

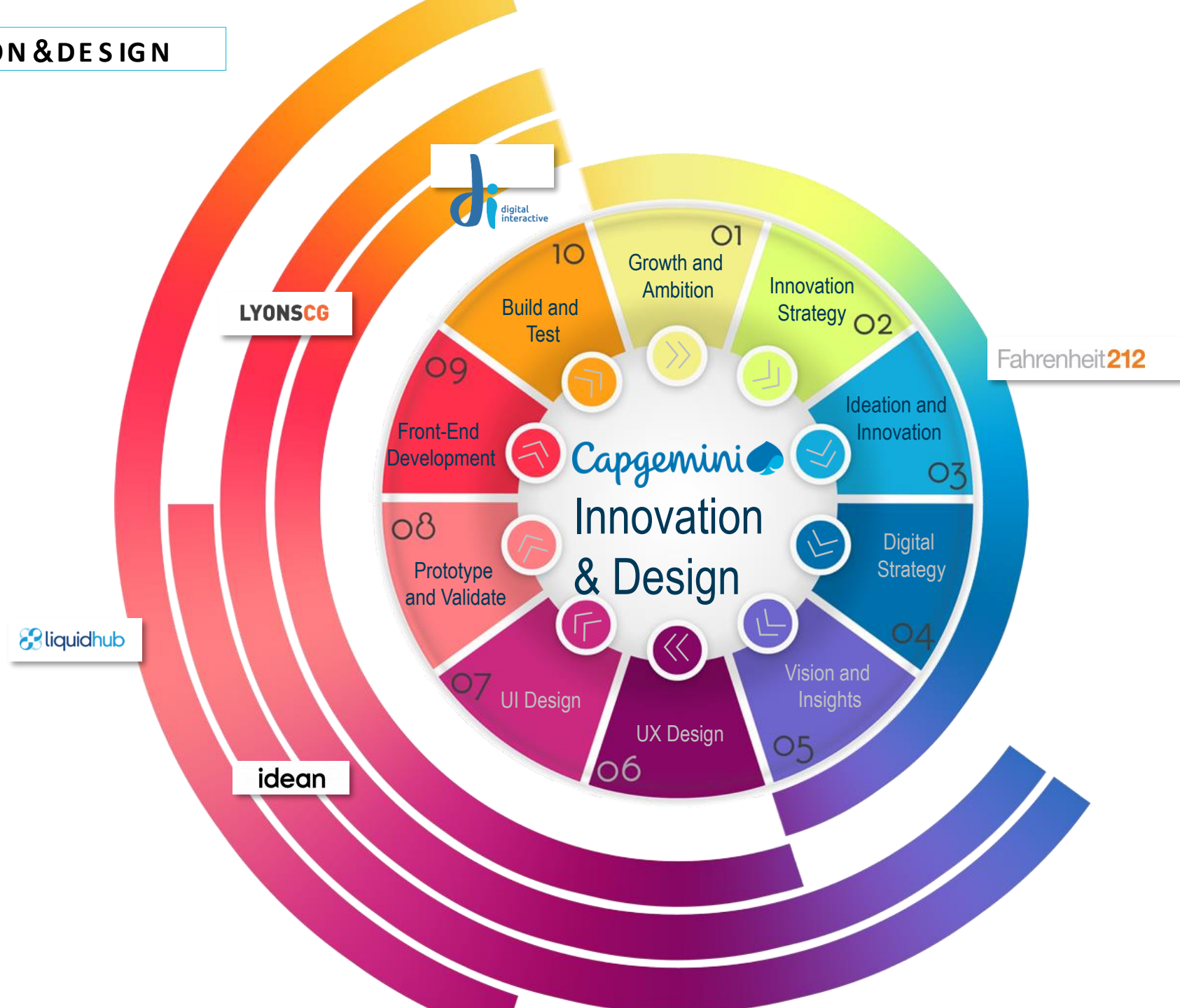


# Digital transformation

*Designing Business Solutions with User-Centered Design / Empathy*

*October 2018*









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.



Honeywell

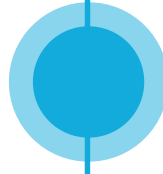
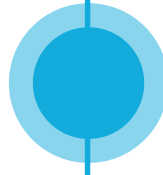
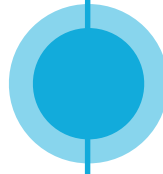
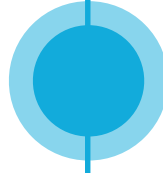
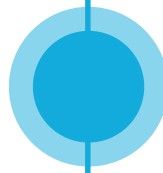


