

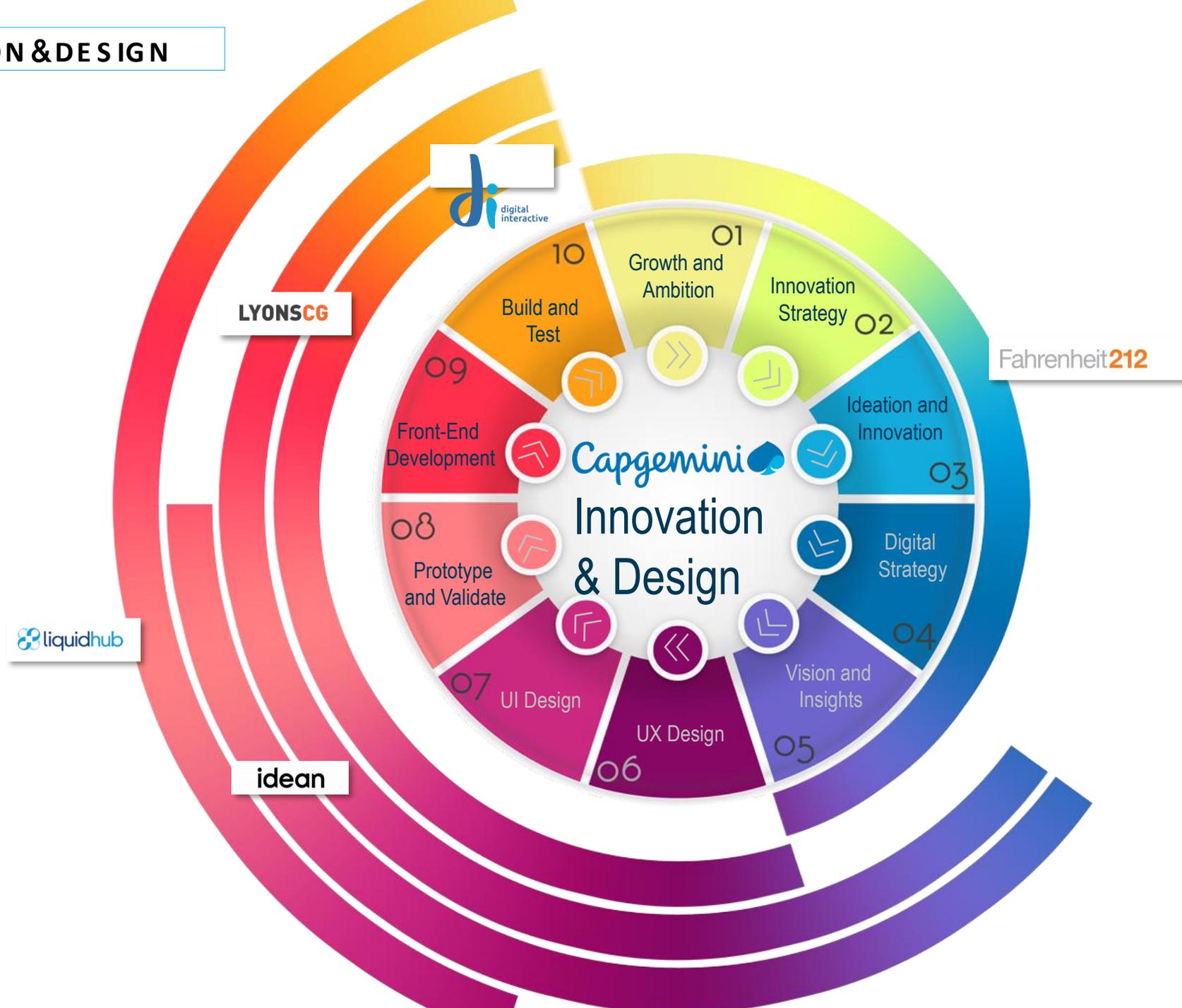


Digital transformation

Designing Business Solutions with User-Centered Design / Empathy

October 2018

Experience
the
Capgemini
effect ▶





Alcatel-Lucent



After the dotcom bubble burst, DareStep integrates into various business units within Capgemini.

To address the need to improve communication between business and design, Interactive Solutions transform into Rapid Design and Visualization to bridge that gap for their clients.

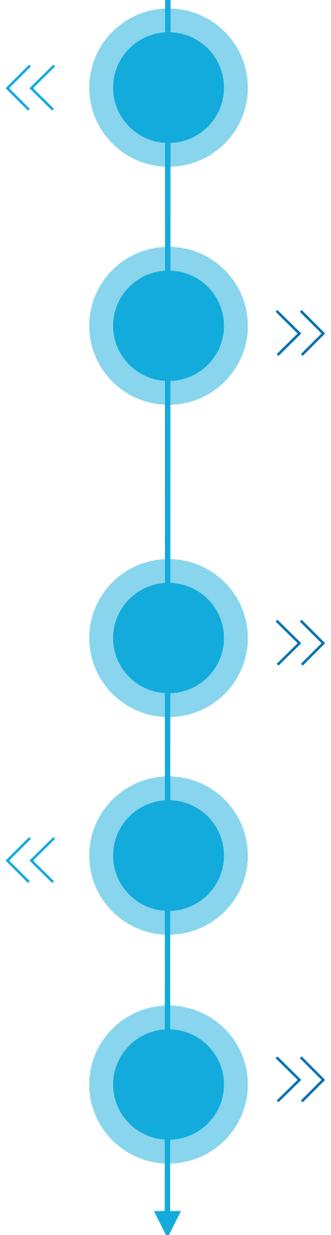


“DARESTEP”

Ernst & Young creates a new company, DareStep, to help clients create their presence on the web. Capgemini acquires E&Y the same year.

The former DareStep group becomes “Interactive Solutions”, providing digital design services.

Capgemini acquires Abaco, and forms the cornerstone of Capgemini’s SAP and Blackberry mobile solutions capability globally.



RDV expands offerings to include UI prototyping and user experience research.

