CR stands for Connected Reality.

Download the app from the Apple Store or Google Play Store. Scan any of the visuals with the CR+ logo using your smartphone for instant access to online content including videos. This innovation has been made possible by the work of Capgemini teams.

News about Capgemini is available in English on capgemini.com or in French on fr.capgemini.com

An interactive, downloadable PDF version of this report is available at capgemini.com/annual-report/2013

Full details about the Group and its activities are available in the 2013 Registration Document (Annual Financial Report), as a print copy or as a PDF, from capgemini.com/investor/2013-financial-report

French versions of the above documents are available at fr.capgemini.com/rapport-annual/2013/documents

Contact (in English) a Capgemini expert on capgemini.com, in the Expert Connect section

CR+ Our connected annual report

ERIC CHOMIS

At the age of 49, Eric Chomis is a hard-to-define artist who has been influenced by Fauvism (for color) and Picasso (painting with the naivety of a child). Both simple and complex, his works never take the beaten path. With a taste for provincial and anonymous landscapes, they boil with color and texture.

eric-chomis.com

Page 58 - Asia

MASAYA

Bom into a family of artists, Masaya began by studying fashion design and drawing before turning to painting. At 54, he creates magical and colorful worlds, mixing acrylic paint, metallic and iridescent resins, photographs and graphic designs. Featuring textured effects, knife strokes and particles of glass and mirrors, Masaya’s paintings are unique creations.

galeries-bartoux.com

Page 60 - New York

Page 61 - Asia
This annual report is dedicated to the memory of Odette Bernard-Colombat, who passed away on August 5, 2013. Odette had been with the Group since its start in Grenoble, France, in 1967. She was the personal assistant to Serge Kampf, Founder of the Group, for over 45 years.
Interview with Paul Hermelin

In 2013, the economic situation varied greatly from one region to another. What is the state of the IT services market?

Demand for IT services is closely linked to the overall economic situation, but fortunately for us, it is also being driven by innovation, which is more dynamic than ever. In my many discussions with customers, I see that the appetite for cost savings is still strong, especially in Europe! 2013 was marked by a combination of several major technological breakthroughs, that we call in our jargon SMAC*. The digital era is here to stay. Cloud computing continues to surge. And with the advent of Big Data, entirely new paradigms are reinventing products and markets! In short, IT services are essential when it comes to meeting the two main business challenges of today: competitiveness and growth.

Paul Hermelin, Chairman and CEO

In terms of the main players, on one side are the Americans, who have traditionally dominated because of their historical presence in the United States, the leading global IT services market and the cradle of IT innovation. On the other side are the impressive Indian competitors, who continue to progress on all continents and have the best performance in our industry.

You often talk about Capgemini’s ambition to play and win the “Champions League” of your industry. What progress have you made?

I want Capgemini to be recognized as one of a small group of world leaders in our industry, what I call the Champions League. I think we are now perceived that way and we’re probably the only company in this group from Europe! There are several reasons why we’ve

* Social, Mobility, Analytics (Big Data), Cloud.
made it into this league. First is performance. Above all, we keep our word. In early 2013, we announced a gradual and steady return to growth. And that is what happened, with a marked acceleration in the last quarter. We also improved our margins, despite the economic climate, and without having to rely on restructuring.

But to play, win and stay in the "Champions League" we need above all to earn the trust of customers by listening, understanding and anticipating their needs. In short, we know how to make technology a powerful weapon for their business. To show that we understand the major changes they face today, we have included in this annual report the voices to two clients who put their trust in us in 2013: Daimler and the Texas Department of Information Resources.

Your performance has been strong overall, but is there anything you could have done better?

There’s always room for improvement. We need to reverse our regression in the consulting business, first of all. This activity has strategic importance for the Group. All our consultants are mobilized to turn it around and the entire Group is supporting them! In the United States, we were not quick enough to take full advantage of this dynamic market, although we did end up growing by 8% in the last quarter.

The upturn in results seen at the end of 2013 bodes well for the future. What are Capgemini’s strengths going into 2014?

I see three. First, the year started off with a reasonably sustained level of demand. Second, we have invested significantly in our portfolio of solutions to meet the new demands of our customers. These investments will continue. We will keep working closely with leading technology partners to increase co-innovations. We are also expanding our catalog of proprietary solutions and we are starting to offer new billing models. For example, we have our own cloud platforms, like the one we recently rolled out for insurance companies. Finally our own competitiveness is more crucial than ever. It feeds our entire business, from our solutions to our resources in India to our increasingly industrialized delivery methods. In the end, innovation and competitiveness allow us to position ourselves as a strategic partner of the largest global companies.

Some people say the growth of cloud computing reduces the need for IT services…

Not at all! The cloud represents a fundamental disruption in the way people use IT services. We are leaving an era of tailor-made to that of industrialized services.

Our strategy is to be an orchestrator, to answer the key questions our clients are asking: what is the right architecture for my information system? How can I coordinate all of my products and my cloud service? How can I protect my data, my personal identity, my independence? Services with a high level of added value have a huge potential for growth.

Capgemini also seems to be moving fast in Big Data? Why?

Revolution is a word that is often overused. But with big data, I think we’re looking at a real revolution. Quite simply because it is completely changing the way business connects with customers. A major car manufacturer recently told me that, when someone bought a car, that day used to be the high point of the business relationship with the end customer. Later, it was mainly a question of maintenance, repairs, etc. But tomorrow, however, vehicles will be connected and the carmaker will be able to provide value added services to customers over the lifetime of the vehicle thanks to those connections, including how to be a better driver. With big data, we’re becoming more than just a service provider to our clients. We’re helping them reinvent their businesses.

How does it help to be a global company?

The equation is simple: to be number one in a business, you need customers who are leaders in their sector. Very often, these companies are multinationals, and we must be able to accompany them wherever they do business. It’s a form of client intimacy. For example, our references with big-name customers in the United States have helped us become No. 1 in Brazil in financial services! In Asia Pacific, we have created a new, dedicated entity focused on gaining market share in this part of the world.

With 131,000 employees, are you fighting to recruit and retain talent?

Absolutely. We want to attract the best. We recruit from the best schools and universities around the world. And offering them true culture of performance is essential to

«With Big Data, we’re becoming more than just a service provider to our clients. We’re helping them reinvent their businesses. »

»
making a difference. And it’s worth it, because Capgemini lets them work on challenging projects that help build their professional reputation. We help employees plot their own career path within the Group in accordance with their wishes but also the value that our customers see in them.

Your cash situation is strong. Are you thinking about an acquisition?

I believe that the consolidation of our industry is not yet complete. We have financial clout that enables us to be ready to seize any opportunity that could strengthen our ambition, if the price is consistent with the value it brings. We have two priorities: strengthen our presence in the United States and in fast-growing countries, and position ourselves in the most innovative, high-value segments.

To finish, up, a word about governance.

Is the Board changing?

The terms of eight directors are coming to an end. If the General Meeting of Shareholders approves the new nominations, the Board of Directors will be more diverse, with more women and new members with complementary careers. There will also be more independent Directors (seven out of twelve). Finally, I welcome the willingness of Serge Kampf to stay with us for a new term: the experience and constant commitment of the founder of Capgemini are valuable to all of us and, above all, to me.

Regular readers of our annual report will have noticed that Serge Kampf’s traditional message is not included in this year’s edition. Serge inspired and directed the content of this document throughout its development but was temporarily unavailable to finalize his message at the time we went to print. I know he deeply regrets this. But to create that sense of collection that distinguishes our annual reports from others, he again personally selected the artists and their works, with the same passion as in years past.

“I welcome the willingness of Serge Kampf to stay with us for a new term.”
Elected by the shareholders, the Board of Directors oversees the implementation of Capgemini’s key strategies of Capgemini. It approves the legal and operational organization of the Group. It decides on major issues relating to the smooth running of the company, including the appointment of senior executives. With the membership of eight Directors coming to an end in 2014, the Board submitted new nominations and renewals for approval during the Annual General Meeting of the Shareholders, to be held on May 7, 2014.

Information concerning the preparation of the Annual General Meeting of the Shareholders is available in the 2013 Registration document.
The Chairman & CEO and five members of the Executive Committee comprise the Group Management Board, which is in charge of the Group’s operations and preparing the Executive Committee meetings. The Group Management Board meets weekly. The mission of the Executive Committee is to help the Group Management define the Group’s main strategies. It sets strategic priorities and the resulting action plans. It ensures the smooth implementation of the plans in the Group’s activities. The Committee’s 18 members meet every six weeks.