MICHAEL KORS



## 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.



## EVOLUTION & INTEGRATION

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

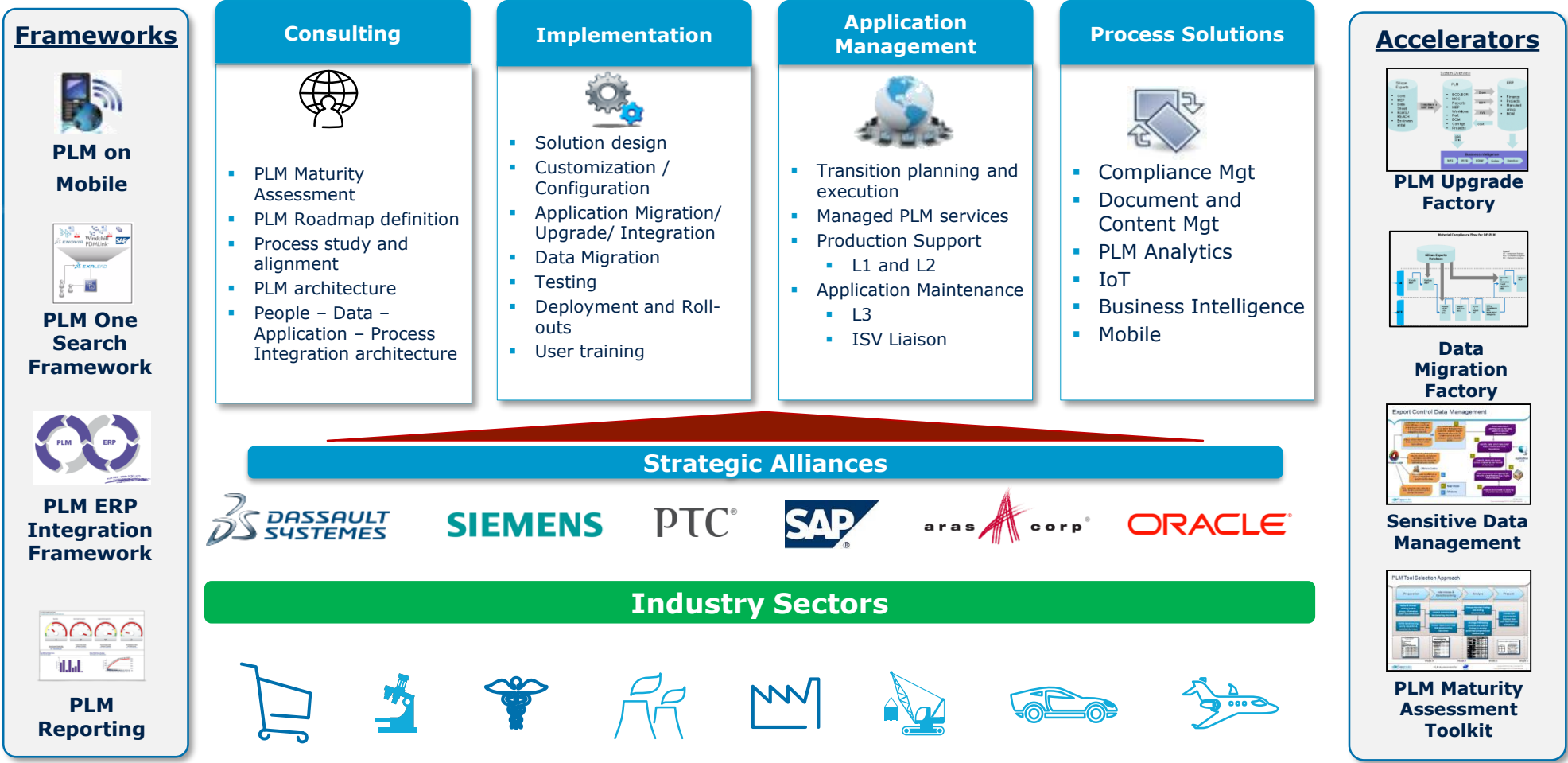
Capgemini acquires iGate and Fahrenheit 212, influencing how RDV operates as a team. Mobility and Design merges and becomes Digital Interactive, providing end to end service.

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

# PLM Solutions and Services Landscape (Immediate Change)



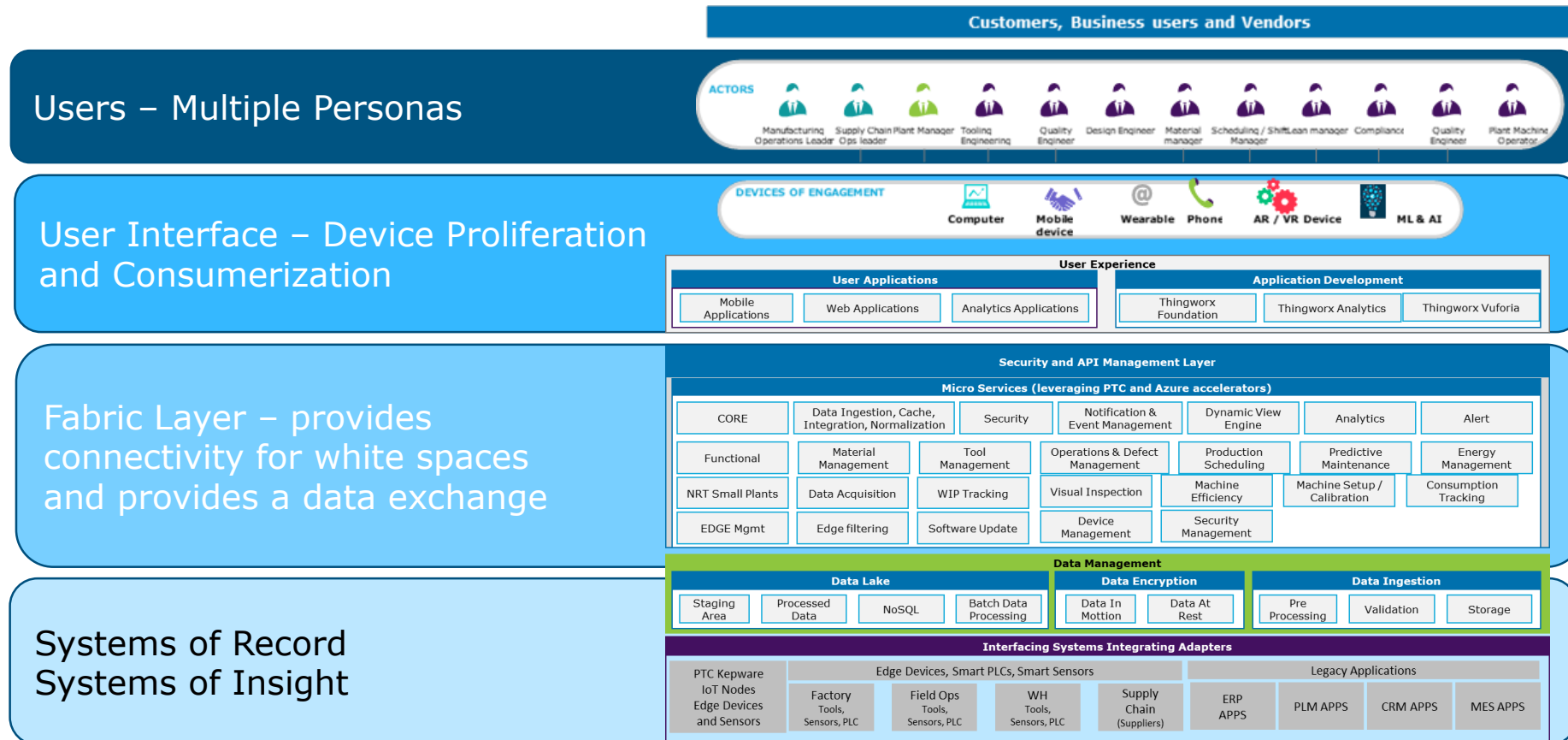
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# Organizational Change – Digitalization