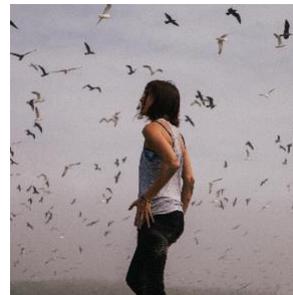


EVOLUTION & INTEGRATION

Industrialize and embedded Capgemini methodology for Design Thinking, Rapid Prototyping, Agile and Crowdsourcing.



Capgemini acquires iGate and Fahrenheit 212, influencing how RDV operates as a team. Mobility and Design merges and becomes Digital Interactive, providing end to end service.



Capgemini's Digital Interactive team continues to innovate, and provides thought leadership on the internet of things, augmented reality, and artificial intelligence.



ONSHORE/OFFSHORE

Capgemini strengthens its digital strategy and digital commerce leadership with the acquisition of Idean and Lyons Consulting Group. Mobility and Design deliver more strongly and work closer with DCX India and iGate with an onshore/offshore delivery model.

- 
- Honeywell**
- 
MICHAEL KORS
- 
- 
- 

PLM Solutions and Services Landscape (Immediate Change)



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Frameworks

- PLM on Mobile**
- PLM One Search Framework**
- PLM ERP Integration Framework**
- PLM Reporting**

Consulting

- PLM Maturity Assessment
- PLM Roadmap definition
- Process study and alignment
- PLM architecture
- People – Data – Application – Process Integration architecture

Implementation

- Solution design
- Customization / Configuration
- Application Migration/ Upgrade/ Integration
- Data Migration
- Testing
- Deployment and Roll-outs
- User training

Application Management

- Transition planning and execution
- Managed PLM services
- Production Support
 - L1 and L2
- Application Maintenance
 - L3
 - ISV Liaison

Process Solutions

- Compliance Mgt
- Document and Content Mgt
- PLM Analytics
- IoT
- Business Intelligence
- Mobile

Accelerators

- PLM Upgrade Factory**
- Data Migration Factory**
- Sensitive Data Management**
- PLM Maturity Assessment Toolkit**

Strategic Alliances



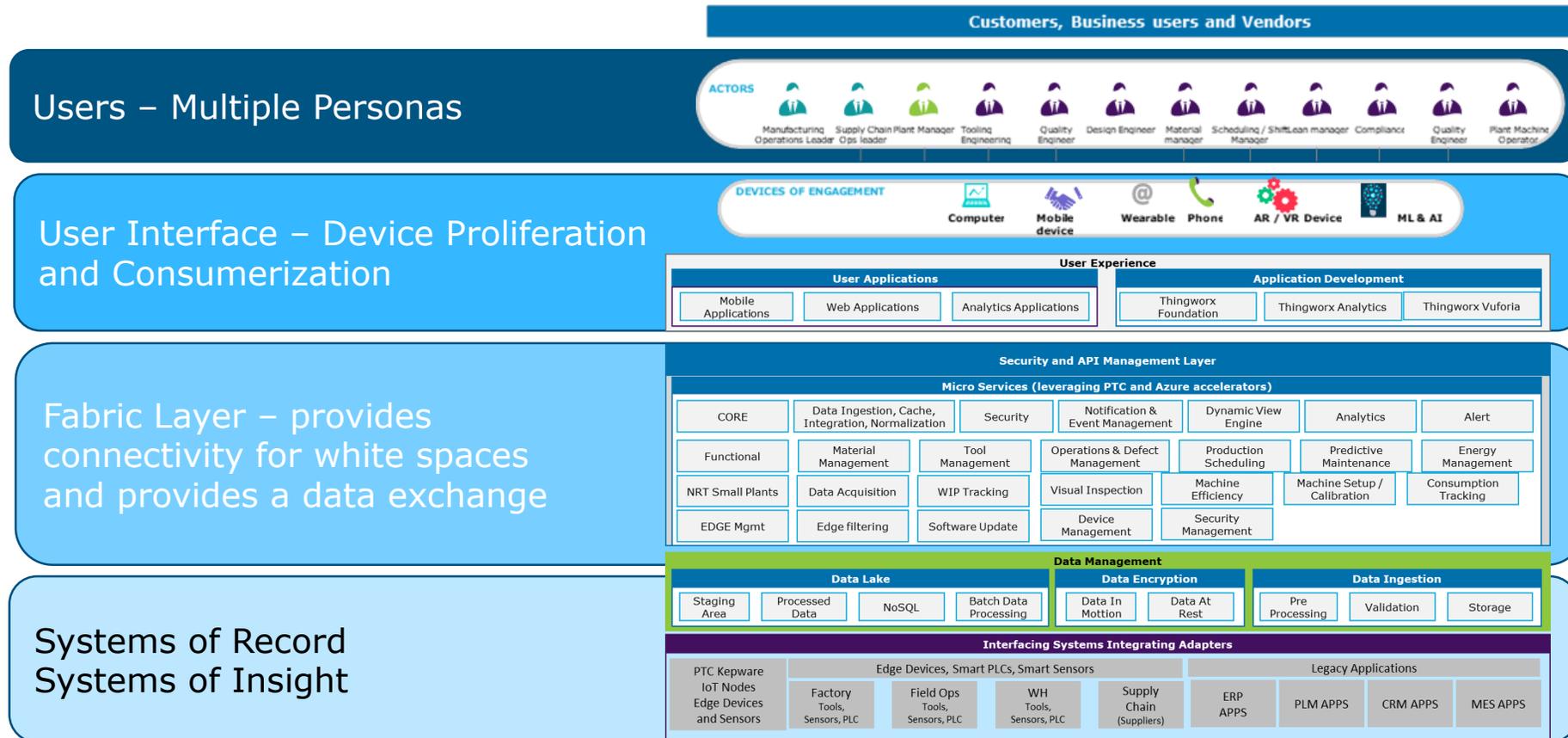
Industry Sectors



Organizational Change – Digitalization



Capgemini Persona Empathy Based Reference Architecture





Capgemini persona development engagement strategy process

WaterCo Water Personas

Introducing Suzie – Typical customer (main target for portal)



Introduction: Suzie

Suzie gets both her water and waste from WaterCo Water. She is currently on Direct Debit. Suzie is not signed up for eBilling.