Below: the 18 members of the Executive Committee. Photo taken in Mumbai in March 2014. The names of the six members of the Group Management Board are in bold.
International management team as of May 7, 2014

1. Nicolas Aidoud
   Prosodie-Capgemini

2. Jean-Philippe Bol
   Application Services France

3. Christophe Bonnard
   Sogé France

4. Tim Bridges
   Application Services North America

5. Walter Gaggiali
   Application and Infrastructure Services, Latin America

6. Kishor Chitale
   Business Development India

7. Thierry Delaporte
   Application Services Financial Services

8. Cyril Garcia
   Capgemini Consulting France

9. Navin Goel
   Sogé North America

10. Christine Hodgson
    Group Board United Kingdom

11. Greg Hyttenrauch
    Infrastructure Services

12. Dominique Lafond
    Sogé HighTech

13. Andrew Levitt
    Her Majesty’s Revenue and Customs Account

14. Carla Murphy
    Business Process Outsourcing, Business Transformation

15. Devash Nayar
    Business Process Outsourcing, Manufacturing and Financial Services

16. Michael Schulte
    Group Board Germany

17. Paul Torley
    Application Services Asia Pacific

18. Ken Toombs
    Capgemini Consulting North America

19. Jean Versteeg
    Application Services the Netherlands

20. Sue Watts
    Application Services One Delivery

21. Cliff Yu
    Application Services China

22. Antoine Audi
    General Secretariat Holding Company

23. Hervé Canneva
    Ethics and Compliance

24. Philippe Christelle
    Internal Audit

25. Charlie Li
    Alliances

26. Alain de Marcellus
    Finance

27. Karine Marchat
    Business Control & Reporting

28. Bruno Nigrelli
    Information Systems

29. Virginie Régis
    Marketing & Digital

30. Jeremy Rolla-Vidal
    Human Resources

31. Isabelle Roux-Chenu
    International Legal Affairs

32. Lucia Sinapi-Thomas
    Finance

33. Perry Stoneman
    Sectors

(© North America, the United Kingdom, Asia-Pacific and the Financial Services sector)
David Ferreira — Toto et sa femme N°2

David Ferreira — Toto ange et démon
**2013 Highlights**

**BRAZIL**

Expansion in Latin America

Capgemini is helping its customers expand in Latin America by accelerating its development in the region. Thanks to the acquisition of CPM Braxis three years ago, the Group has become a leader in the Brazilian financial services market. It has built strong ties with major customers such as Caixa and Bradesco, two of the country’s largest banks. In 2013, the partnership with Caixa continued to grow and the headcount dedicated to this client grew six-fold. Thanks to this positive dynamic, Capgemini has chosen Brazil as the hub for future expansion into other countries in the region, including Mexico, Argentina, Colombia, Peru and Chile.

**DIGITAL**

Announcing a new global solution: Digital Customer Experience (DCX)

In February 2014, Capgemini launched a new offer that enables companies to deliver a truly digital customer experience at a moment in time when consumers expect a seamless multichannel experience and near real-time responses. Digital Customer Experience (DCX) brings together Capgemini Consulting’s capabilities in digital transformation with the Group’s know-how in application services. To build this solution, Capgemini has leveraged its experience on major projects, such as the digital transformation program it successfully delivered for Hydro-Québec, a leading Canadian utility.

**AREVA**

Exclusive negotiations start for the acquisition of Euriware

In October 2013, Areva entered into exclusive negotiations with Capgemini for the acquisition of its IT services subsidiary Euriware. Capgemini’s offer includes an ambitious industrial and social project that would reinforce its long-term relationship with this major industrial group. It would enable the Group to strengthen its service offering in the area of industrial IT and its leadership in the energy sector. Areva would gain a strategic partner for the transformation of its IT and the development of its activities worldwide.

**OUTSOURCING**

Sogeti signs a major contract with Total

Sogeti France, a wholly-owned subsidiary of Capgemini, signed a major five-year contract with Total, France’s leading oil & gas company. It will manage the IT production center of Total Exploration & Production in France and around the world. Sogeti will provide a high level of IT system performance, systems industrialization tools, management capacity, and ensure Total’s evolution to cloud computing.

**ENERGY**

11 million smart meters in France

GrDF, the main natural gas distribution system operator in France, plans to install new smart meters in 11 million French households between 2015 and 2022. It chose Capgemini to develop the information system for the new GrDF gas meters as part of a dual-contract, €23 million deal. It will be the world’s largest gas meter deployment to date. The meters will allow GrDF’s customers to monitor and control their energy bills more effectively with real-time knowledge of their energy consumption. Verification and maintenance operations will be carried out without customers needing to be at home.

**TALENT**

Capgemini surpasses 45,000 employees in India

Having grown significantly over the past years, the head-count of Capgemini in India hit 45,000 in August 2013. This growth has been driven by the Group’s Rightshore® offshoring model, which brings together the right balance of talent from onshore, nearshore and offshore locations at a competitive cost — and delivers it anywhere in the world. The Group is currently the only European player to have such a high level of high-quality offshore skills available in India. It’s a significant competitive advantage that enables Capgemini to compete head to head with the leading American and Indian companies in the industry.

**Announcing a new global solution:**

**Digital Customer Experience (DCX)**

In February 2014, Capgemini launched a new offer that enables companies to deliver a truly digital customer experience at a moment in time when consumers expect a seamless multichannel experience and near real-time responses. Digital Customer Experience (DCX) brings together Capgemini Consulting’s capabilities in digital transformation with the Group’s know-how in application services. To build this solution, Capgemini has leveraged its experience on major projects, such as the digital transformation program it successfully delivered for Hydro-Québec, a leading Canadian utility.
In the heart of innovation

In April 2013, Capgemini organized the 24th Rencontres, a biennial event that brings together the Group’s top managers, in San Francisco. It was the first time it had ever been held in the US, the world’s largest market for IT services. The Group welcomed many of its strategic partners over the course of the three-day event. Innovation was the main topic of discussion among the industry’s biggest names, including Marc Benioff (salesforce.com), Steve Ballmer (Microsoft), Joe Tucci (EMC), Pat Gelsinger (VMware) and Paul Maritz (Pivotal). Leading executives from Amazon Web Services, Cloudera and SAP also participated.

For Capgemini CEO and Chairman Paul Hermelin, “holding the Rencontres in the heart of Silicon Valley showed that we play in the big leagues alongside the main American and Indian players. It also highlighted that we’re present where the heart of innovation beats the strongest.”

Unemployment insurance: A major contract in three US states

The Southeast Consortium Unemployment Insurance Benefits (SCUIB) awarded a contract to Capgemini for the development and implementation of a multi-state Unemployment Insurance benefits system. Worth over €40 million, this deal showcases the capabilities of Capgemini in this domain, and in particular its AcUility Unemployment Insurance Benefits solution. Specially designed to handle large volumes of data, it will enable the unemployment benefits system of the three states of Georgia, North Carolina and South Carolina to collect better quality information more quickly. As Cheryl M. Stanton, Executive Director, South Carolina Department of Employment and Workforce, explains, “Through this project we can collectively modernize our aging unemployment benefits systems to improve services for our citizens. It will help us keep pace with the changing nature of each state’s labor force and save money in the long run.”

One of the most ethical companies in the world

The Ethisphere Institute named Capgemini as one of the World’s Most Ethical Companies for 2013. Each year, the Institute produces an annual worldwide ranking covering 100 countries and 36 different industries that rates companies for their ethical behavior. This award recognizes how Capgemini continues to embrace ethical business practices in every country where it operates.
Financial results

**REVENUES** in billions of euros

€10.1 billion

- 2011: €8.7 billion
- 2012: €10.3 billion
- 2013: €10.1 billion

The Group exceeded €10 billion in revenues (€10,092 million), an increase of 0.9% at constant scope and exchange rates compared to 2012. At current scope and exchange rates, revenues fell 1.7% compared to 2012 due to the depreciation of certain currencies, namely the US dollar, pound sterling and Brazilian real.

**OPERATING MARGIN** in millions of euros and percentage of revenues

- 2011: €743 million, 7.7%
- 2012: €825 million, 8.1%
- 2013: €857 million, 8.5%

The operating margin reached €857 million, or 8.5% of consolidated revenues in 2013, an increase of 0.4 points compared to 2012, slightly above the objective set at the start of 2013. Most of the Group’s regions saw their profitability rise year on year.

