



Experience the commitment®

CGI's Finance Service Desk

Business Process Outsourcing





**Our mission at CGI Business Process Outsourcing:
To be the preferred partner in value-add front
line services, empowering clients with Service
Management beyond IT.**

At CGI, our company culture reaches across 69,000 people in 40 countries that combine years of industry and domain knowledge and IT services and consulting expertise to build our partnerships with clients. Our proximity model provides clients with a stable, dedicated and flexible team rooted locally and accountable for success. We have an industry-leading track record of on-time, on-budget projects, aligning our teams with clients' business strategies to achieve top-to-bottom line results.

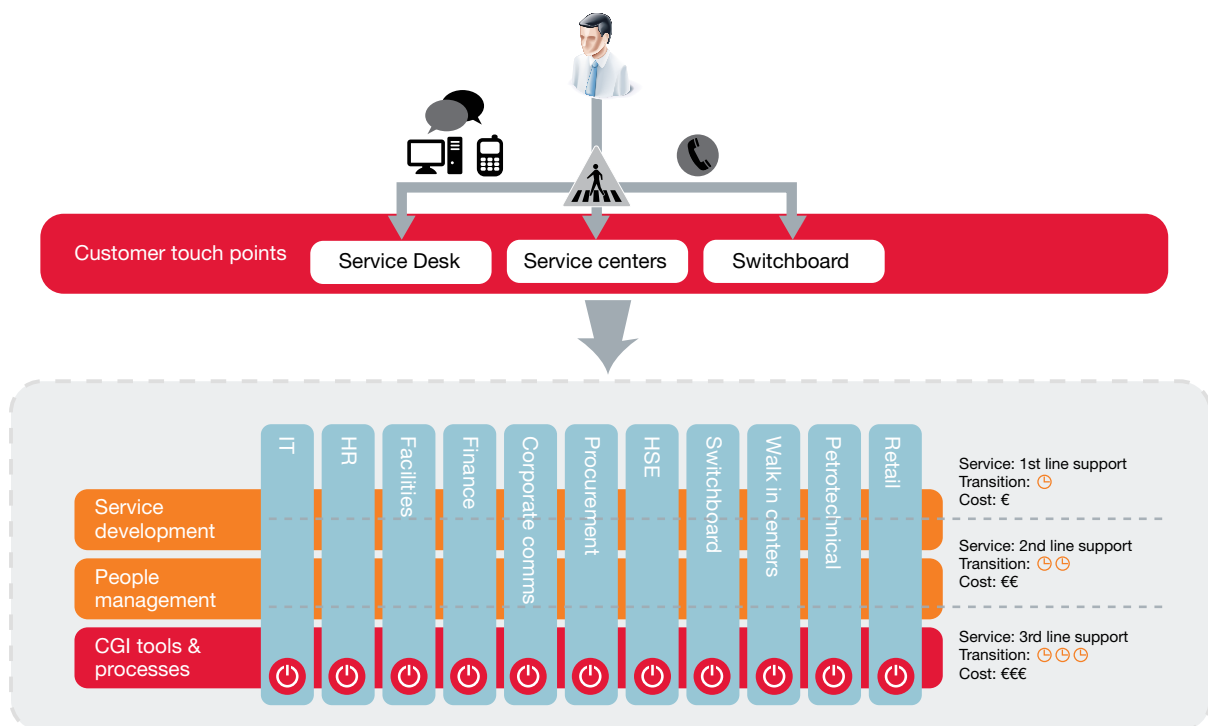
Why CGI?

For	organizations who recognize that great results come from sustained team work
CGI	is the global IT and business process services provider
that	creates value by delivering high-quality business consulting, systems integration and outsourcing services
because	we are committed to helping clients leverage current investments while adopting new technology and business strategies
to achieve	top and bottom line results.

The BPO Service Hub



The BPO Service Hub brings together resources and capabilities from key CGI delivery units as front-line services that deliver value to our clients. Our analysts are located primarily in Norway, with supplementary teams located in the Philippines. Services are available 24/7/365 in English, Norwegian, Swedish and Danish. All Service Desks include dedicated service development resources focused on continually identifying initiatives and options to improve the service. They also own critical processes, deliver structured training to our analysts and deliver service management training to client staff members.