Services: Waste and water
Metered or unmetered: Metered
Payment and credit status: Direct Debit and not in debt

Persona characteristics

Number in category
80%

Behaviours

- Online savvy
- Uses tablet for home admin
- Not too interested in water services

Affected screens

- One off payment not shown

Goals

- View bills
- Submit meter reading
- Track consumption
- Amend Direct Debit

Blockers

- Little incentive to go online as on Direct Debit and have a water meter
- Need to register

WaterCo Water Personas

Introducing Brian – Waste only



Introduction: Brian

Brian only gets waste services from WaterCo Water. He is not signed up for eBilling.

Services: Waste only
Metered or unmetered: Unmetered
Payment and credit status: Direct Debit and not in debt

Persona characteristics

Number in category
20% waste only customers

Behaviours

- Not very technically savvy
- Uses laptop
- Not too interested in water services

Affected screens

- Landing page only shows waste
- No View consumption links
- Bill only shows waste
- Contact us has two suppliers

Goals

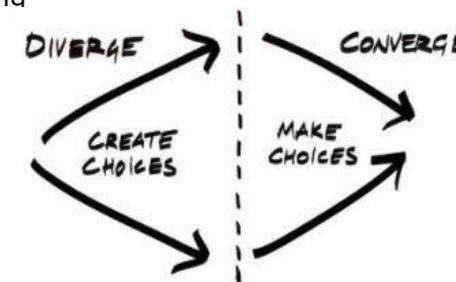
- Links to water supplier
- Amend payment plan
- View bill

Blockers

- Two suppliers with two separate portals
- Hesitant about signing up
- Need to register

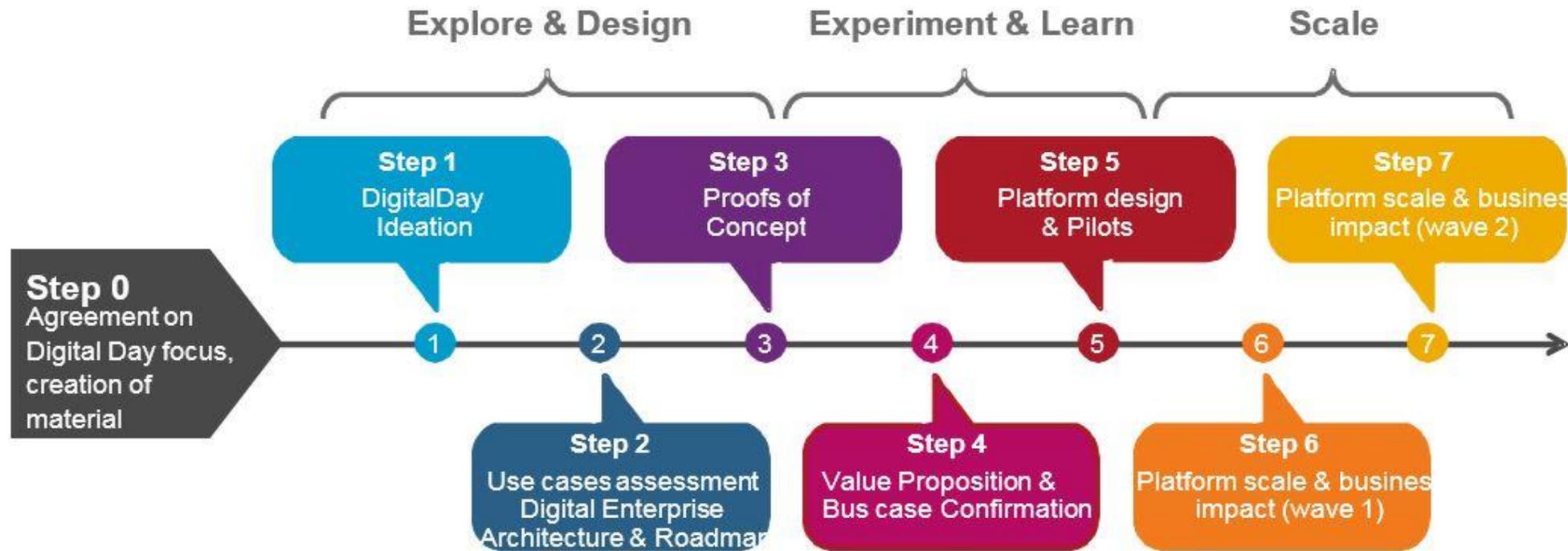
By involving users and customers, engagement and ownership from multiple levels of an organization, including external parties where required, is established. This in turn leads to a much deeper understanding of the problems, making it easier to establish solutions.

Design Thinking breeds new ways of looking at things; ideas are created through the Ideation process which includes a diverge phase (create choices/ideas) and converge phase (making choices) where we focus the challenge with the use of 'How might we...?' questions





Capgemini persona development 7 step process



Typically, the Capgemini team have already worked with a customer ahead of the Digital Day to identify the areas of the business to be addressed during the sessions. The customer representatives would then be presented with a goal that the business wants to achieve. Capgemini recently ran a Digital Day with a manufacturer who had the goal to 'establish a omnichannel platform for customer and supplier communications'.

The Digital Day established two things: a roadmap highlighting how the projects would achieve the goal, and that several further Design Thinking sessions were required to detail how the customers and suppliers used the current processes and the pain points associated with those processes. The objective of subsequent sessions would be to define potential solutions to identified issues and pain points with an emphasis on those that returned significant business value.