**NET RESULT** in millions of euros

- 2011: €394 million
- 2012: €353 million
- 2013: €442 million

Net result (Group share) in 2013 was €442 million, a 25% increase year on year. Earnings per share were €2.76.

**FREE CASH FLOW** in millions of euros

- 2011: €164 million
- 2012: €496 million
- 2013: €455 million

The Group generated €455 million in organic free cash flow before the one-off contribution of €235 million to a UK pension fund. Organic free cash flow reached €951 million for 2012 and 2013, well above the Group’s initial objective of €750-800 million.

**CAP GEMINI SHARE PRICE** in euros, compared to the CAC 40 index, from December 31, 2011 to March 31, 2014

- Cap Gemini: +119.1%
- CAC 40: +86.9%

**DIVIDEND PER SHARE** in euros

- 2011: 1.0
- 2012: 1.0
- 2013*: 1.1

* Subject to shareholder approval at the Annual General Meeting on Wednesday May 7, 2014.

**SHAREHOLDER INFORMATION**

For current information about the Group, shareholders can consult a French voice service (freephone: 0800 20 30 40) and a dedicated website (capgemini.com/investors), available in French and English on the Capgemini website. In addition, shareholders who are known to Capgemini receive an annual newsletter. The next issue, to be published in June, will report on the Annual General Meeting of May 7, 2014.

**NET CASH** in millions of euros

- 2011: €454 million
- 2012: €872 million
- 2013: €678 million

Net cash and cash equivalents at December 31, 2013 amounted to €678 million.

**SHARE BREAKDOWN** of Capgemini S.A. registered shares as of December 31, 2013 (based on a shareholder survey)

1. Non-French institutional investors: 61.8%
2. French institutional investors: 22.8%
3. Group directors and employees: 9.4%
4. Individual shareholders: 6.0%

**CAP GEMINI S.A.**

- 1
- 2
- 3
- 4

**NET FINANCIAL RESULTS**

While 2012 was marked by an end-of-year slowdown, 2013 has seen a gradual return to growth in turnover, in accordance with our expectations and commitments. Capgemini has once again demonstrated its ability to improve profitability and maintain free cash flow in a generally sluggish economic environment.

Aiman Ezzat, Chief Financial Officer and Group Management Board member

**While 2012 was marked by an end-of-year slowdown, 2013 has seen a gradual return to growth in turnover, in accordance with our expectations and commitments. Capgemini has once again demonstrated its ability to improve profitability and maintain free cash flow in a generally sluggish economic environment.**
Our people

CHANGE IN HEADCOUNT
2011-2013 (number of employees as of December 31, 2013)

131,000
5% increase in headcount in 2013
32,350 new hires
44% of new recruits were college hires
4.7 million training hours
1.9 million hours of e-learning

119,710
125,110
131,000

119,500 employees trained (+10% on 2012)

BREAKDOWN OF REVENUES

2013
€9.7 billion

The book to bill ratio is 1.05 for the year and reached 1.13 in the fourth quarter for Systems Integration, Technology Services and Local Professional Services (Sogeti) and Consulting Services, confirming the dynamism of these activities.

GLOBAL STRATEGIC SOLUTIONS

2013
€3.2 billion

Capgemini provides global strategic solutions such as Analytics, Big Data, Cloud Computing, Mobility, Testing and sector-specific solutions. Together, they represented over 32% of all orders.

TOTAL VALUE OF ORDERS in billions of euros

2013

GLOBAL STRATEGIC SOLUTIONS order book in billions of euros

2012

2013

10,084
9,651

NORTH AMERICA
9,700
Canada
United States

EUROPE
60,300
Austria
Belgium
Czech Republic
Denmark
Finland
France
Germany
Hungary
Ireland
Italy
Luxembourg
Netherlands
Norway
Poland
Portugal
Romania
Slovakia
Spain
Sweden
Switzerland
United Kingdom

LATIN AMERICA
9,500
Argentina
Brazil
Chile
Colombia
Guatemala
Mexico

MIDDLE EAST & AFRICA
800
Morocco
Saudi Arabia
South Africa
United Arab Emirates

ASIA-PACIFIC
50,700
Australia
China – PRC (incl. Hong Kong)
India
Japan
Malaysia
New Zealand
Philippines
Singapore
Taiwan
Vietnam

The book to bill ratio is 1.05 for the year and reached 1.13 in the fourth quarter for Systems Integration, Technology Services and Local Professional Services (Sogeti) and Consulting Services, confirming the dynamism of these activities.

In 2013, growth in turnover at constant scope and exchange rates was 12% in these regions, thanks in particular to the health of activities in Brazil (+16%), Australia (+15%) and India (+21%).

CAPGEMINI 2013 ANNUAL REPORT

By sector

1 - Public Sector
2 - Financial Services
3 - Manufacturing, Automotive & Life Sciences
4 - Consumer Products, Retail, Distribution & Transportation
5 - Energy, Utilities & Chemicals
6 - Telecom, Media & Entertainment
7 - Other

1 - France
2 - North America
3 - UK
4 - Rest of Europe
5 - Benelux
6 - Asia-Pacific & Latin America

By geography

1 - France
2 - North America
3 - UK
4 - Rest of Europe
5 - Benelux
6 - Asia-Pacific & Latin America

Breakdown of revenues

2013

1 - Technology Services
2 - Outsourcing Services
3 - Local Professional Services (Sogeti)
4 - Consulting Services (Capgemini Consulting)

131,000

5% increase in headcount in 2013
32,350 new hires
44% of new recruits were college hires
4.7 million training hours
1.9 million hours of e-learning

119,710
125,110
131,000

119,500 employees trained (+10% on 2012)

4.7 million training hours
1.9 million hours of e-learning
Starting digital schools in Italy, supporting micro-entrepreneurs in emerging countries, sponsoring youth from disadvantaged neighborhoods in France, leading an extensive environmental program in India. Around the world, Capgemini took action in 2013 that had tangible benefits for everyone: clients, employees, shareholders and communities. We also developed a new framework to strengthen our Corporate Responsibility & Sustainability (CR&S) engagement day in and day out — and over the long term.

MORE RESOURCES FOR MORE ACTION

To be effective, Corporate Responsibility & Sustainability (CR&S) at Capgemini is the responsibility of a dedicated team with members around the globe. As James Robey, Group Corporate Responsibility & Sustainability Director, explains: “In 2013 we strengthened our CR&S network, which now covers 90% of our regions. We have also structured regular meetings among the members, during which they work on our main social and environmental objectives.”

Based on its values and ethics (see p.47), Capgemini has also developed a CR&S action plan built around four pillars:

- **Culture of talent** to support the Group’s ambition to become an employer of reference
- **CR&S services and solutions** to help customers meet their own challenges in this field
- **Community engagement** focusing on education and local development
- **Reducing the Group’s environmental footprint** by reducing energy consumption, travel and waste.

SUPPORTING LOCAL DEVELOPMENT

As a major recruiter worldwide (more than 32,000 people hired in 2013, of which more than 40% were college hires), the Group is very sensitive to the challenges related to education.

For example, Capgemini Italy teamed up with two of its IT partners to create the digital ‘School 2.0’ at the Ettore Majorana technical institute in Bari, enabling students to further their studies through online collaborative forums with teachers and fellow students. The project is now being deployed to 10 other institutions throughout Italy.

Very present in India, Capgemini has a strong partnership with the Naandi Foundation. Through the Foundation’s Nanhi Kali initiative, the Group’s employees can finance education for young women. At the end of 2013, 63,000 school years had been financed by Capgemini. For example, Lakshmi, a young girl from Utnoor Mandal in the center of India, was able to enter middle school thanks to the financial support of Capgemini Germany. As the Foundation explains: “Providing education for girls not only improves their lives, but also that of their families and their communities. It stimulates economic growth locally.” Capgemini also provides financial support for other Naandi projects through donations. For example, to coincide with 2013 year-end festivities, Capgemini, in France, Germany, Italy, Sweden and the Netherlands raised €40,000 for the Foundation.

The Group also works in the field to fight social exclusion among young people. In France, Capgemini and Sogeti partner with “Nos Quartiers ont des Talents” (Our Neighborhoods Have Talents), an association that helps young graduates from disadvantaged communities to find employment.

Capgemini’s development of the online MicroWorld platform with Planet Finance enables employees to directly support micro-entrepreneurs in emerging countries by making small loans to projects of their choice. Since the inception of the program, 742 projects have been co-financed, representing over €80,000 worth of support from 596 active lenders.

