Digital transformation

Designing Business Solutions with User-Centered Design / Empathy

October 2018
Ernst & Young creates a new company, DareStep, to help clients create their presence on the web. Capgemini acquires E&Y the same year.

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.

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.

ONS HORE /O FFS HORE

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.

E VOLUTION & I NTEGRATION

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)

**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
  - L3
- Application Maintenance
  - L3
  - ISV Liaison

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

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

**Strategic Alliances**

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

**Industry Sectors**
Organizational Change – Digitalization
Capgemini Persona Empathy Based Reference Architecture

Users – Multiple Personas

User Interface – Device Proliferation and Consumerization

Fabric Layer – provides connectivity for white spaces and provides a data exchange

Systems of Record Systems of Insight

Manufacturing
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
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

<table>
<thead>
<tr>
<th>Analyze</th>
<th>Quantify degree of change for client organization.</th>
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<tbody>
<tr>
<td>Align</td>
<td>Ensure agreement amongst client leadership regarding the key changes are and the digital transformation path.</td>
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<tr>
<td>Confirm</td>
<td>Confirms the practical steps on that transformation path within the context of project plans, timelines, partnerships, project governance, etc.</td>
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<tr>
<td>Execute</td>
<td>Deliver of change solutions (training, communications, engagement) that drive towards the committed goals.</td>
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<tr>
<td>Evaluate</td>
<td>Capture the degree of effectiveness of the various deliverables for continued reporting.</td>
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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.
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."

**Deliverables:** CIA, Stakeholder Analysis, Training Needs Analysis
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 POVs on what your organization is facing. It’s time for you all to align and agree on a best path forward.”

**Deliverables:** RACI, Governance Structure, Readiness Strategies, Super User Network Set Up
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
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.”

Deliverables: Readiness Surveys, Readiness Dashboard
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).

<table>
<thead>
<tr>
<th>Professional Profile</th>
<th>Exposure</th>
<th>Proficient</th>
<th>Expert</th>
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<tbody>
<tr>
<td>Communication and Leadership Strategy</td>
<td>85%</td>
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<tr>
<td>Project and Program Management</td>
<td>80%</td>
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<tr>
<td>Stakeholder Management</td>
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<td>Process Re-engineering</td>
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<td>Customer Experience Management</td>
<td>70%</td>
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<tr>
<td>ERP Implementation Management</td>
<td>50%</td>
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Delivering aacee (Team structure)

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.

Working Assumptions
- Project has a functioning PMO
- Project has a functioning business process team
PLM Delivery Model: Application Development: Process Steps

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

- **Requirement Analysis**
  - Project scope definition
  - Project Planning and execution strategy
  - Requirement definition

- **Functional Definition**
  - As-is and to-be process Definition
  - Use Case Identification
  - Functional specification Documentation

- **UAT**
  - Support deployment in QA
  - Functional support
  - Support testing activity
  - Acceptance sign-off

- **Production**
  - Cut-over activities
  - Initial Data Upload
  - Roles and user access definition
  - Go-Live & support

**Post Production Support**

- **Functional Analysis**
  - Requirement and Use case analysis
  - Fit gap analysis
  - Test Plan Definition

- **Design**
  - FS sign-off
  - Schema and web components design
  - Prepare test cases
  - TDD preparation and signoff

- **Development**
  - Development of web & schema components
  - Deployment scripts
  - Configuration Management

- **Unit Testing**
  - Unit testing
  - Update test cases
  - Defect fixing

- **System Testing**
  - Integration Testing of Modules
  - Review test execution results & implement necessary modifications

- **Release Management**
  - Configuration Management
  - Go-Live support
  - Deployment scripts and procedure
  - Baseline offshore delivery package

Onsite

Offshore
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:

**DIFFUSED**

- **THE ENABLER**
  The company provides funding and senior executive attention to prospective projects.

- **THE OPPORTUNIST**
  No deliberate organizational approach to Innovation. Internal and external networks drive concept selection and resource allocation.

**FOCUSED**

- **THE PRODUCER**
  The company establishes and supports a full-service group with a mandate for Breakthrough Innovation.

- **THE ADVOCATE**
  The company strongly evangelizes for innovation, but business units provide primary funding.
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.
In 2015, we will place more than ever Innovation at the heart of the Group’s priorities, through the evolution of our offerings, our talents, and acquiring referenced clients.

Sponsored from the Top...

**Paul Hermelin,**
Chairman and CEO

Led from the Top...

**Lanny Cohen,** Global CTO and
Group Executive Committee

A contemporary and global business platform and IP-based design and delivery model for:

- **Applied Innovation Exchange (AIE)**
- Knowledge Management & Collaboration
- Marketing
- Governance

Achieving proficiency in applied Innovation as an enterprise competence
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