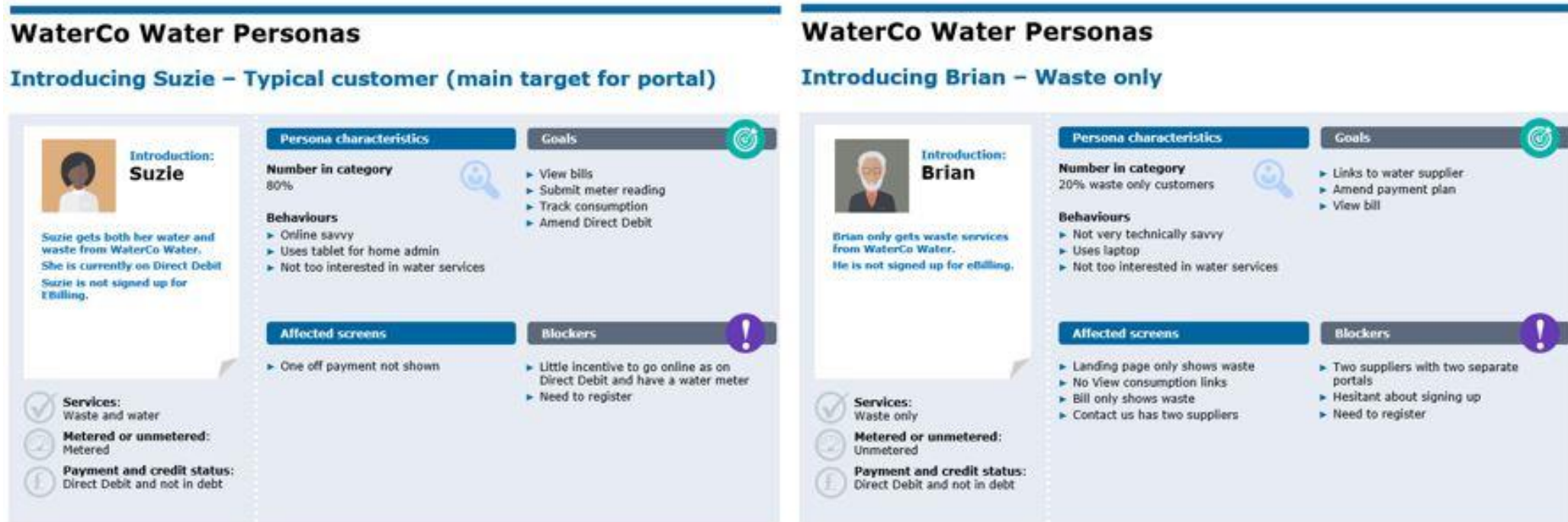
# Capgemini Persona Empathy Based Reference Architecture



Manufacturing

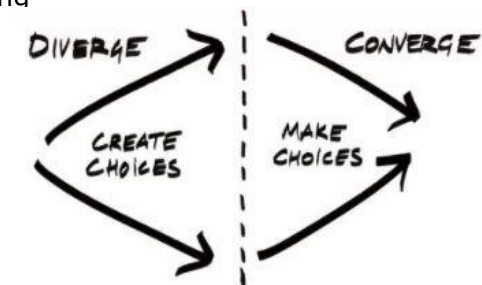


# Capgemini persona development engagement strategy process



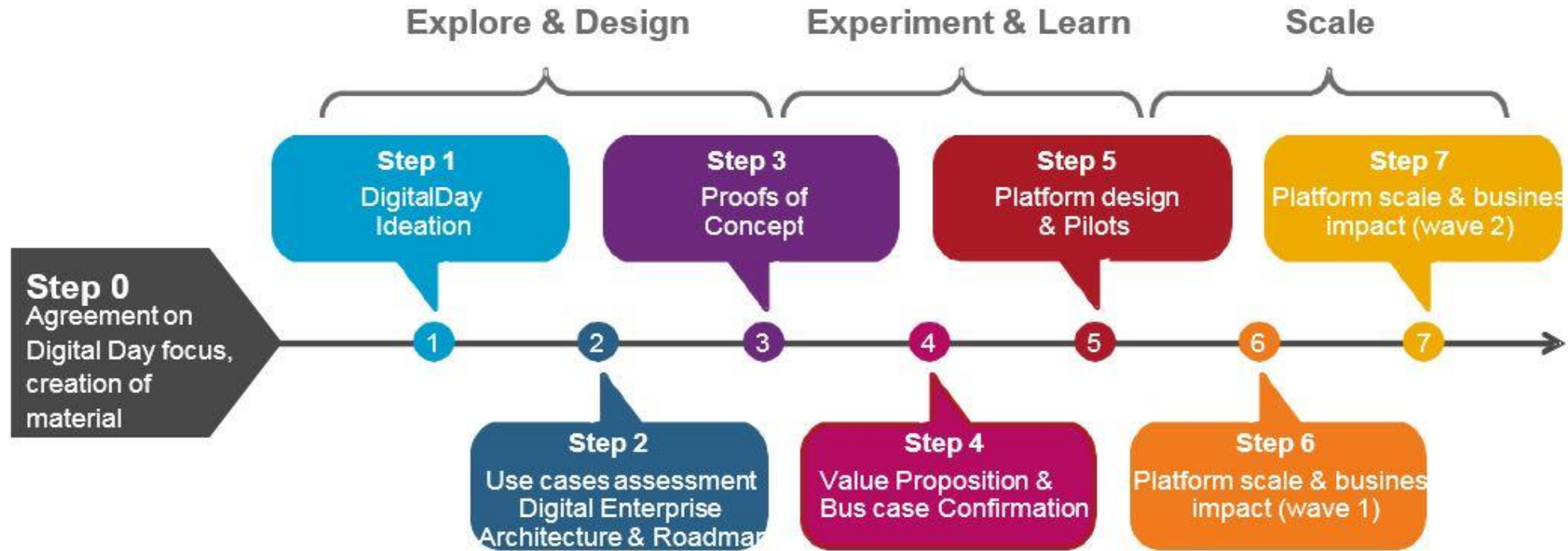
By involving users and customers, engagement and ownership from multiple levels of an organization, including external parties where required, is established. This in turn leads to a much deeper understanding of the problems, making it easier to establish solutions.