When you have a CGI BPO Service Desk you will be able to:

- guarantee business outcomes from your internal departments
- increase the value added by your key business processes
- reduce operational costs
- drive process adherence throughout your business
- increase the quality and consistency of your internal business services.

As a result you can respond to your customers with speed and confidence and you will be able to measure these benefits with world class key performance indicators (KPIs) for a price that delivers proven return on investment.

Finance Service Desk

Letting your accountants be accountants

Imagine for a moment that you are in an Accounts Payable department and you receive massive stacks of paper on a daily basis from vendors reminding you of payment obligations. You need to process them quickly or risk late payment charges. Meanwhile, your inbox is filling up with incoming invoices that need to be registered in SAP and sent to the relevant departments for payment – all of them marked URGENT! Your phone rings and there's an angry electrician on the phone who insists that he sent you an invoice two months ago. You frantically search through your records hoping to find something that resembles an electrician's invoice. And if that wasn't enough the new guy keeps bugging you about some other accounts that don't seem to balance.

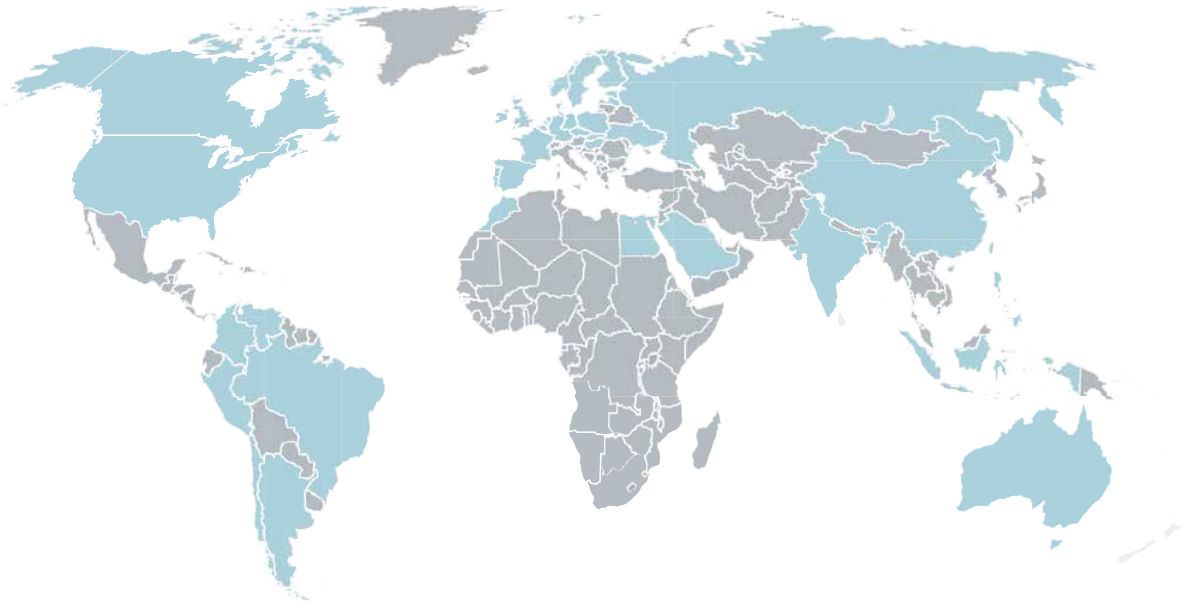
CGI's Finance Service Desk exists to make life easier for the people in situations just like this. We offer a single point of contact for all finance questions and related tasks. It is a one-stop shop for anyone who has a concern about anything to do with finance. So whether it is a customer, a vendor or an employee, their financial concerns will be handled immediately and efficiently.

The impact is significant. By answering questions and performing simple processing tasks, the service desk relieves your accountants and other finance personnel of the repetitive, mundane tasks that take up most of their day. They are then able to dedicate their time to the things that really matter – specialist accounting duties, process improvements and business development.