Thanks to micro-lending by 11 Capgemini employees, Coumba Ndiaya, a Senegalese vegetable seller, was able to raise €400 to invest in her market stall and expand her business. “Because I was able to attract more customers, I repaid the loan in seven months and increased my income. I’m now thinking about renting a shop,” explains Coumba.

REDUCING OUR ENVIRONMENTAL FOOTPRINT

Capgemini is a recognized leader in smart meters, and in 2013 it harnessed that expertise to create an innovative solution for managing its own buildings. Having delivered a successful pilot in Mumbai, reducing energy consumption in two buildings by 10% in two months, it is currently installing more than 800 smart meters across its India estate with an expected saving of over €1 million over three years.

In the Netherlands, several environmental projects have enabled Capgemini to reduce its energy consumption and associated costs by over 30% in four years.

Another example is Capgemini’s Merlin datacenter, one of the most energy efficient facilities in the world. Located in the UK, it efficiently provides IT services for companies while at the same time reducing carbon emissions. In 2013, the European Commission awarded Merlin with the 2013 EU Code of Conduct for datacenters.”
Our Expertise

Capgemini offers a wide range of cutting-edge expertise through its various businesses. This expertise is available in all sectors of activity. The richness of its technology partnerships ensures that clients benefit from solutions tailored to their individual needs. Moreover, customers can now also interact directly with Capgemini experts on the Expert Connect platform. And who better than our customers to talk about the technological changes they are facing? Daimler and the Texas Department of Information Resources talk about their experience with Capgemini.
1. Big Data & Analytics
   - Exploit ever-greater volumes of data, identify trends, and differentiate yourself from the competition.

2. Cloud Services
   - Implement the most appropriate cloud solutions for our customers at their pace. Help them improve in terms of innovation, agility, and cost efficiency.

3. Next Generation Application Management
   - Manage applications efficiently and competitively. Provide innovation and a high level of industrialization.

4. Cyber Security
   - Help companies transform their security policies, procedures, and technologies. Increasingly connected companies have become more efficient, but also more vulnerable to espionage, hackers, and viruses.

5. Business Process Outsourcing
   - Manage the client’s business processes and make them more competitive by optimizing costs and flexibility.

6. Testing
   - Test applications in an industrialized and structured way to ensure the highest level of quality, better cost efficiency, and shorter time to market.

7. Mobility
   - Help companies define their mobile strategies. Create solutions for their customers and their employees that provide access to applications from any device while ensuring privacy and security.

8. Cloud Orchestration
   - Provide a complete set of services that allow full use of public, private, or hybrid environments. These services include security, billing, and provisioning varying IT needs in terms of capacity and agility.

9. High Tech Engineering
   - Transform the way our clients engineer, design, and develop their products by taking advantage of new digital technologies and cloud environments. Streamline processes, accelerate each step of the product lifecycle, and reduce time to market.

10. Digital Transformation
    - Provide guidance on all aspects of digital transformation: digital strategy, marketing, customer experience, operational excellence, and even organization and governance.
Teaming up with the best

Capgemini works closely with many technology partners to help its clients become leaders in their respective markets. In 2013, we teamed up with the top names in high-growth technologies while strengthening our ties with industry leaders – a winning strategy for the Group and its clients.

To further drive innovation, Capgemini has also strengthened its existing partnerships with industry heavyweights. In 2013, it launched groundbreaking solutions, such as SkySight, a next-generation cloud service developed with Microsoft, and Extreme Applications, which was developed and launched with SAP to provide businesses with real-time insight from huge amounts of data.

PIVOTAL: A HIGH-POTENTIAL PARTNER

In 2013, EMC² and VMware launched a new company, called Pivotal, that offers big data analysis and Platform-as-a-Service (PaaS) cloud products. Capgemini was quick to see the growth opportunities and became Pivotal’s first partner. The Capgemini and Pivotal teams have been working together in Pivotal’s R&D laboratories in San Francisco on the new Business Data Lake solution, which enables companies to perform optimized analytics on the increasing volumes of data they face today.

Different sectors require different solutions

Capgemini’s clients face many challenges in their industries. The financial crisis put a temporary stop to IT investments in banking. Now, financial institutions have to make up for lost time and lead their organizations, notably through digital transformation. In the public sector, austerity measures have meant finding new ways to modernize services on a shrinking budget. Whatever the challenge, Capgemini provides solutions that are future-proof and tailored to the specifics of each industry.

Creating Competitive Advantage for Our Clients

CO-INNOVATE TO ACCELERATE VALUE CREATION

Capgemini is always looking over the horizon for the next breakthrough technologies, in order to make them available to its clients as quickly as possible. According to Charlie Li, Global Channels & Partners Director at Capgemini, “In 2013, our partnership strategy became more selective and more targeted. We formed close ties with innovative, high-growth companies in the most important areas: cloud, big data, mobility and social networking. This transformed what we get out of our partnerships and it creates real added value.”

The best example of this new approach was the expansion of the strategic partnership between Capgemini and VMware, the global leader in virtualization and cloud infrastructure, to jointly develop a Business Cloud Orchestration offer. This new solution helps customers more easily access IT-as-a-Service by improving the way they manage their IT and infrastructure. By working with Capgemini, Consumers Energy will also improve customer service by giving end users access to online and mobile services, provide more accurate bills, improve outage response, and deliver programs to help customers save energy and money – all key challenges for utilities.

Focus on a sector that is changing fast

Consumers Energy is the main power company in Michigan, US. In 2013, it selected Capgemini to deploy 2.4 million smart meters as well as the associated network and IT infrastructure. By working with Capgemini, Consumers Energy will also improve customer service by giving end users access to online and mobile services, provide more accurate bills, improve outage response, and deliver programs to help customers save energy and money – all key challenges for utilities.

Energy

MEETING BUSINESS AND TECHNOLOGY CHALLENGES

In 2013, Capgemini brought to market several important solutions. “All Channel Experience” for example, enables retailers to deliver a consistent and seamless customer experience across all channels — whether in the store, online or on the go.

As part of its effort, Capgemini developed in collaboration with Salesforce.com ClientAssist, a solution that lets store associates provide customers with more intimate services through mobile applications, social media, integrated marketing campaigns and actionable customer insights. ClientAssist helps major retailers to increase in-store conversion by letting sales associates spend more time with customers and less time managing transactions. The Group also conducts deep research on the changes and challenges affecting a wide range of industries. It makes this research available to clients on the Capgemini website. In 2013, some of the more notable publications were Cars Online 2012-2013, the World Payments Report, the World Retail Banking Report, the World Payments Report, and the Third Party Logistics study.

€968 million

Cumulative order book recorded by Capgemini in its main strategic sectors.
To create value, business expertise must be shared, discussed, and exchanged. This is the idea behind the Expert Connect program launched by Capgemini. In 2013, 600 Capgemini experts were active on social networks such as Twitter and LinkedIn; it is how Capgemini is making its knowledge accessible to the world.

With Expert Connect, anyone can contact one of the Group’s subject matter experts and follow them on social networks and on the Capgemini website. Nothing comes between a client or a prospect interacting with the expert of their choice and keeping up with them on social media or the Capgemini website.

At the end of 2013, more than 600 Capgemini experts were sharing their experiences on around 40 areas of interest, from big data and digital transformation, to testing, mobility and smart energy. These topics are updated regularly to keep them aligned with the strategic concerns of Capgemini customers.

The experts, who come from the main regions where Capgemini operates, have two main tasks. The first is to share their ideas, insights and the Group’s expertise on social networks using blog posts, tweets and videos. The second is to engage in conversations around these subjects.

The experts and expertise of Capgemini are one of the Group’s main strengths because they are the ones who ultimately make the difference for the customer. As Philippe Grangene, Marketing and Communication Director of Capgemini, says, “The Expert Connect program is a living example of the Group’s brand promise ‘People matter, results count.’ Through it, the values of trust, interactivity and responsiveness nourish our brand and differentiate us.”

A DIRECT AND PERSONALIZED RELATIONSHIP

Through Expert Connect, Capgemini changes the way people interact with its experts. Simpler and more direct for the end user, it also offers tangible benefits to the Group. By keeping their finger on the pulse of the community, the experts can detect and understand new needs more quickly, propose relevant solutions and identify business development opportunities for Capgemini.

Andy Heppelle, Capgemini expert in the Digital Customer Experience for utilities, for example, was contacted in 2013 via his LinkedIn profile. The person wanted to know if Capgemini offered services based on a particular technology. The fruitful exchange that followed led to the signing of an important contract.