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.



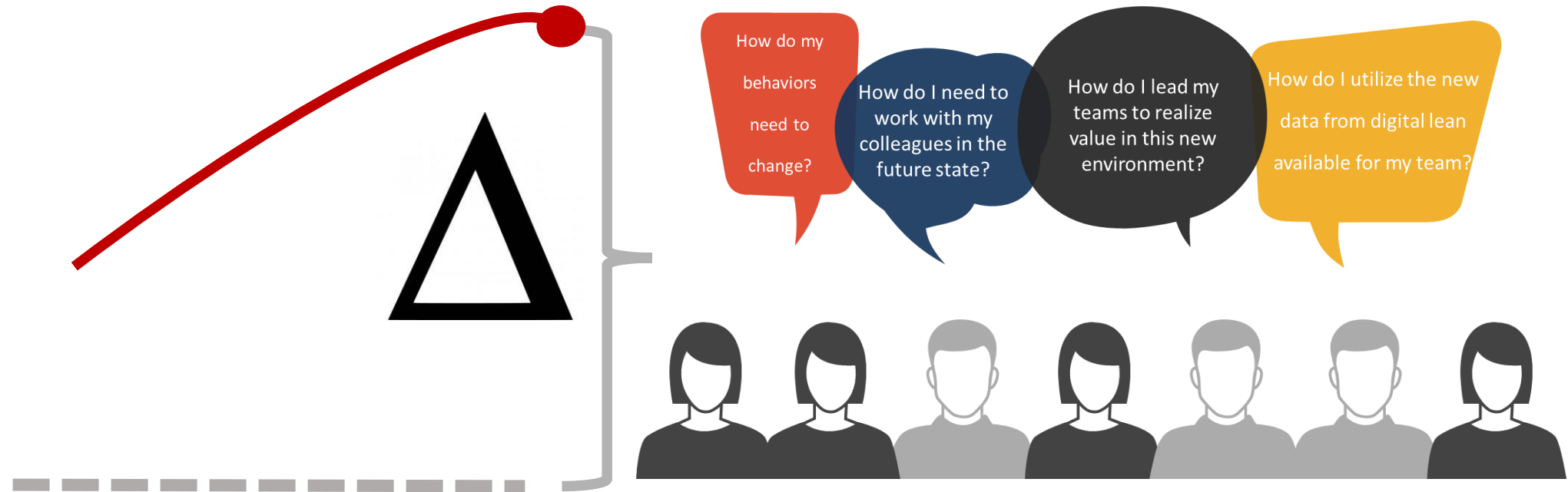
# Digital Transformation

An Approach to OCM



# Introduction

People are the Engine Behind the Delta that PLM Creates





# Solution: Change Management Methodology to Digital Transform

A

NALYZE

*Quantify degree of change for client organization.*

A

LIGN

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

C

ONFIRM

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

E

XECUTE

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

E

VALUATE

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





# AACEE methodology Explained

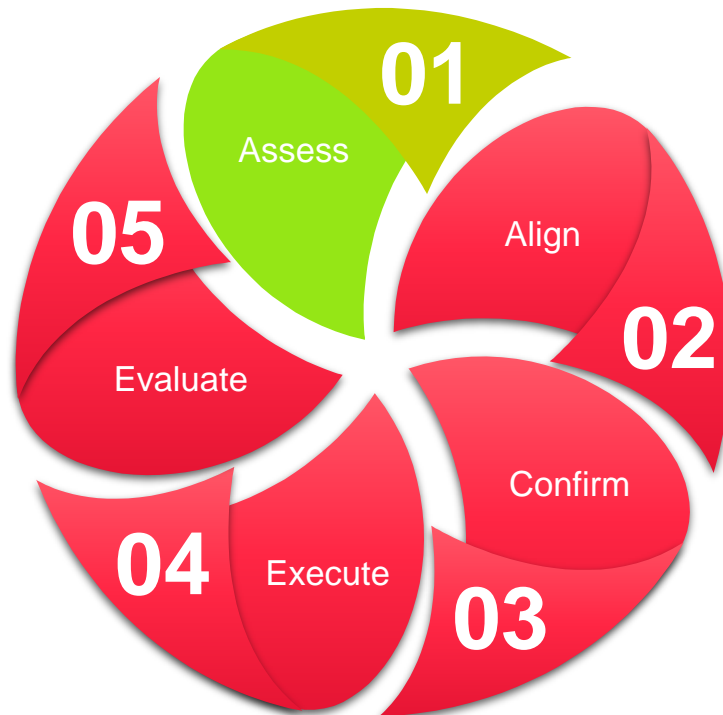


## The Approach

*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

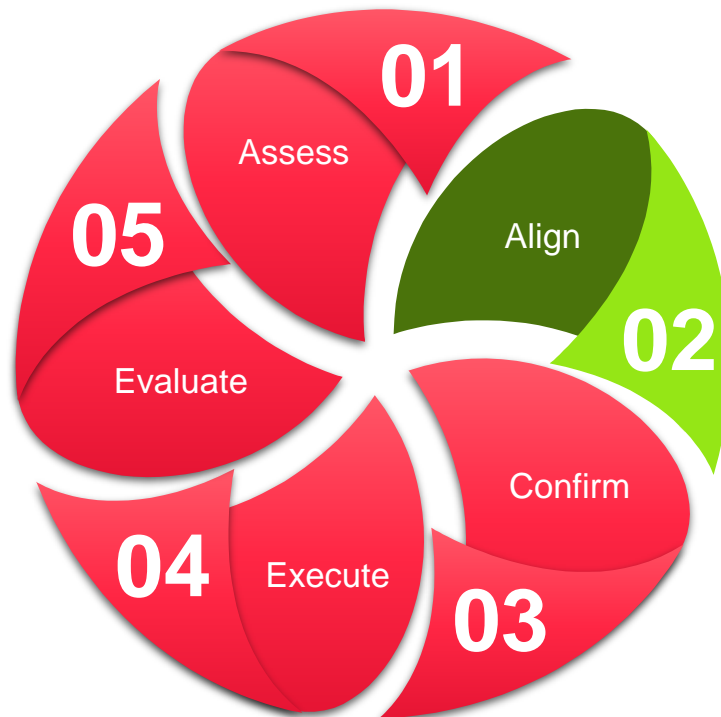
Capgemini engages the organization to identify and assess the degree of change(s) the organization faces.