Tailor-made to suit your business, the CGI setup is much more than a conventional help desk. It goes beyond merely answering "how to" and "where to" questions. Our specialist analysts are trained to have a deep understanding of the principles and processes that govern your organization and analyze user enquiries based on this understanding. This, coupled with our financial expertise, reduces bottlenecks in your financial processes and enables your people to focus on their core objectives.

From general accounting support to maintenance of your financial master data, to monitoring your incoming invoices; the service desk delivers world-class service aimed at giving you what you need to gain that competitive edge. Even though finance is all about numbers, CGI understands that our primary value proposition is our people. We focus not only on what we deliver, but how we deliver it. So, no matter who the enquiry comes from, or what the question is, your customer, vendor or employee will always be met with empathy and with assurance that the issue will be handled in the most professional and efficient way possible.

Local knowledge, global capabilities



BPO frontline services and delivery locations

BPO frontline services are delivered primarily from Stavanger and Oslo in Norway. However, we understand that your business may be global. Our strong international presence enables you to realize significant cost reductions through our blended delivery model that translates to service from anywhere you want, anytime.

Primary support languages

Norwegian



British



Swedish



Danish



Offshore with a twist

The CGI Norway delivery model was originally designed to be 100% onshore. Eventually, it faced the challenge of client cost reduction and increased focus on service quality, so CGI Norway and Philippines teamed up to establish a new delivery structure – the “Offshore with a Twist” (WAT) model.

The targets were to reduce operational cost, increase client satisfaction, and ensure renewal of contracts with Norwegian language commitments.

The service

Initially first line technical support for the energy industry where Norwegians were hired on local contracts in the Philippines, this soon expanded to support other industries. Today it consists of first, second and third line support servicing all Scandinavian languages. Today, these projects have all moved from pure onshore to a blended delivery structure. The team now supports global contracts in over 36 countries servicing the oil and gas, retail, and transport and trade industries.

The innovative approach: Offshore with a twist

Starting 2011, Nordic speakers were brought offshore to provide comparable onshore services at hybrid rates.

Recruitment is done in Norway and candidates are offered competitive Philippines contract employment terms. This was initially challenging as the unemployment rate in Norway is only at 3.5% and the average salary is PHP 3.3 million per year.

However, the first year growth from zero to one hundred Scandinavians proved that the model had potential. The target for 2013 is to double the team, and ultimately grow it to 500 locally employed Scandinavians by end of 2014.

The Offshore WAT delivery structure ensures that the language and technical skills requirements are met with the combined recruitment of Scandinavians and Filipinos. Thus, this is an offshore offering with a blended delivery with a “reverse recruitment” strategy.

Key success factors are:

Quality

CGI has a mature quality roadmap and embedded service improvement culture. This, combined with onshore knowledge, capacity and client history has proved to be beneficial because all Norwegian projects experienced improved service delivery,, which refutes the general perception of service drop when production environments are moved.

Technology

A globally-managed MPLS network aided by a reliable call and workforce system enables Philippines and Norway to process transactions seamlessly.

Environment

Work and social life balance in Philippines increased employee motivation and reduced attrition. Over the last six months, overall attrition rate was only 3%. Currently, 100% of Scandinavian staff have completed a 12 month contract and has chosen to renew with CGI Philippines.

Ability to source

Sourcing strategy includes the combination of onshore promotion and use of social media. Currently, 95% of growth comes from internal referrals.



We listen so we can speak your language

Benefits:

Client	Member	CGI	Philippines
Access to native or English support from the same location maintains quality while reducing lead time and cost	Gain international work experience in a increasingly business oriented environment	Improved customer satisfaction with an average of 10%	Establishing a new area of IT and BPO services and increasing business with Norway outside the well established shipping industry
Reduced cost by up to 25% on all service expansions	Significantly strengthen purchasing power	Reduced operational cost by an average of 30%	High tax income from well paid Scandinavians
Improved service quality by 10-15%	High standard of living, and the possibility of experiencing both Philippines and the rest of Asia	Increased number of quality programs within the different projects	Most relocated staff hires units in Taguig and Makati, spend their earnings within the local community
Further cost reduction as new and non-traditional areas can be considered for offshoring when language barrier is removed	Possibility of improved career growth on return to home country	Increased probability of contract renewal and / or growing market share	Increasing tourism as family and friends visit from all over Scandinavia, and Philippines is marketed as a go-to destination

In just a year, Offshore WAT has proven its business case and work is underway to replicate the model in other countries.

