-wide impact. Reimagining processes through analytics requires addressing the following questions:
   - What are the most important business outcomes?
   - What metrics drive these outcomes?
   - What actions drive those metrics?
   - What users are responsible for those actions?
   - Which insights help those users?
   - What data generates those insights?
   - What analytics, technology, and process experts are needed to drive that Data-to-Insight process?
   - What data governance process must be in place to validate those insights?

2. **Process-aware insights engine enablement:**
   Analytics technology instruments business processes so that they can sense the environment, enable data processing, derive insight, and, finally, embed insight into the fabric of process itself—all in a scalable way. We believe that the **typical approach to analytics technology is often inappropriate.** Initiatives such as centralized enterprise data warehouses (EDWs) and functional data marts have met with mixed success. Although new advances in technology like the Hadoop ecosystem offer promise, we haven’t seen proof that the right solution is amassing data in “data lakes” without the required information science, data science, and governance. Achieving better performance and value while reducing cost and effort requires a novel approach.

**Genpact’s Intelligent Process Insights Engine (IPIE) is a process-aware enterprise analytics data hub** that views external and internal source systems through a specific business-outcomes lens. Genpact IPIE helps accelerate time-to-value, and eliminates typical bottlenecks seen with a technology-led approach to analytics with process and information...
supply-chain maps that can be documented and coded into targeted applications including organic data governance. Genpact’s IPIE helps our clients achieve superior business outcomes, with the right data, while leveraging only the appropriate amount of analytics and technology needed for success—throughout the enterprise.

3. When our business assessment has identified the relevant Data-to-Action℠ interventions, we build and run the right analytical capabilities—from data science underpinning business intelligence to advanced analytics. This is a crucial part of analytics service delivery, but we see the value amplified when it is part of a broader enterprise transformation, and not implemented as a set of standalone competencies.

4. Finally, we ensure that the right organizational structure is operationalized so that the analytically enabled results are scalable and sustainable—for instance, through analytics Centers of Excellence that also have a solid understanding of business processes to maximize the implementation of the Data-to-Insight sub-process. Thanks to our origin as General Electric’s global business services organization, and subsequently as the leading business process service provider worldwide, we have unparalleled experience in creating advanced operating models across complex operations.
Genpact’s analytics portfolio (non-exhaustive)

Our impact

**Data syndication and consumer insights company**

More than $40 million annual savings by setting up an analytics Center of Excellence with centralized data platforms, streamlined workflows, and technology-enabled global delivery. The advanced operating model helped scale the operations to process 1.2 billion weekly transactions and deliver 15,000 custom reports every month to sales managers and C-suites of more than 190 Fortune 1000 companies.

**Aviation company**

A 5% improvement in profitability through analytics-driven after-market services contract restructuring, cost-out opportunities, and billing accuracy for a portfolio of $2 billion with more than 500 contracts across five product lines involving over 2,000 deal-pricing scenarios annually.

**Consumer finance company**

Embedding analytics across marketing, risk, collections, and operations functions enabled more than 1,500 direct marketing campaigns resulting in the acquisition of 2 million new customers and $700 million impact over 10 years.

**Global pharma**

A social media command center combining advanced analytics, data management, and customer experience management expertise was set up to address consumer concerns across multiple channels in real time as well as harnessing insights for innovation and competitive advantage. This helps provide real-time intelligence on drug performance, new drug introduction, and competitive analysis, among others.
Gigabytes of data being generated daily by hundreds of sensor-fitted drills must have real-time analytics, so the geologists can take timely and accurate directions to highly expensive exploration operations based on real-time lithology predictions. A globally located Genpact team used fuzzy logic to capture the geologists’ expert knowledge and convert it into an automated intelligent reasoning system, which would act on the big data source. This resulted in high (90%) prediction accuracy when compared to visual core analysis. Optimal real-time drilling decisions were enabled by instant lithology predictions.

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**Our difference**

We treat analytics as the key component of the Data-to-Action℠ process, aligned to measurable business outcomes.

**Unique, effective design approach**

- Combine analytics with business domain, process operations expertise, and practical technology
- Tightly align to business outcomes to create effective, agile, and cost-efficient solutions
- Learn and refine continuously
Ability to use all key operational levers to scale and make efforts sustainable

- Advanced organizational models: CoE/GBS, deep advanced analytics skills, smart decision sciences laboratory
- Technology: Effective, re-usable tools and platforms to accelerate advanced analytics
- Process reengineering

Proven partner

- Largest industrialized analytics organization in the world, recognized as an analytics leader

• Spinoff of GE in 2005 has grown to 67,900 employees and 800 clients, NYSE listed

• Industry-leading net promoter scores from clients

Analytics is not just a set of tasks and technologies. It can power reimagined processes—intelligent operations—to quickly change the way your company runs, at scale.

That is what we do.