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.

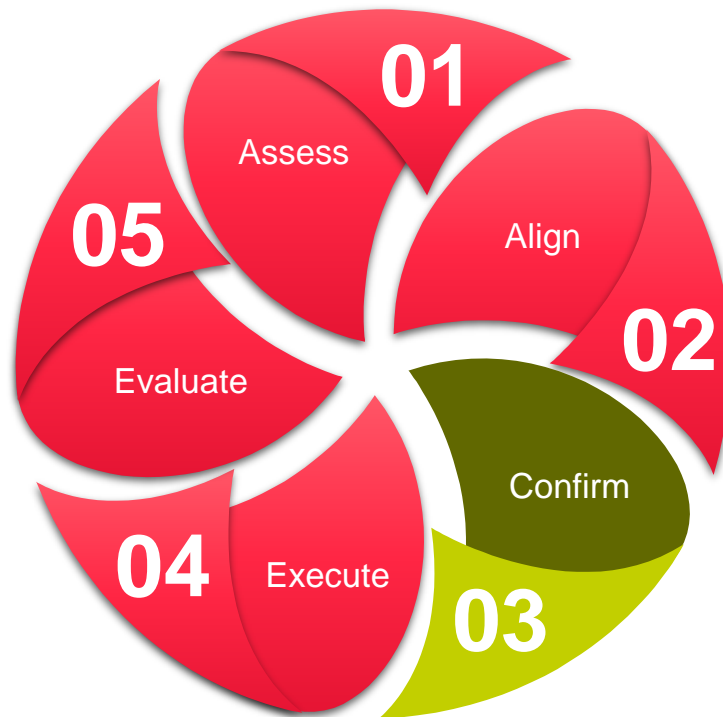
It is during this time that Capgemini assesses and proposes an organizational structure that creates an optimal environment for transformation.

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.

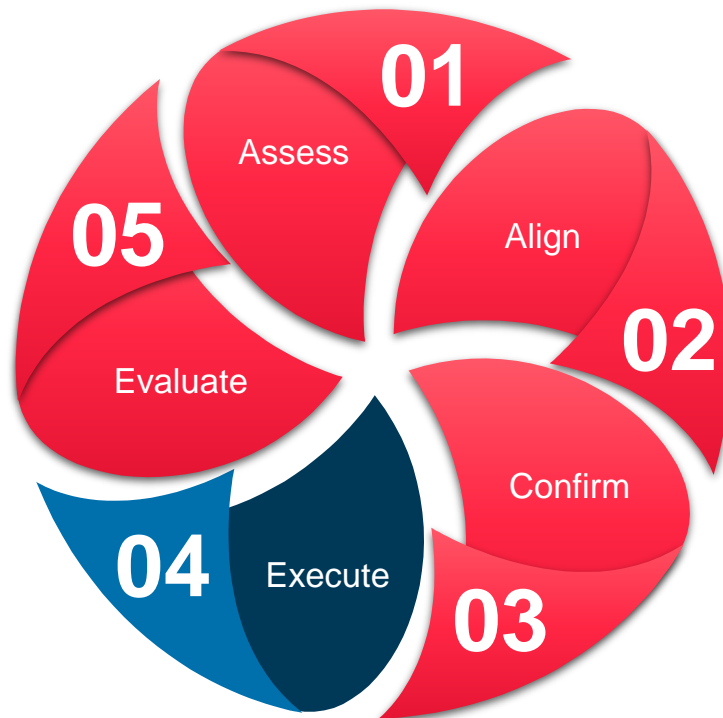
This level-sets expectations regarding client engagement and further empowers the client for eventual transition post-Capgemini.

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





# 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.

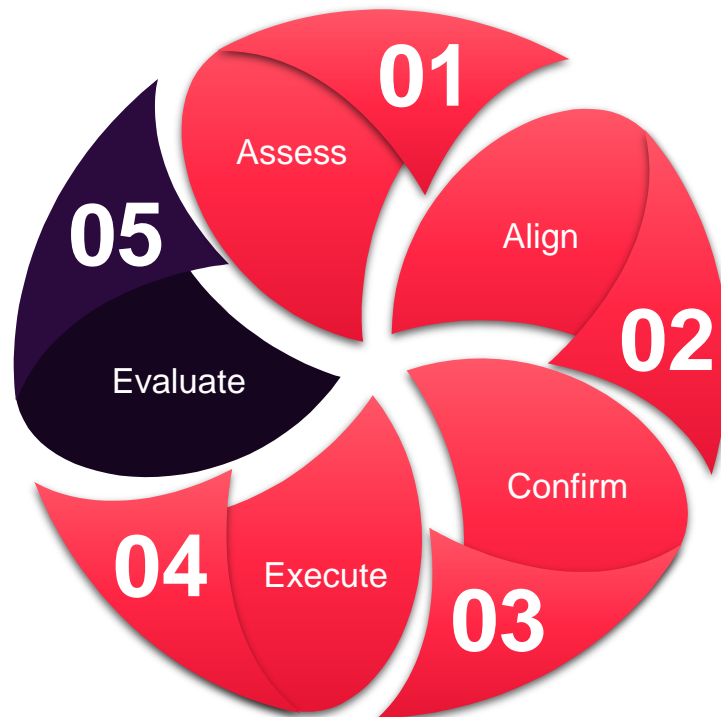
During this time, Capgemini will continue to engage the client not only with deliverable updates, but when newly discovered change impacts, risks and issues paired with actions already taken to mitigate as appropriate.

*"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”.