Dedicated service development

The importance of continual service improvement and being able to adapt to the evolving business landscape is something we understand and strongly believe. It is this conviction that has led us to create the service development division within the Service Desk - a dedicated team whose sole function is to ensure that our services remain relevant to your business in the long run.

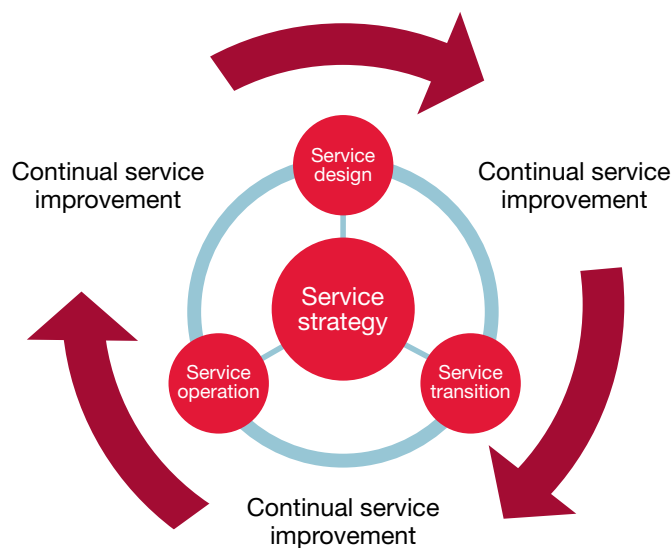
This team of dedicated resources establishes strategic partnerships with you and your stakeholders so that our operations are constantly aligned with your business. Our single measure of success is the extent to which we have helped you achieve your goals.

We also understand that as your business grows, so does the complexity of your processes. It is easy to lose grip of them and to allow them to deviate from their original objectives. The development team helps prevent this. We help you to adapt, align and adjust your processes so that they deliver maximum value, no matter what stage your business is in. To do this, we own and manage critical processes such as knowledge management, incident management, request management and problem management so that maximum value can be delivered from your service, providing you with the information you need to innovate without needing to focus on non-core business activities.

The efforts of the development team are guided by the principles behind ITIL's continual service improvement (CSI) process. It promotes and instills a culture where improvement is not limited to one-off efforts but is an inherent part of your service. More importantly, it ensures that these improvements are always aligned to your business objectives.

Your service development team

Service Managers	Incident Manager	Request Manager
Project Manager	Knowledge Coordinators	Academy Coordinators





Helping your sourcing strategies bring back real business value.

Developing exceptional people

What do a junior analyst and senior team manager have in common? They both have something new to learn at all times.