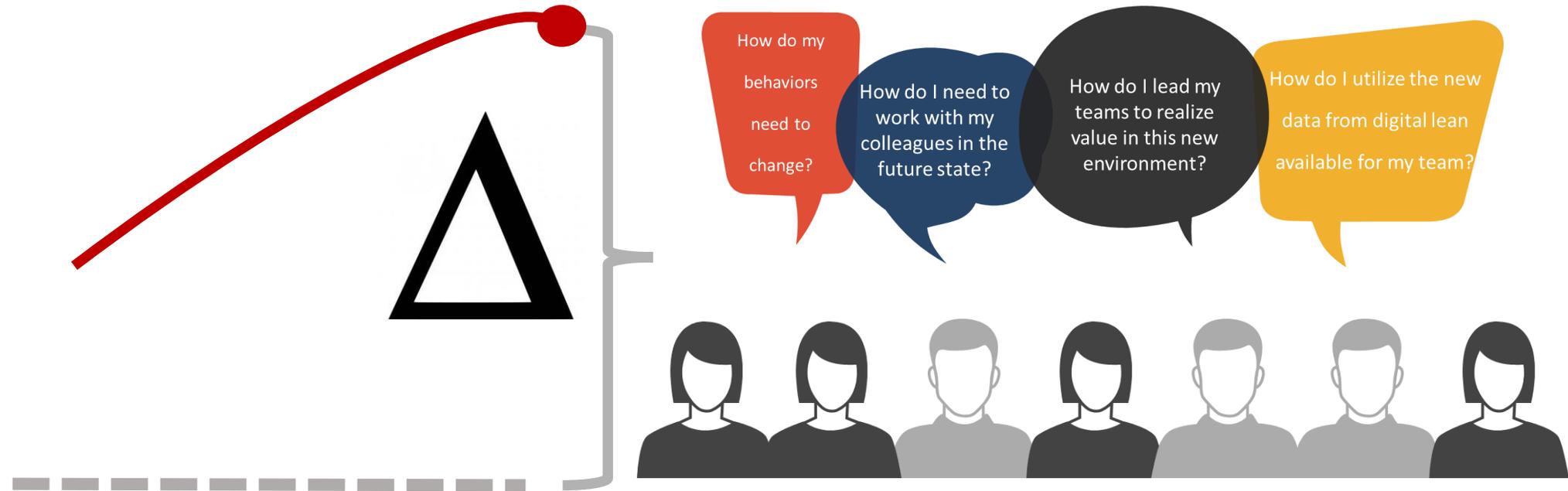
Digital Transformation

An Approach to OCM



Introduction

People are the Engine Behind the Delta that PLM Creates





Solution: Change Management Methodology to Digital Transform

ANALYZE
Quantify degree of change for client organization.

ALIGN
Ensure agreement amongst client leadership regarding the key changes are and the digital transformation path.

CONFIRM
Confirms the practical steps on that transformation path within the context of project plans, timelines, partnerships, project governance, etc.

EXECUTE
Deliver of change solutions (training, communications, engagement) that drive towards the committed goals.

EVALUATE
Capture the degree of effectiveness of the various deliverables for continued reporting.



AACEE methodology Explained



The Approach

*The goal of Capgemini's **AACEE (pronounced "Ace") Methodology** is to provide a standard, leading practice to lead manufacturing organizations through digital transformation. Each step in this approach aims to start with the initial engagement of executive-level decision making client stakeholders.*



AACEE methodology explained



Assess

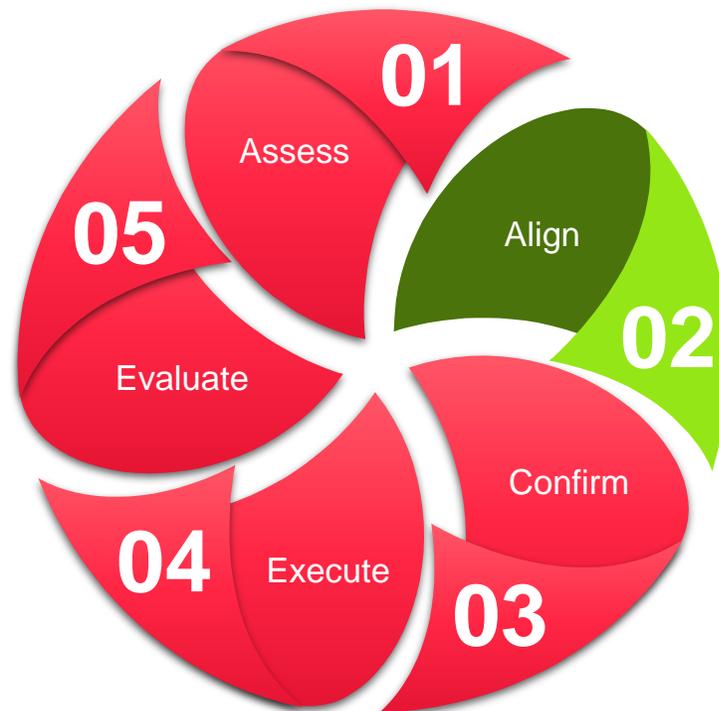
Capgemini engages the organization to identify and assess the degree of change(s) the organization faces.

Following the identification of these changes, Capgemini then shares its POV regarding the business relevance of these changes with client executive leadership.

"Here's what you're facing and this is how we're going to lead you in and through it."



AACEE methodology explained



Align

Capgemini facilitates discussions and workshops to ensure the client aligns with itself on (1) what the coming changes are and (2) the approach (provided by Capgemini) on how to navigate through them.

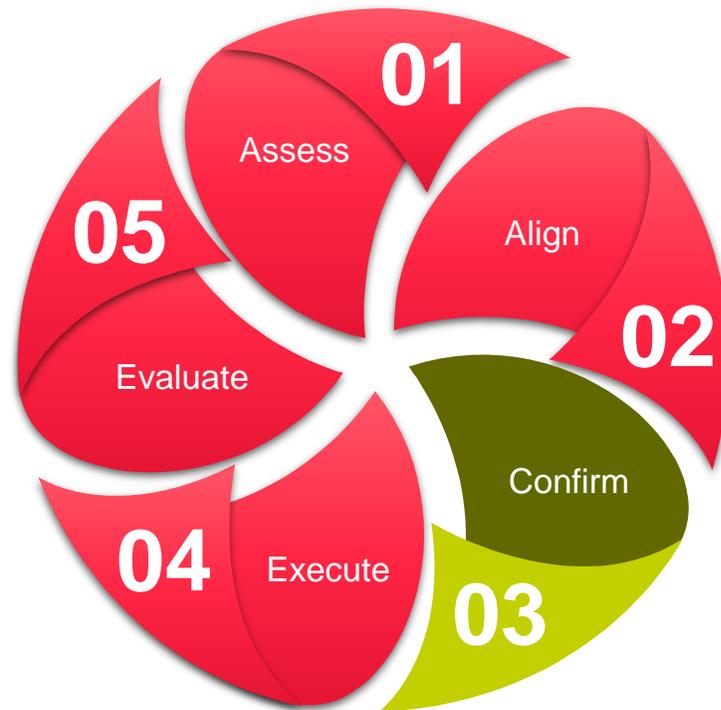
It is during this time that Capgemini assesses and proposes an organizational structure that creates an optimal environment for transformation.