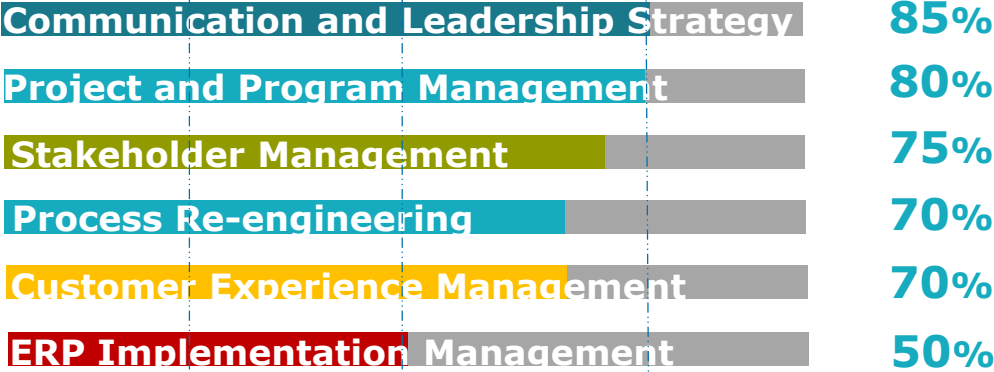
*“We will measure our efforts and report it in a way that is relevant for you.”*

# 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).

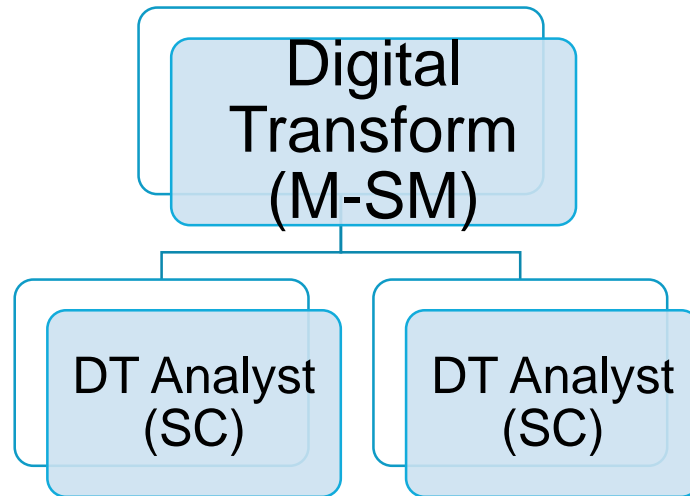


Exposure      Proficient      Expert





# 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

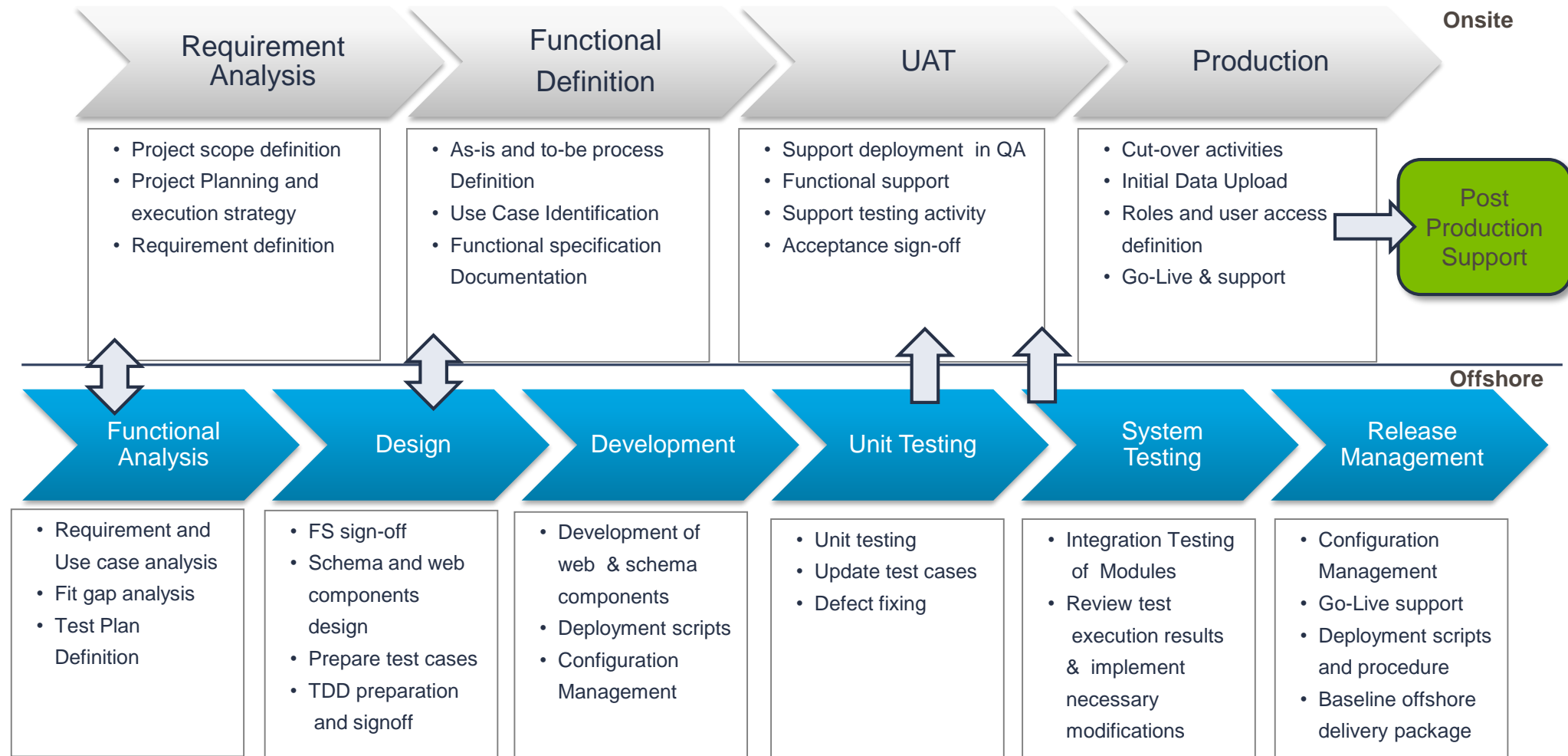
***\*There are functional samples of each of these deliverables.***





# PLM Delivery Model : Application Development : Process Steps

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



# Applied Innovation Exchange

# Our Accelerated Co-R&D & Innovation Approach



## Capgemini's 3 Dimensions

### Capgemini

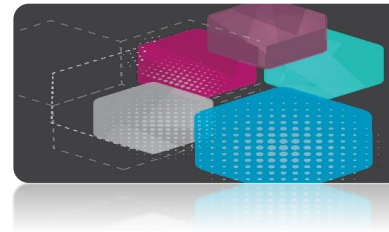
- Setting Innovation Strategies
- Identifying Growth Opportunities
- Building Innovation Pipeline
- Extending Existing Products
- Transforming Customer Experiences
- Leveraging Enabling Technologies