Expert Connect helps users save time when looking for the right experts. They know that exposure on social media encourages transparency, which contributes to forging a relationship of trust with “their” expert. By following a Capgemini expert, they have access to information, ideas, and useful sources of inspiration that can help them in their job.

To forge a relationship with an expert from Capgemini, one can:  
- Follow them on social networks using blog posts, tweets and videos. 
- Contact them directly on the Capgemini website. 
- Subscribe to their activities on the Expert Connect platform.

The experts and the Group are using social media to build and reinforce their brand promise: “People matter, results count.”

Through Expert Connect, Capgemini strengthens its relationships with its clients and prospects, and leverages its network of experts to support its business strategy.

 EXPERT CONNECT PROGRAM

Capgemini experts at the end of 2013
600 followers on Twitter
96,000 followers on LinkedIn
DAIMLER
Technology as a Business Driver

Daimler, a services company? Even if one of the world’s major automakers is a manufacturer by nature, it is also bringing more and more services to its customers. IT plays a central role in this rapid transformation of its business.

Interview with Michael Goriz, Chief Information Officer (CIO) at Daimler, conducted by Pierre Hessler from Capgemini, accompanied by Ralf Blessmann in charge of Daimler account for Capgemini.

You became the CIO of Daimler in 2009. Has your job changed in these six years?
Yes, 180°! When I started, we were in the automotive crisis and IT was seen primarily as a cost center, and an opportunity to lower costs. Today, life is becoming digital, and IT is the tool for life! In this digital life, technology no longer follows business: they enable each other. And it puts me in a strange situation. When I recommend technology-based moves to my colleagues on the executive team, I do it knowing that it will put new burdens on my shoulders – delivery is hard! But setting one’s own targets has good sides too, and I do master my own destiny better.

I imagine the relations with business have also changed radically – how would you describe them?
As IT, we have to earn the right to a level playing field with the business. We do it according to our version of Maslow’s hierarchy of needs (see illustration) adapted to our mission: starting from the bottom, we need to satisfy one level before we can move up to the next one! We do not have a direct business responsibility, but we are responsible to the business. So we are still a cost center, but a cost center with business sentiment! One difficulty: the gap is growing between the perception of IT – fuelled by attractive smartphones, by apps, by tablets – and the reality of IT – complex processes and systems must work to produce these good and simple-looking results! We still need a lot of good pedagogy to bridge that gap!

The “connected car” is now the talk of the town. How is this major development changing Daimler?
The connected car is one element only. We are very close to a radical change in our industry. By 2025, 2030, we will have autonomous driving, where cars will drive themselves in most circumstances. We are getting there rapidly. I can already safely take my hands off the wheel at 150 km/h! This might well completely change our industry. The question will be: who will provide the mobility, the individual mobility? Is it the Googles or the Apples of this world, through the conquest of the cabin? Will automotive manufacturers just provide the bare metal?

Our own target is to play a major role in offering mobility – we have started with a number of initiatives, like car2go, to make cars available easily, or with moovel, a point A to point B intermodal transportation app.

We are very close to a radical change in our industry. By 2025, 2030, we will have autonomous driving, where cars will drive themselves in most circumstances.» Michael Goriz

What do you expect from Capgemini?
I expect you to understand our mission as shown in the pyramid, and to work as a part of it. If you help me fulfill my mission, if you help us service Daimler, you are a true strategic partner. My emphasis now is on making rollouts faster – we count on you to help us achieve this – thanks to parallel streams, and to our internal cloud computing. I have known Capgemini for years as a very reliable and competent development partner in Germany. I have now discovered your impressive capabilities in India. Based on this broader view of your company, I think we can expand to other regions, to other functions.

You have just launched Mercedes me – where you bundle your customer services. How was it received? Is Daimler now a services company?
The reactions were good, even our competitors were impressed. But a student told me: “I am not impressed” – he thought that this was just normal. We have to make these new generations happy – not just our traditional customers; and we have to provide the easiest access to the generation in the middle, for which time is so precious. Daimler is both a manufacturer and a services company. We’ll remain a manufacturer, because this is very difficult to do and is, therefore, a significant competitive advantage. But we are a rapidly growing services company. And the services business is an IT business. Only computers can provide the fast, individualized responses our 30 million customers expect. To go from point A to point B, everyone wants the best combination of transportation, including the ideal car. To provide such service, we’ll have to change a lot.

Daimler’s IT Pyramid

Top-line Contribution
Cost Savings
Operational Efficiency (benchmarks vs. outside)
Security and Operational Stability
Employees and Resources

The Daimler IT pyramid, inspired by Maslow’s Hierarchy of needs.
The State of Texas Goes Digital

In Texas, IT projects are as numerous as the state is big. Centralization of IT services, a pilot cloud project, cyber security, a catalog of shared application services — Texas is going digital. And the transformation is being led by the Texas Department of Information Resources, for the greater good of the state’s population.

Karen W. Robinson

What is your role as the State of Texas’ Chief Information Officer? My first role is to keep information flowing and communication running! I am accountable to the state citizens, and to the state leadership: they make sure we steward the resources of Texas and serve our agencies and their constituents well. My second role is to have and apply the right IT and Communications governance model for the state. Texas has 336,000 civil servants, working in some 200 agencies. These agencies range in size from very small to very large, and they each manage their own IT budgets. We, at the DIR, are their coaches and advisors; we also have the responsibility to carry out legislative initiatives and mandates — in partnership with the agencies. I like to think of us as an orchestrator, motivating the agencies, understanding their needs, and getting from our vendor partners the best technology value for the state.

Isn’t the DCS (Data Center Services), project a good example — both of a state mandate and of orchestration? Yes, I think it is. The project — the centralization of the agencies’ computing services — was already underway for several years when I became Executive Director of the DIR. Agencies had been mandated to be part of it with the sharing of resources imposed on them — you can imagine the resistance! This was seen primarily as a technology project, and not going very well. I launched a listening campaign — listening to our customers, the agencies. Not, or not just, the IT folks, but the commissioners, the executive teams. We started giving them a voice, vying for their support, collaborating with them, also creating shiny, attractive objects — we switched from a technology project to a business project.

Of course, it takes a long time to change mindsets. But we are making good progress, already the majority of the state’s computing is now run by DCS. Of almost 30 involved agencies, some are enthusiastic, quite a few have boarded the train, and we are working hard to win over the others.

Orchestration goes beyond integration. Of course, there are important technical integration questions. But orchestrating means much more: it means ensuring that the sum of the services provided by all partners makes up a coherent, harmonious and effective whole. We are still at work of course, but together with Capgemini, we are getting there.

In your mind, is this a significant step towards a Digital State of Texas? I see it this way. Every other year, we publish a five-year IT strategy paper, the State Strategic Plan For Information Resources Management. Our new one spells out 10 strategic priorities. The sum of these priorities moves us towards a Digital State that is equipped to serve citizens in the digital world. Now every legislative committee talks about technology — a radical change from just a couple of years ago. Right now we are performing a legacy study of the agencies’ application landscapes. I believe this will show which services are common: there will be much more to orchestrate, and hope we can build a catalog of shared state application services. To demonstrate digital value, the key is to hit home runs. We had several recently — from a common mail system through to our cloud pilot project to our orchestration of cyber security.

How does Capgemini fit in Texas? I see Capgemini as a global company, with a strong ability to adapt to local needs. Some of your colleagues here might even look good with a cowboy hat. But the local presence and staffing are essential as the facility to execute the best of both worlds. We appreciate our partnership and hope we are a good partner to you.
Éric Chomis — Asie si loin de toi si loin de moi
Our strengths

Culture of talent

- 32,000 new employees
- Capgemini Super Techies Show
  an Indian TV show reached nearly 6.4 million users through social networks
- 20,000 average number of training hours provided daily by the Group

Applied innovation

- SMAC increased pace of change for Social media, Mobility, big data & Analytics and Cloud (SMAC) services
- Ready2Series our new catalog of intellectual property solutions
- 1/3 a third of our order book came from our five main global strategic solutions
- ASE (Accelerated Solutions Environment) with embedded collaboration delivers business solutions that normally take months in a matter of days

Globally local

- 120 nationalities represented among the 131,000 men and women of Capgemini
- +12% growth in turnover in Asia-Pacific and Latin America
- One Team model enables employees around the world to work together as a unified team
- North America Group’s second biggest market with 21% of the Group’s revenue

More competitive

- 45,000+ employees in India, the country at the heart of our Rightshore® model
- Lean tools and methodologies to reduce costs and improve operational efficiency
- Industrialized production +59% order intake in application management, thanks to our next-generation Application Management platform

To help clients be more successful in the marketplace, Capgemini has provided four key strengths in a very competitive context: constantly enriched and refreshed expertise, thanks to our culture of talent; unprecedented performance with applied innovation; global coverage and strong personal relationships by being globally local; greater efficiency and attractiveness as a result of increased competitiveness.
In 2013, Capgemini recruited more than 32,000 employees worldwide. Forty-five percent of these new hires are graduates from top engineering and business schools.