Capgemini also proposes a high level action plan to client executive leadership.

"We've shared our POV on what your organization is facing. It's time for you all to align and agree on a best path forward."



AACEE methodology explained



Confirm

Following the organization agreeing with itself on the change(s) they face, Capgemini now drives client accountability by having them commit to being an active participant in the transformation journey.

This is done through establishing a governance structure, roles and responsibilities within said structure, and a RACI document aligned on by both Capgemini and the client.

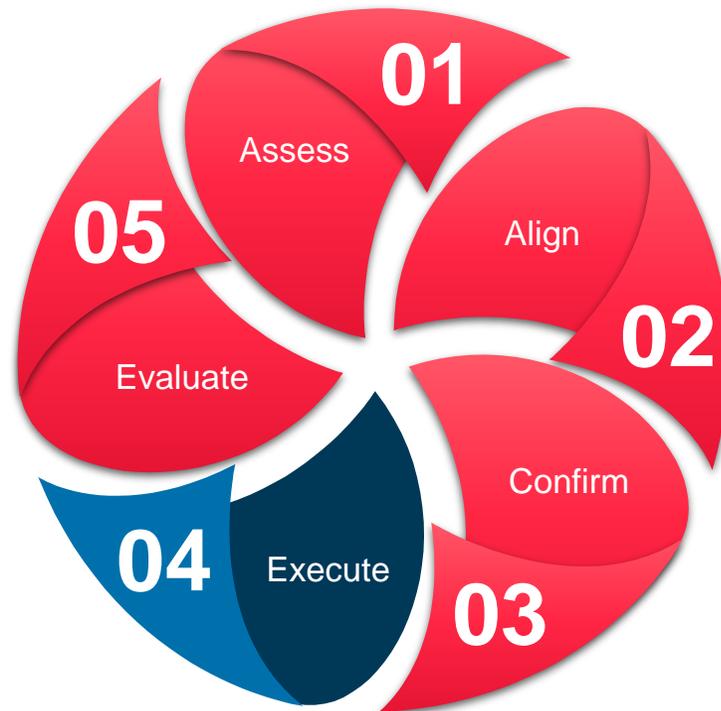
This level-sets expectations regarding client engagement and further empowers the client for eventual transition post-Capgemini.

"We want to be an active partner and coach with you through this transformation."

Deliverables: Change Plan, Comms. Plan, Training Plan, Org Design Prop.



AACEE methodology explained



Execute

With the client engaged and committed to the plan of action outlined to address the impending changes, Capgemini can now deliver in alignment with said plan.

During this time, Capgemini will continue to engage the client not only with deliverable updates, but when newly discovered change impacts, risks and issues paired with actions already taken to mitigate as appropriate.

"We're going to deliver in alignment with our plans and be immediately responsive to challenges as they come."

Deliverables: Communications, Training, Super User Mobilization



AACEE methodology explained



Evaluate

As Capgemini delivers solutions, it will provide ongoing metrics to capture their reach and impact in effecting transformative readiness.

This goes beyond parroting data, but cross-walking said data to the needs of the business.

Capgemini will assess metrics and identify new change impacts or additional activities for client adoption, bringing us back to “Assess”.

“We will measure our efforts and report it in a way that is relevant for you.”

Delivering aacee (Skillset)



Professional Profile

Ideal members of this team will have 5+ years of experience in diverse industries, focused on business transformation (e.g., Healthcare, Manufacturing, Retail, Energy, Environmental and Sustainability, Public Sectors).

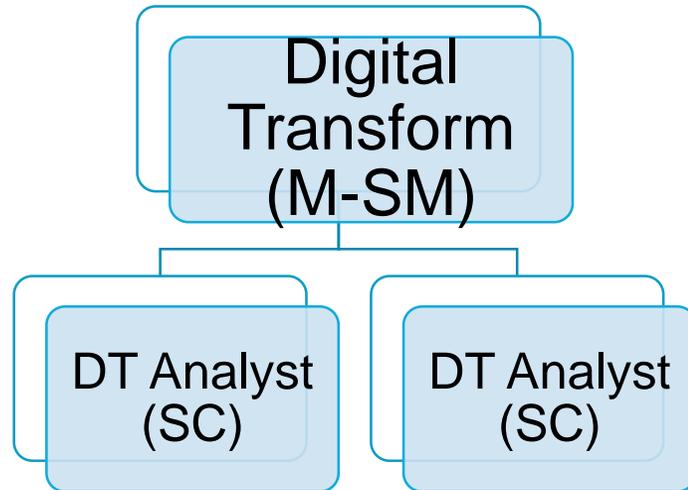


Exposure Proficient Expert





Delivering aacee (Team structure)



- Working Assumptions**
- Project has a functioning PMO
 - Project has a functioning business process team

Deliverables*

Digital Transformation Lead

CIA
 Stakeholder Analysis
 Training Needs Analysis
 Leading Change Workshop + Presentation
 Governance and Sponsorship Alignment
 RACI
 CIA Action Plan
 Super User Identification
 Stakeholder Coaching
 Organizational Design Proposals
 Training Strategy
 Communications Strategy
 Engagement Strategy
 Governance Management