### 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





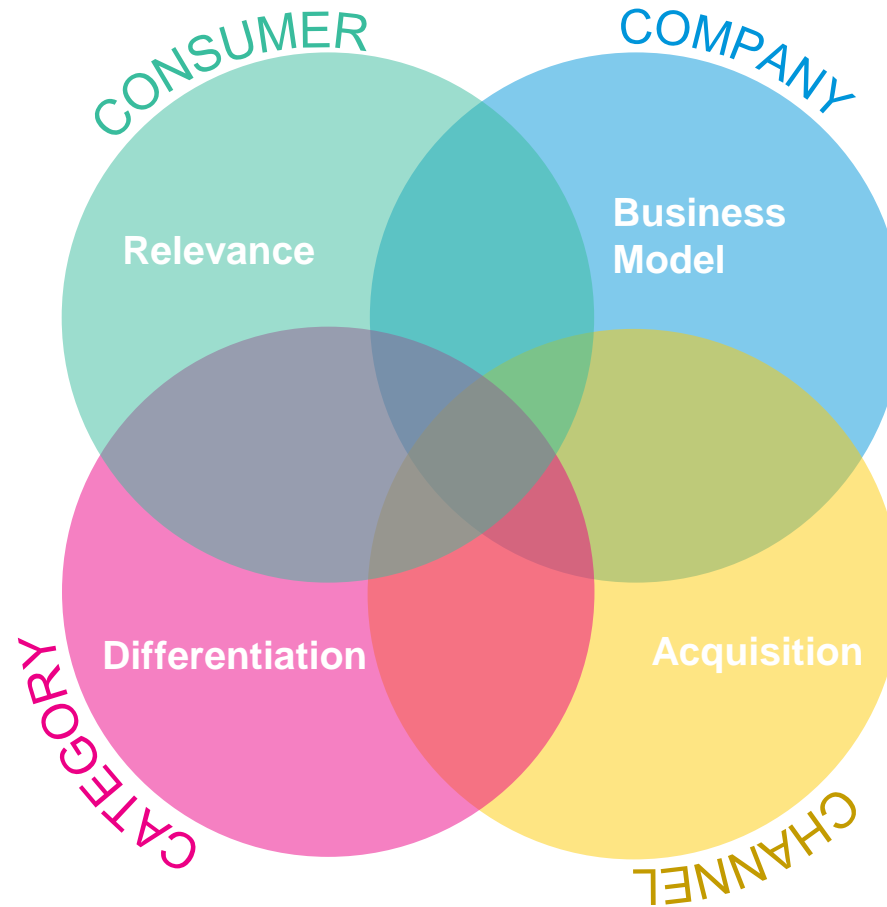
# Our Approach to Innovation: 4C Framework