For Capgemini, recruitment is not just about quantity, it is about quality. That is why the Group significantly expanded the use of digital tools in 2013. In addition to the dedicated careers section on its new website, Capgemini partnered with LinkedIn and purchased nearly 200 recruitment licenses. These will help recruitment managers find the most suitable candidates and manage their relationship with them.

In 2013, the Group also launched an online program to improve and accelerate the integration of new hires.

In India, where Capgemini hired 15,500 employees in 2013, the Group is a leader in the use of social media for recruitment. The first interview with a candidate in India is often done via a digital platform. For Rajesh Padmanabhan, Director of Human Resources at Capgemini India, “The time saved can be used to conduct more in-depth, face-to-face meetings at the next stage of recruitment.”

Although India trains more engineers than any other country in the world, the battle for talent there is particularly fierce. To strengthen its reputation and attract the best in the subcontinent, the Group has launched a unique initiative called the Capgemini Super Techies Show. The second season was aired on a leading Indian television channel last fall. In this reality show — which was expanded to North America in 2013 — teams of young IT professionals competed against each other. The Capgemini Super Techies Show 2013 reached nearly 6.4 million users through social networks.

Capgemini also recruits from within. In 2013, the Group launched an internal mobility program called “promote first, hire second” that provides new career opportunities to current staff.

The 131,000 men and women of Capgemini share an entrepreneurial culture. One that is both collaborative and multicultural — and the result of its history. In keeping with its seven values, the Group strives to preserve it by recruiting the best people in the world and then helping them to develop their ability to anticipate, adapt, and innovate throughout their career, notably through the Capgemini University. The goal is simple: give customers the right answers at the right time in a constantly changing environment.
Social networks: a new weapon in the battle for talent?

Many companies around the world are now using social networks to recruit — or are seriously thinking about it. Why the sudden interest? How is this transforming the way they detect and attract new talent? Employers now have a formidable weapon in the battle for talent at their fingertips.

How are multinationals using LinkedIn today? Today, we work with over 22,000 companies, including about 90 from the Fortune 100. International companies like Capgemini are partners of choice.

How are social networks like LinkedIn transforming the way companies like Capgemini recruit? For years, large companies published job listings and hoped that someone would respond. Today, they are much more proactive. By buying LinkedIn Recruiter licenses, Capgemini can, for example, identify the most suitable candidates and contact them directly, while saving time and not having to rely on an outside partner. The Group can also identify future graduates with the skills it will need for tomorrow. Large companies can also build a "pipeline of talent" interested in the company but who aren't in the market for a job. We are also currently developing services to help manage internal mobility. This has high potential for large companies like Capgemini, which has 100,000 active employees on LinkedIn.

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The "promote first, hire second" program also boosted Tania Perez-Castillo’s career. Of French and Mexican descent, she took part in the deployment of a strategic plan in human resources within Capgemini Consulting before being promoted to Global HR Manager at Sogeti, a subsidiary of Capgemini. “This new challenge allows me to capitalize on my knowledge of the Group, its networks and its HR issues. But I also take full advantage of my international profile, in a role that requires strong multicultural sensitivity,” says Tania.

NEXT-GENERATION CAREER PATHS

Capgemini is committed to constantly developing the expertise and knowledge of its employees, with two objectives:

• To better meet the changing needs of its customers;
• Be in sync with the aspirations of candidates and staff, including those from Generation Y.

Consequently, the Group has defined learning frameworks for each of its businesses to support employees as they progress in their career.

Following a “next-gen” career path means being able to transform one’s methods, priorities and skills depending on the challenges faced by customers. Capgemini relies on its managers to instill this culture of transformation in their teams. Consequently in 2013, transformation skills were added to their job profiles.

Billie Major, who leads the delivery of IT services for HM Revenue & Customs, said: “For me, managers must constantly seek to be a step ahead of their clients and always be thinking about the end user. That’s why we have to free up the imagination of our teams. If they are afraid of making mistakes, they will never try new things.”

Capgemini managers are also at the forefront of developing employee engagement. The annual Group Employee Survey, which hit a record level of participation (78%) in 2013, helps managers understand the basics of this engagement and encourage its development.

I learned about Capgemini from a fellow student and a TV report on what the company is doing for young employees. I chose to work there because it is an international company that is well known in my country for providing opportunities to graduates. Allan Passos, 23, business analyst and project manager, Application Services, Capgemini Brazil.
Focusing on customer challenges

With more than 110,000 team members attending classes and 2.6 million training hours completed, Capgemini University ensures that the Group’s customers benefit from the best-trained people in the business. It ensures that all the competencies being taught around the world are aligned with the core businesses of the Group. The hours of training dedicated to cross-functional content (not specific to a role or sector) rose by 50.9% last year. This content includes major technology trends such as cloud computing, big data, and mobility.

These technology topics are now integrated into the “co-creation challenges” in which participants in 2013. At the heart of “co-creation challenges” in which Les Fontaines campus north of Paris. They are also “Business priority Weeks” held at the University’s These technology topics are now integrated into the cloud computing, big data, and mobility.

73% of employees who completed the Code of Business Ethics e-learning module

Capgemini also works hard to ensure gender equality in the workplace, notably through the Women@Capgemini program. Based on the principle of equal opportunity, it is structured around four areas: recruiting, retaining, developing women, and changing corporate mentalities. It has led to several initiatives. In 2013, for example, it saw the launch of a mentoring program for high-potential employees by top managers of the opposite sex.

The Group also strengthened its policy for the integration of employees with disabilities, with Capgemini India earning a special mention. In India, the Group received several awards in 2013, including the Helen Keller Award, which recognizes individuals and organizations that practice integration and fight against discrimination.

ETHICS – A KEY ASSET FOR THE GROUP

When it comes to ethics, Capgemini continues to cultivate its deeply rooted culture, especially when developing in countries where attitudes towards ethics vary. It does so by combining accountability and awareness. All new employees sign the company’s Code of Business Ethics. An advice and alert system has been implemented, as has a clear system of sanctions, in the case of proven non-compliance.

In the annual Employee Survey, ethics came fourth in the list of reasons why team members feel engaged with the company. In 2013, the Group received the “One of the World’s Most Ethical Companies” award from the Ethisphere Institute. Every year, the Institute produces a worldwide ranking table that rates companies in 100 countries and 36 different industries for their ethical behavior. Last year, only five professional services companies were included in this international ranking. This distinction was again conferred on Capgemini in March 2014.
At Capgemini, innovation always has a clear objective: delivering truly useful services to our customers. When it comes to innovation, Capgemini offers three advantages: our ability to innovate underpins all the Group’s expertise; our technological independence leaves the Group free to choose the best solutions for our customers; and our ecosystem of partners gives us access to the best innovations.

Four major technological trends continued to make headlines in 2013: Social media, Mobility, big data & Analytics, and Cloud (SMAC). To help its clients make the most of these developments, Capgemini is running its innovation engine at full throttle. Below are some key examples.

First of all, the Group launched a new global service line called Digital Customer Experience (DCX), a comprehensive solution that allows firms to define their digital strategy and adopt customized solutions to transform their customer interaction methods. With DCX, companies create more intimacy with their customers, stand out from the competition and grow.

In the area of mobility, Capgemini launched a new offer in partnership with SAP and Amazon Web Services – Mobile Secure – which enables companies to manage their pool of mobile devices securely, while allowing their employees to access corporate applications from their personal devices.

Capgemini’s revenue from big data services grew by 16% in 2013. Over 9,000 specialized employees across the Group now help clients get the most out of big data. Capgemini signed major contracts in this area with large organizations such as the European Space Agency, Network Rail (UK), Siemens (Germany), and T-Mobile (North America). Capgemini Consulting also set up several data analysis projects for a leading car manufacturer with a quantifiable effect on customer relations, customer loyalty, and marketing effectiveness.

The Group also stepped up its resources and offerings to support its clients’ transition into the cloud. Its offer is particularly rich: from data security to the orchestration of public, private, and hybrid clouds, and the development, deployment and management of platforms hosting applications and services.