Digital Transformation Analysts

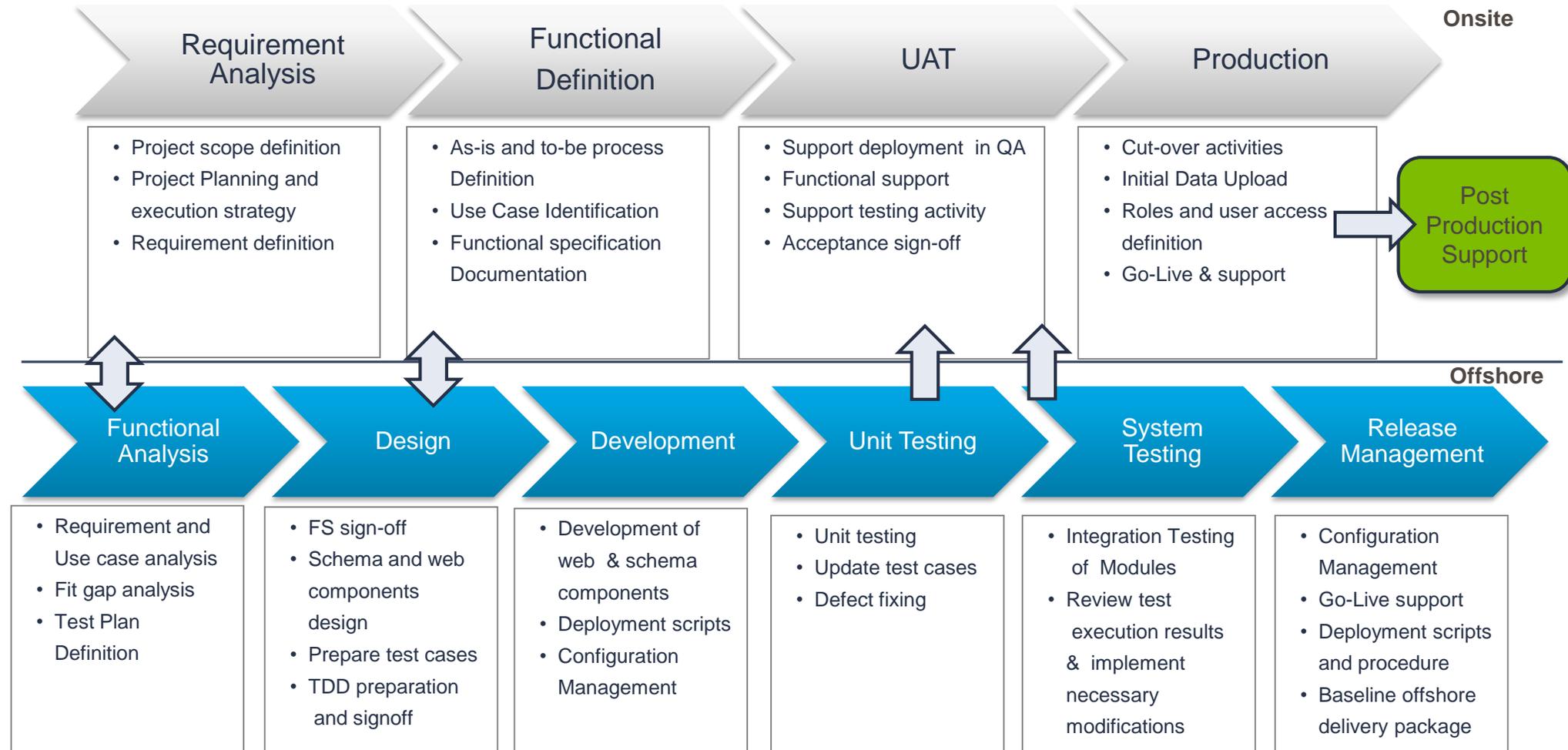
CIA Action Plan
 Communication Plan
 Training Plan
 Super User Identification
 Super User Mobilization
 Stakeholder Coaching
 Communications Delivery
 Training Delivery
 Readiness Surveys
 Readiness
 Reports/Dashboard

***There are functional samples of each of these deliverables.**



PLM Delivery Model : Application Development : Process Steps

Capgemini DELIVER methodology best suited for onshore-offshore model for Application Development.



Applied Innovation Exchange



Capgemini's 3 Dimensions

Capgemini

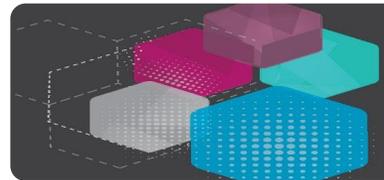
- Setting Innovation Strategies
- Identifying Growth Opportunities
- Building Innovation Pipeline
- Extending Existing Products
- Transforming Customer Experiences
- Leveraging Enabling Technologies

Applied Innovation Exchange

- Gateway for Global Innovation
- Access to Open Innovation Ecosystem
- Incubation of Ideas
- Co-creation of Minimum Viable Products

Product Engineering

- Solutions & Services for the Physical & Digital World
- Product Design, Develop, Test & Implement
- Industry Domain experience
- Technology Solutions, Accelerators & Frameworks
- Technology Center of Excellences