## 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.

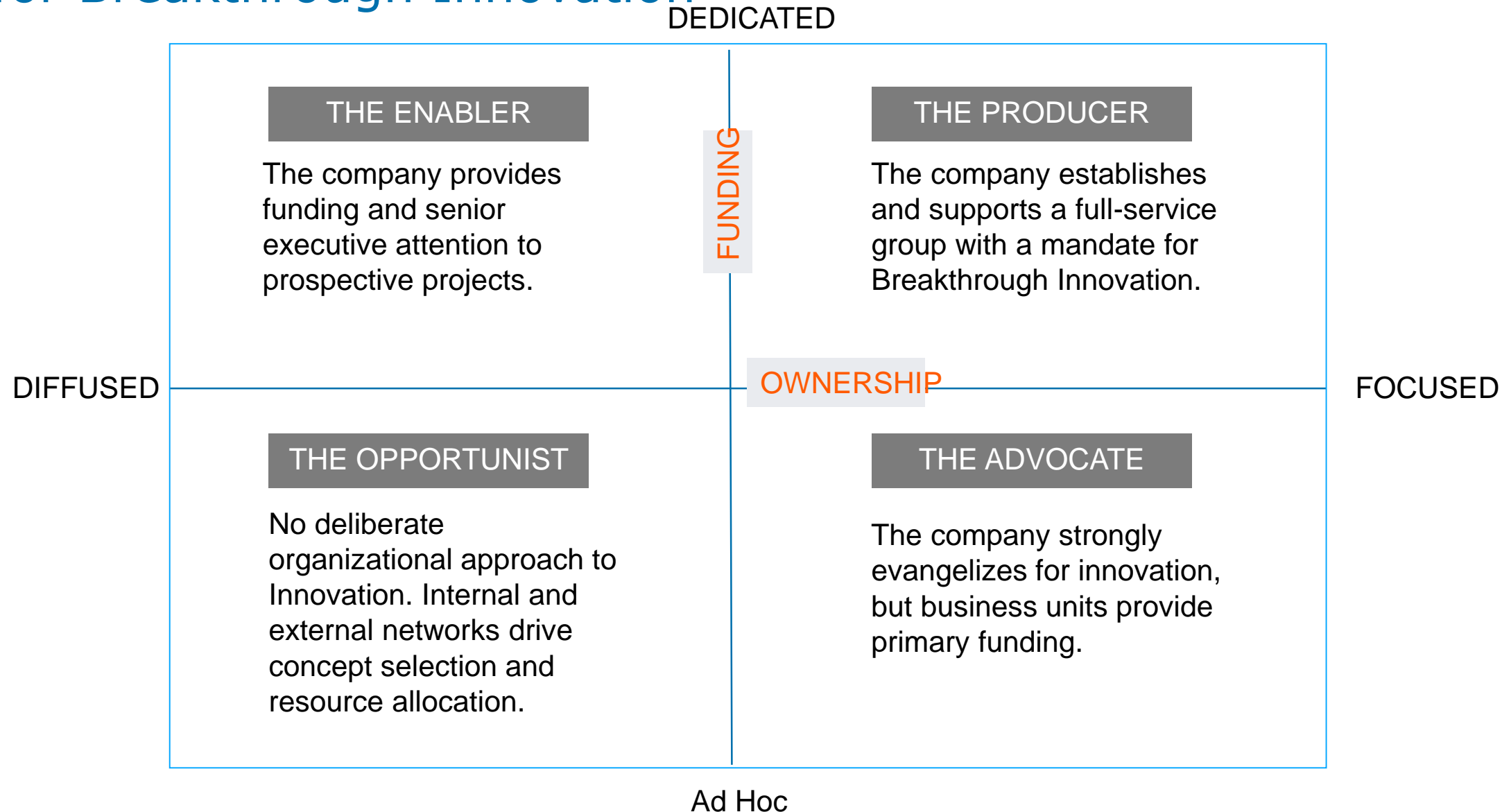
## Channel

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





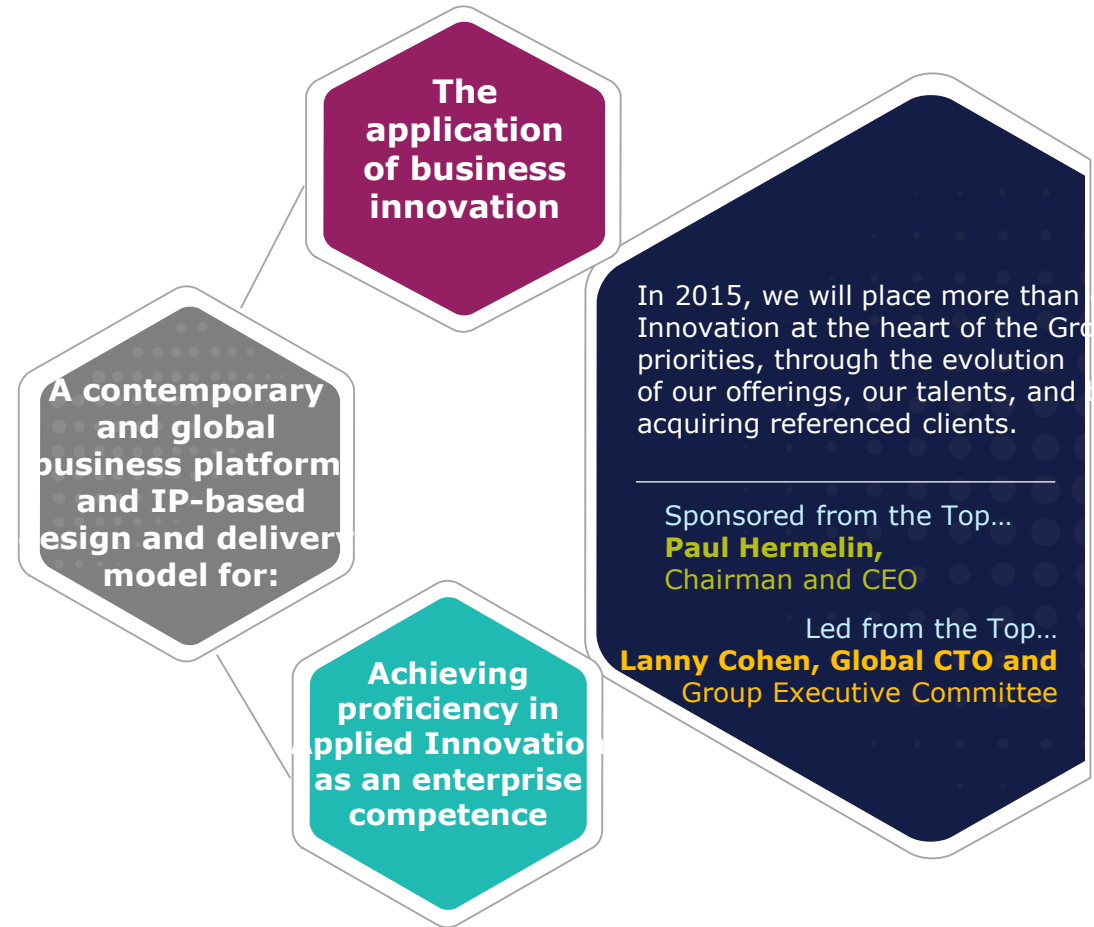
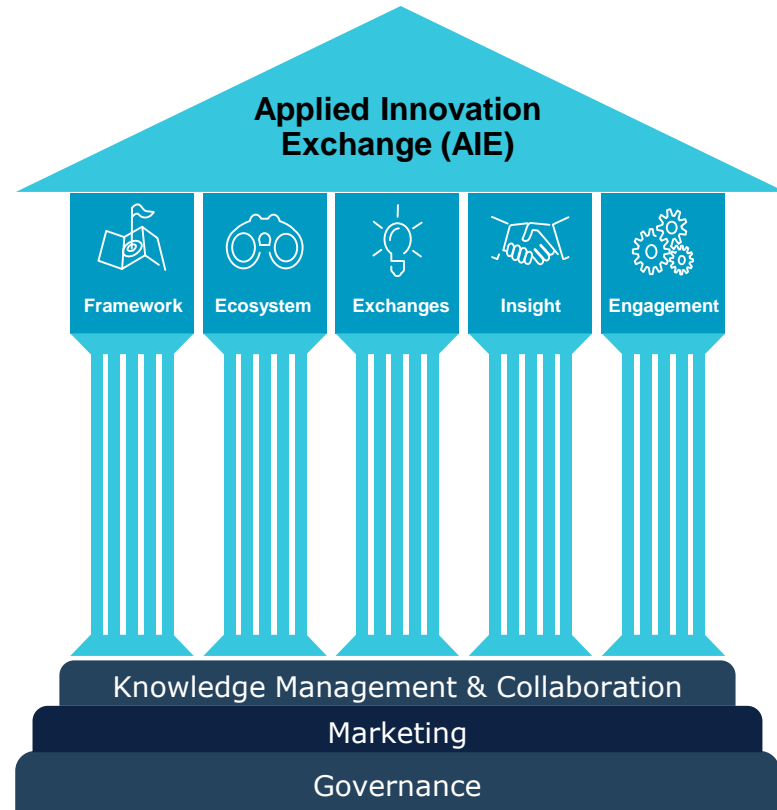
# The case for Applied Innovation Exchange - AIE

...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](http://www.capgemini.com)