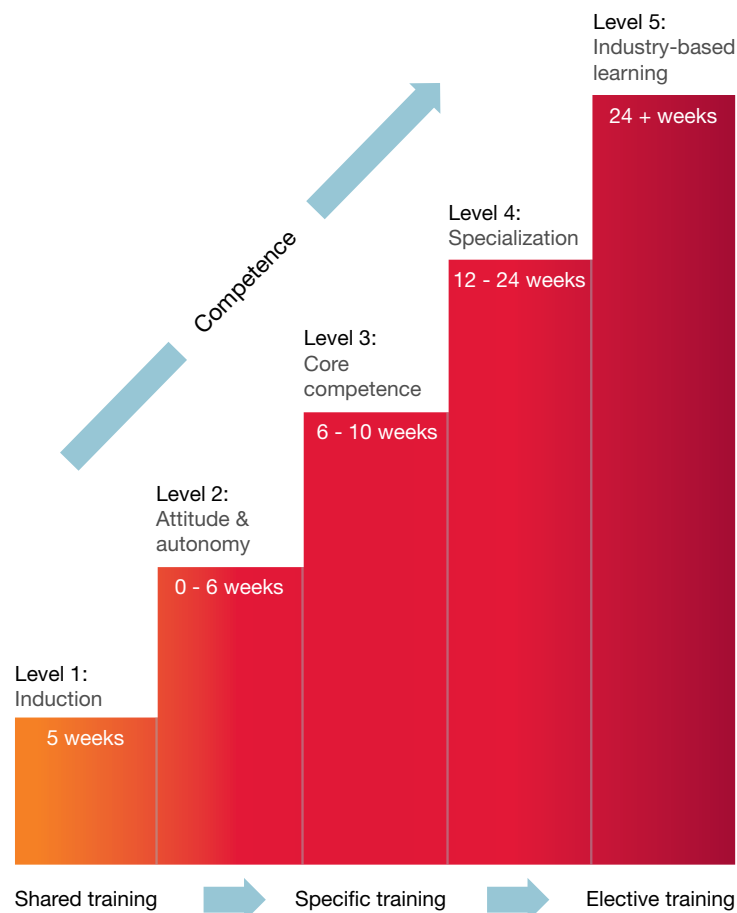
As your business grows and you identify new opportunities, develop new products and services and find new ways of working, you need your service organization to grow with you.

The people who pick up the phones for you and who interact with your customers, must represent you appropriately, with your specific organizational culture and a keen awareness of your business processes. To ensure this development of your service, continuous training within your service organization becomes a mandatory component of what we deliver.

Why a Service Desk Academy?

Think of a Service Desk analyst on the journey from a junior analyst to a senior specialist. At CGI, the Service Desk Academy trains people in everything they need during each stage of their development — from the core values of your business to advanced ITIL awareness and customer service. We provide each individual with shared, specific, cross-functional and certified training. Thanks to constant alignment with your business processes, our training ensures continuous and relevant growth.

The Service Desk Academy delivers structured training to ensure top performance at all times. It delivers training designed to result in the specific outcomes required for you to achieve your business goals.



Examples of specific topical courses

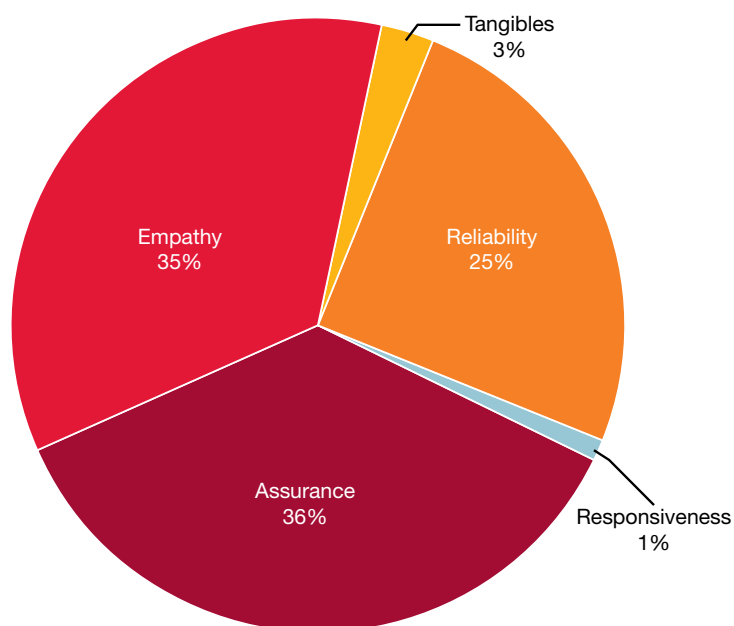
Specialty	Academic course	Description
Shared /common	Service culture	Understanding why good service matters
UNIX	UNIX system architecture	Describing the core components of a UNIX environment and how to resolve related enquiries in BSI
Human Resources	HR mobility	Guidelines on transferring of personnel, commuting or external employment
Finance	Financial management and master data	Understanding SAP modules, common expressions and how master data works
Procurement	How to verify an invoice without a purchase order (PO)	Handling procedures for invoices without purchase orders
IT	Infrastructure and the Windows 7 environment	Describing the infrastructure surrounding the Windows 7 environment. e.g., the Distributed File System, Terminal Server and Active Directory

The service culture course

At BPO front-line services we understand that green KPIs do not always equal good service. If end users are not satisfied with what is delivered, green numbers become largely irrelevant. It is, after all, the end users who ultimately decide the quality of the service. This is why we are committed to service culture, and have also created a course to focus on the aspects of quality that not only can be seen and heard, but also felt.