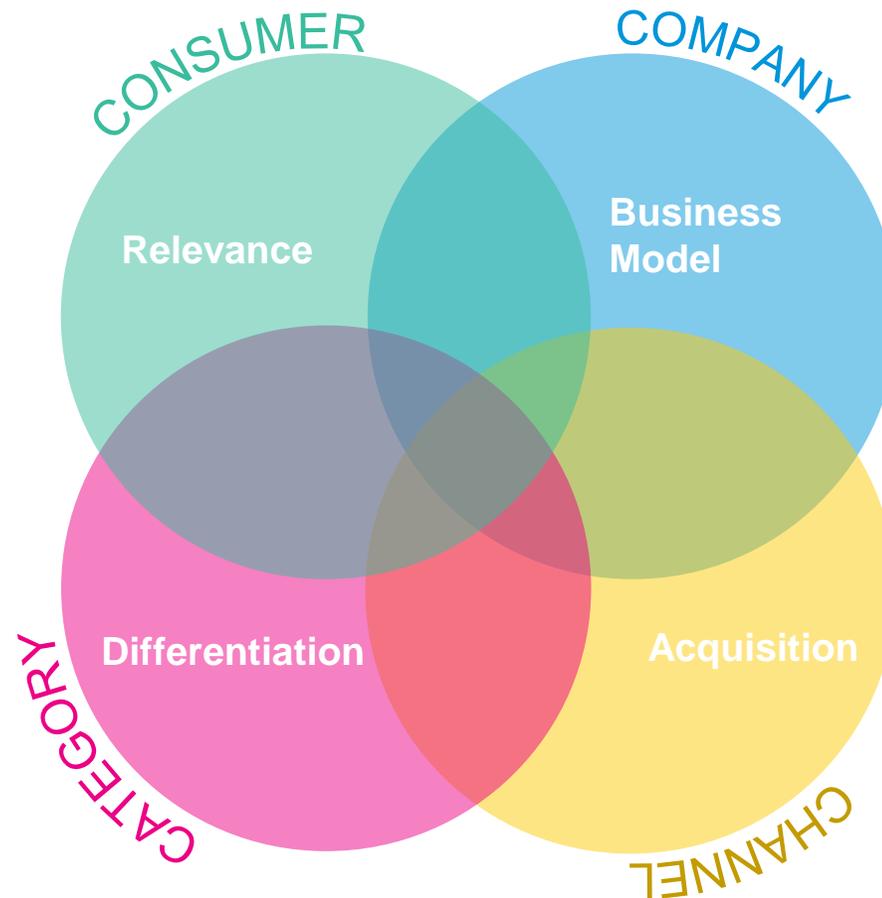
Our Approach to Innovation: 4C Framework

Consumer

Understanding the consumer and customer's relationship with the company, their motivations, value drivers and willingness-to-pay.

Category

Understanding the structure and dynamics of the category and larger ecosystem, including existing networks and technologies. We will also look at out-of-category analogs and adjacent industries to help define the opportunity.



Company

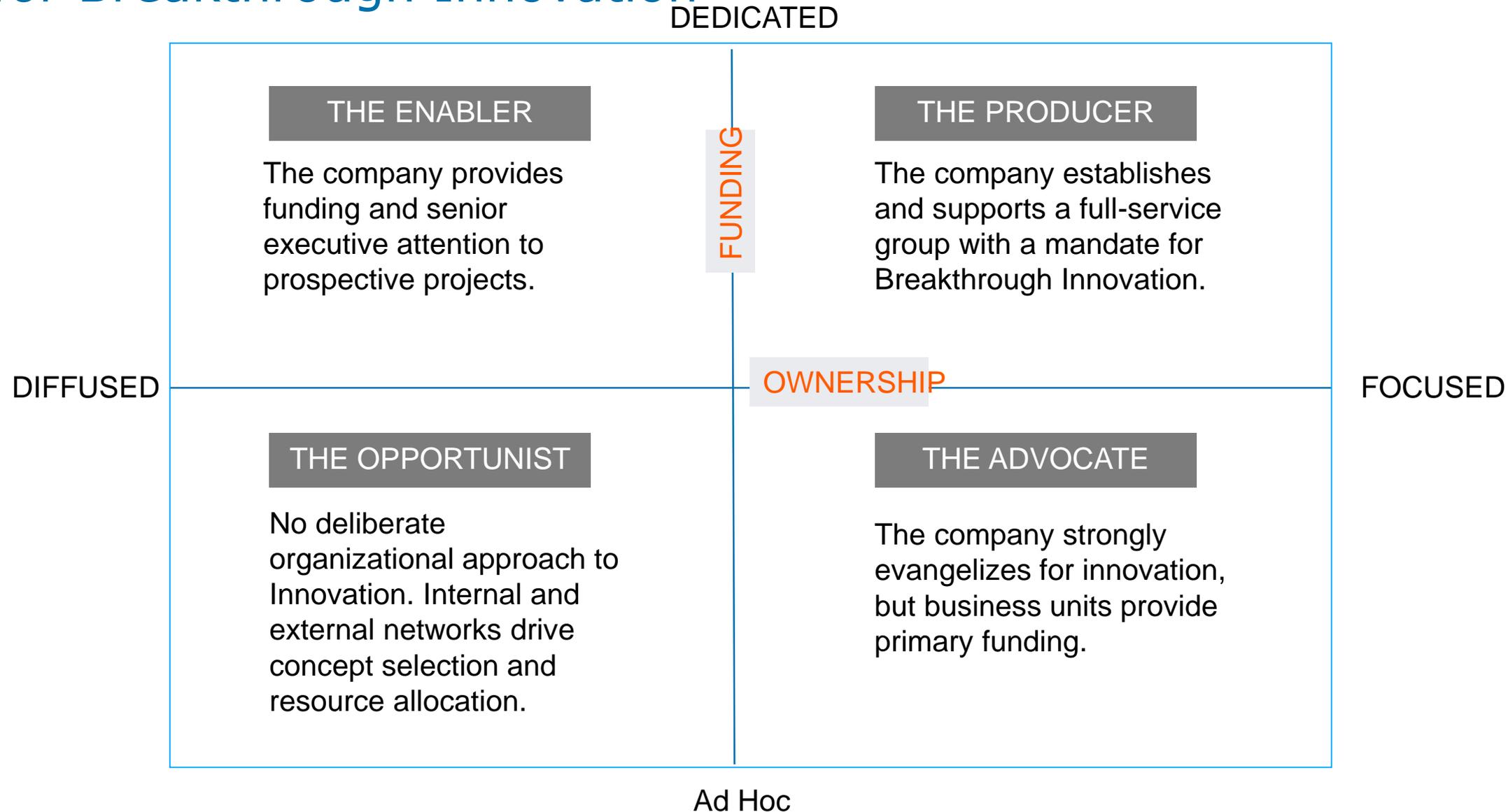
Understanding the existing growth initiatives, particularly the process for engaging key stakeholders and leveraging internal capabilities. Identify the organizational decisions that best position a Company to generate, select and resource breakthrough ideas.

Channel

Understanding the dynamics and characteristics of our existing channels. We also explore our existing partnerships as well as new ones, for their potential to capture new consumer segments.