In the SaaS (Software-as-a-Service) market, Capgemini signed special agreements with major players in Customer Relationship Management (Salesforce.com), Enterprise Resource Planning (NetSuite), Human Resource management (Workday),

“We don’t innovate for innovation’s sake. We do it because it helps make our clients more efficient and it challenges the status quo. It forces us to ask the question “why not?” without following fads.”

Salil Parekh, Group Management Board member, in charge of the Innovation stream.
Embedding innovation in everything we do

How has innovation changed in 2013 for Capgemini and its clients? How can it be accelerated? Lanny Cohen, who was previously in charge of Application Services in North America and is currently Global Chief Technology Officer worldwide, shares his analysis and his convictions.

Lanny Cohen, Global Chief Technology Officer at Capgemini

How does one turn an innovative idea into something useful? Right, there is a lot of innovation, the difficulty is to turn it into applied innovation, namely the one which makes a business difference. And to do it fast, to shorten the idea-to-Revenue time – traditionally years - to months or even weeks. To achieve it, you need a value chain of innovation in the shape of an effective process. Consumer innovation, the one we all know, is a rapid, strong, broad and regular flow – enterprise innovation has to get closer to what has become the innovation model. Few companies master the process of turning innovation into real business. Amazon is a good example, they are good both at explosive innovation – making Prime and Amazon Web Services big businesses in a few years – and at continuous innovation for their retail and their cloud computing customers. The first step in innovation is to get new ideas: what are nowadays the sources of innovation? Customers and clients are prime sources of innovation. Lego was an early example, and remains a role model. Waze organizes drivers into active communities to keep maps up to date and traffic jams end users become end producers as we show in our TechnoVision 2014. Bringing young talent into companies is a sure way to generate innovation – digital natives swim in it, they are natural innovators. Overall, by increasing the aperture of our companies’ innovation lenses, we open up to the innovation which is all around us.

For more details, see p. 65.

The new technologies – Social, Mobile, Analytics or Big Data, Cloud – are sources of innovation in themselves, and even more in their combination, SMAC. Was 2013 a good SMAC innovation year? We have only scratched the surface in terms of the innovations each of these technology disruptions enables. For example, catalogs of Cloud services are getting thicker by the day. They will soon be rich enough to offer the business building blocks of innovation. They will be part of innovation platforms which help institutionalize systematic innovation. But right, it is the SMAC combination of technologies which is now giving birth to the next big wave of innovation – the inclusion of the physical world into the internet via sensors in products, infrastructures, vending machines… And the enterprise will change as its products remain linked with it, from homes, from aircrafts, from power plants…

What is the role of Capgemini in innovation? Provider, facilitator, catalyst, orchestrator? Our first role is of course to manage our own innovation. Our entrepreneurial DNA favors innovation, not necessarily its broad adoption… But we are progressing in the globalization of innovation – for example through the development of our own intellectual Property solutions, through our Global Service Lines, through Experts Connect (see p. 32).

Towards our clients, we see our innovation role as multiform. Sometimes, as their strategic partner, we are a provider and implementor of innovative ideas. Sometimes we facilitate the innovation process of our clients, notably through our ASEs (Accelerated Solutions Environments). And often we innovate together!

Lanny, you work with many clients on innovation. What do you recommend to them? Towards our clients, we see our innovation role as multiform. Sometimes, as their strategic partner, we are a provider and implementor of innovative ideas. Sometimes we facilitate the innovation process of our clients, notably through our ASEs (Accelerated Solutions Environments). And often we innovate together!

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The second is to give a free rein to innovation. We love innovation as long as it doesn’t threaten the existing business… we fear its cannibalization – which only makes sure that others, known or unknown competitors, “out-innovate” us, and eat us alive! To avoid this, I may recommend to create an entity which deals with the new – outside of the normal strategy and organization.

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Embedding innovation in everything we do

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Technology helping the digital enterprise

With TechnoVision 2014, Capgemini provides a comprehensive vision of the main technological changes and their role in corporations. Based on the expertise of the Group, it provides seven design principles and 30 modules for developing and orchestrating business solutions. Thanks to its clear structure and language, TechnoVision 2014 helps technology and business communities transform the way they work and communicate together to build the digital enterprise. Designed to achieve specific business goals, TechnoVision allows to select the most relevant technologies and understand how powerful they can be when brought together.

TechnoVision 2014 is available as an e-book on Capgemini.com and is one of the Group’s services.

For more details, see p. 65.

The new technologies – Social, Mobile, Analytics or Big Data, Cloud – are sources of innovation in themselves, and even more in their combination, SMAC. Was 2013 a good SMAC innovation year? We have only scratched the surface in terms of the innovations each of these technology disruptions enables. For example, catalogs of Cloud services are getting thicker by the day. They will soon be rich enough to offer the business building blocks of innovation. They will be part of innovation platforms which help institutionalize systematic innovation. But right, it is the SMAC combination of technologies which is now giving birth to the next big wave of innovation – the inclusion of the physical world into the internet via sensors in products, infrastructures, vending machines… And the enterprise will change as its products remain linked with it, from homes, from aircrafts, from power plants…

What is the role of Capgemini in innovation? Provider, facilitator, catalyst, orchestrator? Our first role is of course to manage our own innovation. Our entrepreneurial DNA favors innovation, not necessarily its broad adoption... But we are progressing in the globalization of innovation – for example through the development of our own intellectual Property solutions, through our Global Service Lines, through Experts Connect (see p. 32).

Towards our clients, we see our innovation role as multiform. Sometimes, as their strategic partner, we are a provider and implementor of innovative ideas. Sometimes we facilitate the innovation process of our clients, notably through our ASEs (Accelerated Solutions Environments). And often we innovate together!

Lanny, you work with many clients on innovation. What do you recommend to them? Towards our clients, we see our innovation role as multiform. Sometimes, as their strategic partner, we are a provider and implementor of innovative ideas. Sometimes we facilitate the innovation process of our clients, notably through our ASEs (Accelerated Solutions Environments). And often we innovate together!

The second is to give a free rein to innovation. We love innovation as long as it doesn’t threaten the existing business… we fear its cannibalization – which only makes sure that others, known or unknown competitors, “out-innovate” us, and eat us alive! To avoid this, I may recommend to create an entity which deals with the new – outside of the normal strategy and organization.
Behind the scenes of digital transformation

Digital covers the vast majority of the most recent IT innovations. It is giving birth to new businesses. We spoke to the movers and shakers who are driving digital transformation in their organizations.

VIVEK BADRINATH, DEPUTY CHIEF EXECUTIVE OFFICER, ACCOR

What are the links between marketing and technology today?

In the digital world, the separation between shopping, buying, consumption, and the product itself — and therefore the technology — is becoming artificial. When we buy music online, we also “buy” the recommendations that guided our choice. What was previously considered pre-sales is now an integral part of the musical experience. This is also the case in the hotel and catering sector, where the preferences and tastes of the customer are taken into account in a personalized way. It’s the same in transportation, entertainment, and especially, retail. With big data, major retailers have detailed knowledge of customer behaviors. They can use it to make the shopping experience more convenient and efficient by automatically generating shopping lists based on purchase history, for example.

How are companies adjusting to these changes?

To cope, companies are substantially transforming their methodologies and their organization. To develop a web or mobile site, they are no longer using rigid technical specifications. They prefer to mobilize agile teams that bring together all the project stakeholders. With big data, marketing becomes less intuitive and more based on rigorous data analysis. Teams can test hypotheses upstream to check the validity of their decisions. I believe that marketing and technology will continue to come together. To drive these changes, I think it is essential to bring business and technical functions together, as we’ve done at Accor.

Vivek Badrinath

What is the secret to success?

All employees across all our brands and businesses must understand how digital can make a tangible difference in our business. That’s why we introduced a Digital IQ program of intensive training for our digital marketing, business development, and HR teams, not to mention finance and legal. We also have a digital MOOC program (Massive Open Online Course) that is connected to individual employee objectives. To accelerate the company’s transformation, we work with partners like Google and Facebook, who help us invent new operational models. And we have created an ecosystem of start-ups capable of providing breakthroughs very rapidly.

Vivek Badrinath is Deputy Chief Executive Officer, in charge of marketing, digital, distribution and information systems, at Accor, the world’s sixth largest hotel group. He explains how these functions are now complementary to each other in large companies.