Topics like “Slouching can be heard!” and “The customer is not an interruption to our work – she is the purpose of it,” aim to instill a customer-centric culture among Service Desk analysts. Particular emphasis is placed on the non-tangible aspects of what we deliver: empathy, reliability and assurance. These three elements of satisfaction have been empirically proven to matter most to people who use professional support services.

The course is held at regular intervals to ensure that “soft-skills” are prioritized just as much as technical training. The end result is a service that not only resolves user enquiries, but one that genuinely shares their concerns.



Survey results using SERVQUAL measuring perceived service quality among Facility Management Services users in Norway

Nip it in the bud

Incident management allows you to focus on your core activities by ensuring that each enquiry is centrally owned from cradle to grave. Problem management drives root cause analysis of long-term issues and prevents nasty surprises.

Incident management

When something does not go according to plan, it needs to be fixed as soon as possible. The longer an incident is allowed to continue, the greater the impact it will have on your business. Dedicated incident management gives you the confidence to focus on your core activities, even when dealing with the unexpected.

Dedicated incident management is the cradle-to-grave management of any unexpected issues and disruptions to work. It tracks the progress of an incident within service level agreements and escalates for priority focus. It aims to keep the end user up-to-date and happy with the knowledge that their query is being handled appropriately. This role can be built into an existing Service Desk team proactively monitoring incident work queues or taken out as a separate, dedicated role for a team that focuses on high-priority incidents. Whatever the case, incident management coordinates resources and involves stakeholders to resolve business-critical issues where time can literally mean money.

Knowledge management ensures proactive and efficient support. CGI provides front-line services that harness all three processes to continually evolve and meet your changing business needs.



Problem management

Incident management is a proven approach to reactive service, but it is not designed for proactive delivery. Problem management processes driven by dedicated resources let you proactively identify the root cause of problems and determine workarounds and solutions. This prevents incidents before they have a chance to do any serious damage to your business. Problem management also identifies problems by retrospectively analyzing Service Desk records for recurring issues. The Service Desk is a natural place to do this analysis as it is, by definition, the single point of contact for all enquiries.

Let's say a business critical application crashes at the beginning of the week. Several employees report this and they cannot work until the application is fixed. The Service Desk escalates the issue to the subject matter experts at a third-party vendor and the matter is solved. However, the following week, the application crashes again resulting in more downtime. The Service Desk records show that this is a recurring issue. Problem management then identifies that this is a problem and analyzes possible causes and fixes: Is there a bug in the application? Is there a problem with the application server? Or was it simply not fixed properly the first time? Only once a problem is formally defined and recorded can it be addressed effectively and permanently.

Knowledge management

Knowledge management is a practice that underpins incident and problem management. Knowledge cascades from specialist teams to the Service Desk, letting analysts fix more at the first point of contact and reducing handling times to make for a better end user experience and a lower cost service. Knowledge can also flow upwards as well, using Service Desk experience to diagnose and resolve problems more efficiently.

This sharing of knowledge means that BPO frontline services can support your business more effectively and rapidly gain competence and knowledge of your business without depending on traditional training methods. It also serves as an arena for ideas that can potentially improve your service and help you achieve your business goals.



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With 69,000 professionals operating in 400 offices in 40 countries, CGI fosters local accountability for client success while bringing global delivery capabilities to clients' front doors. Founded in 1976, CGI applies a disciplined delivery approach that has achieved an industry-leading track record of on-time, on-budget projects. Our high-quality business consulting, systems integration and outsourcing services help clients leverage current investments while adopting new technology and business strategies that achieve top and bottom line results. As a demonstration of our commitment, our average client satisfaction score for the past 10 years has measured consistently higher than 9 out of 10.

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