There are two dimensions that explain the four organizational models for Breakthrough Innovation





The case for Applied Innovation Exchange - AIE

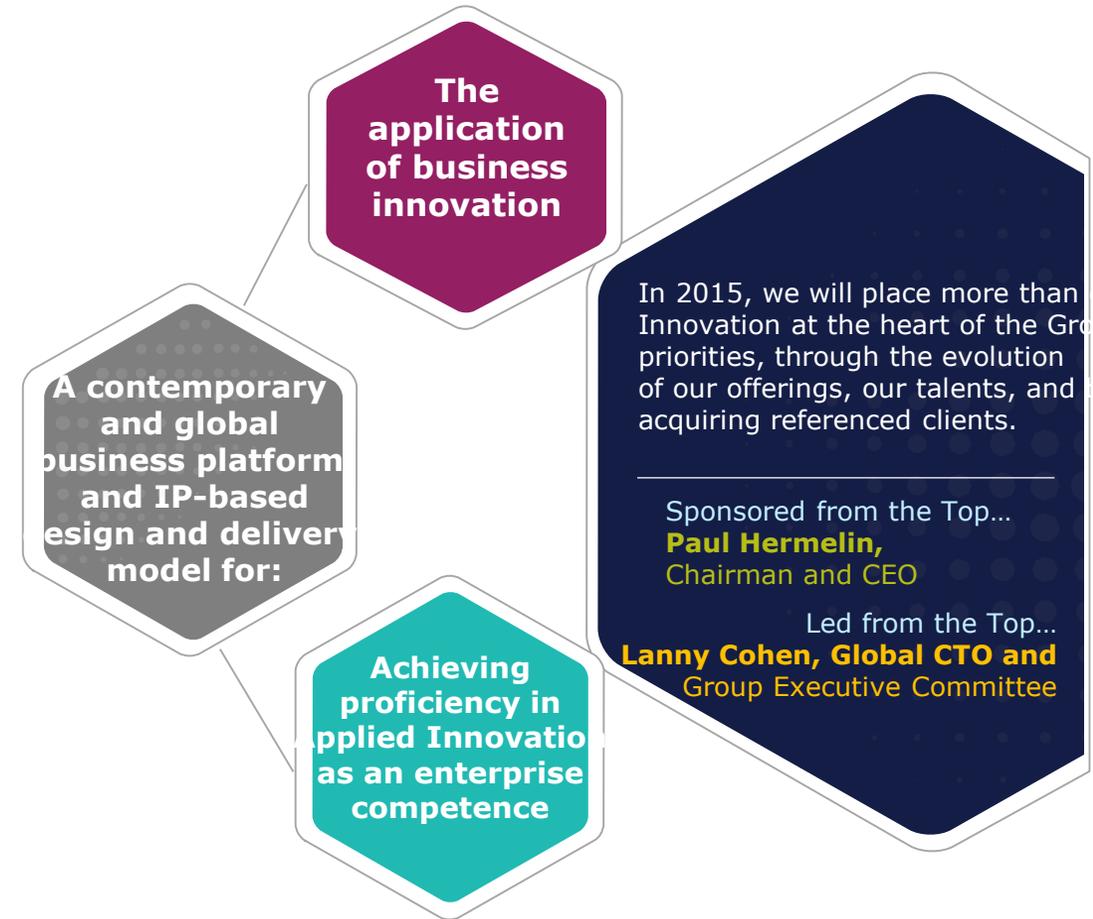
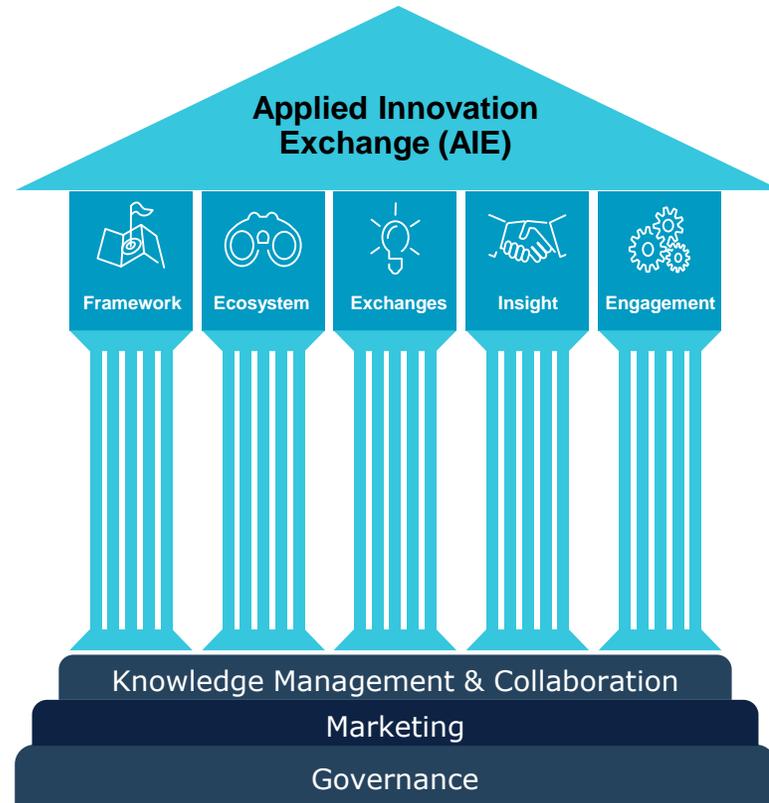
...applying innovation and becoming proficient at doing so, as a core competency, are the new market realities.



Many companies are not designed to innovate effectively. They lack the necessary processes, methods and leadership alignment, as well as a culture that encourages, rewards and promotes innovation. In an innovation landscape that is increasingly leveraging emerging technologies, constant attention must be paid to assure companies are aware of potential risks.



Applied Innovation Exchange (AIE)





People matter, results count.

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About Capgemini

A global leader in consulting, technology services and digital transformation, Capgemini is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of 200,000 team members in over 40 countries. The Group reported 2016 global revenues of EUR 12.5 billion.

Learn more about us at

www.capgemini.com