ANTONIA MCCAHON, GLOBAL HEAD OF DIGITAL MARKETING AT PERNOD RICARD

Creation of a “digital acceleration team”, intensive “Digital IQ” training for employees, development of an ecosystem of innovative start-ups. These are just a few of the ways in which Pernod Ricard, co-leader in the Wines & Spirits sector worldwide, is rapidly bringing about a digital revolution. The objective is to build direct connections with consumers. To tell us more, we spoke to Antonia McCahon, Global Head of Digital Marketing at Pernod Ricard.

What is your main goal at Pernod Ricard today?

My priority is to build direct connections with consumers through digital. For Pernod Ricard, it’s kind of a “homecoming,” since the company’s original business model was based on socializing and individual contact with customers. Today, there are often three or four intermediaries between the consumer and us. To achieve this transformation, we have set up a “digital acceleration team” comprised of people from sales, marketing and IT from different brands. Its role is to support business transformation and digital projects in the various functions of the company, such as business development, marketing operations, and HR.

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To build a solid relationship with its customers, Capgemini has developed a strong sales force and a specific delivery model. In each of its major markets, Capgemini has established Country Boards that bring together the heads of the various business units. Their role is twofold: to better serve large accounts by providing efficient solutions more quickly and to increase the Group’s market share in their geography. In 2013, orders from the 50 or so large accounts managed by the Country Boards increased by 6%.

For employees to work together as a unified team, the Group relies on its “One Team” model. It is comprised of shared business practices, a single competency model for each business, and an approach called the Collaborative Business Experience™, which guarantees dialog, flexibility, and creativity. In 2013, Capgemini significantly strengthened its presence in countries such as Morocco, where the number of employees jumped by 32%, and in India where Capgemini now has over 45,000 employees.

To grow their businesses, Capgemini’s clients need the right technology partner, one capable of mobilizing expertise and resources around the world. Already present in over 40 countries, the Group further increased the international scope of its business, delivery model, and portfolio in 2013. It has deep knowledge of local markets and builds a direct and close relationship with each customer.
Brazil: Capgemini’s hub in Latin America.

In 2013, Capgemini continued to transform its portfolio of offers with one key objective in mind: helping customers stay a step ahead. It has developed innovative strategic offerings around major technological transformations: customer experience, cloud computing, mobility, big data, and social media. Highlights on two new key features:

A unique library of Business Process Outsourcing (BPO) best practices

In 2013, Capgemini continued to enhance its Global Process Model, a repository of business process best practices. A global leader in Finance & Administration, the Group uses its knowledge to show customers how they compare against comprehensive benchmarks in areas such as the efficiency and costs of managing financial flows. This was the case at Ferro, an American producer of high-tech materials and chemicals. Capgemini provides Ferro with BPO and Information Technology Outsourcing (ITO) around the world. By combining the Global Process Model with high-level technological and analytical tools, Ferro has significantly improved the quality of its financial operations, accounting, and indirect procurement.

Faster, more reliable, and more relevant business information

Often in large companies, decision-making is hindered by a lack of accurate and quality business information. To meet this challenge, Capgemini has developed the Business Information Service Center (BISC). First, the Group works closely with the customer’s business and IT teams to build an effective strategy for information management. Then, Capgemini provides industrialized development and maintenance of the customer’s business information system using its Business Information Management (BIM) Center of Excellence in India. This highly competitive offer adjusts the size of the dedicated teams over time, depending on the changing needs of customers. Willem Estman, Global Director of Unilever Information Systems, says: “The BISC project is one of our key strategic initiatives, not just for IT but for Unilever’s business. It generates better information that is consistent, accessible and usable by our employees around the world.”

World-class partners

Capgemini partners with many top financial institutions. In 2013, it was selected as a global strategic partner for a high-profile global bank, and delivered core banking transformations for several leading banks. In Cards and Payments, Capgemini launched several mobile payment platforms for customers and helped them comply with new regulations, including the Single Euro Payment Area (SEPA), which came into force in 2014. The Group implemented a large card issuance project for a major British bank that is expanding into the rewards market.

Global strategic solutions represent 1/3 of our order book

This year, global strategic solutions represented 33% of Capgemini’s order book, compared to 28% in 2012.

Paul Nannetti, Global Sales and Portfolio Director.
Makaya — New York

Makaya — Aiso
Today, competition is everywhere. Our customers operate in markets that are increasingly competitive. The same is true for Capgemini. The Group is exposed to dynamic western competitors and expanding Indian players. To win this race — for its customers and the Group — Capgemini accelerated in three areas in 2013. First, it demonstrated its ability to combine onshore, nearshore, and offshore resources to create tailored, cost-competitive services. Second, it perfected a comprehensive approach to competitiveness that goes beyond cost to include quality and innovation. Finally, it provided specific competitiveness solutions for each of its businesses and those of its customers.

Naturally, our competitiveness program helps our clients reduce their costs, but it is also the backbone of innovative business models. It is the combination of these two elements that increases competitiveness.

Patrick Nicolet, Group Management Board member, in charge of the Competitiveness stream.

Industrialized Managed Service Centers (IMSC) that bring together hundreds of trained service professionals in a “factory model” where teams are specialized on one technology (for example SAP or Oracle) and work for several customers. It delivers service at the highest quality level while simultaneously reducing operational costs. The IMSC is based on a set of dedicated tools:

**Application Management Toolbox**

The toolbox is shared by all employees in the IMSC. It includes all the tools and processes associated with the production of application systems. Capgemini has entrusted CAST, the world leader in software analysis and measurement, with the task of validating application quality.

**Real-Time Dashboards**

Capgemini provides clients with tablets to keep them informed in near real-time on the performance of their outsourced environment.

**Distributed Delivery**

A set of applications enabling a client-centered, continuous-improvement operating model.
An authority on global competitiveness, Stéphane Garelli is a professor at both the International Institute for Management and the University of Lausanne. His research focuses on the competitiveness of nations and companies in international markets. He directs the “World Competitiveness Yearbook,” an annual benchmark study that compares the competitiveness of 46 nations. Competitiveness means different things to different people. We asked Mr. Garelli to provide some perspective and a better understanding of this concept at the heart of our business practices.

How would you define the concept of competitiveness for businesses today? Firstly, it should be noted that competitiveness is a tool to achieve a goal, not an end in itself. This objective for businesses today?

For large groups like Capgemini, what are the main challenges of competitiveness? Competitiveness has become more important as the economy becomes more global. Today, there are about 1,000 companies from emerging countries with a turnover above €1 billion. They often have lower wages and don’t think about regulations, labor negotiations or environmental impact in the same way as European or American companies. Not everyone is playing by the same rules. Capgemini, which has decided to develop significantly in India, understands these challenges well.

How can western companies succeed when competing with emerging countries? To remain competitive, western companies should absolutely invest in technological innovation to stay a step ahead. Today, the brands best known for innovation come from the west. Think Apple, Twitter, or Google. But do not take this for granted. The same can be said about brand management and reputation. The newcomers from emerging countries don’t yet command the same trust and reliability as major western names, but the situation is bound to change. The quality of execution services or products also seems essential. Finally, Einstein once said: “Logic will take you from point A to point B, but imagination will take you everywhere.” Often, companies only change their business model during a crisis. One major challenge for them is how to transform their business even when business is going well.

Insights into competitiveness

Capgemini selected to transform Statoil’s application portfolio

Statoil is a Fortune Global 50 energy company headquartered in Norway. In January 2014, it signed a major agreement with Capgemini for a potential duration of 10 years. The Group will manage and transform Statoil’s general business applications portfolio to support its plan for international growth and to promote a performance-based culture. The services will be delivered through Capgemini’s teams in Norway and India. The next-generation Application Management platform was a key factor in Statoil’s decision to work with Capgemini.

The Technology Office

Works in close cooperation with the client to drive innovation and transformation initiatives. To support the IMSC, all support functions are grouped into various “shared service centers.”

As Sue Watts, Head of Delivery, Application Services One, explains: “With the next generation Application Management platform, Capgemini managed to reduce the production costs of its application services from 25% to 35% in 2013. With this complete overhaul of our delivery model, we are now much more competitive in the market, and also more attractive to our customers.”

IT INFRASTRUCTURE: STANDARDIZATION IMPROVES EFFICIENCY

Faced with a technological change like big data, Capgemini’s customers need an IT infrastructure capable of managing and storing ever-greater volumes of data. To meet their needs while developing competitiveness, the Group has transformed the way it manages its infrastructure by launching an extensive program of standardization. Steve Wanklin, Director of Global Operations for Infrastructure Services at Capgemini, says, “The management of storage capacity is probably the most striking example of this standardization. Previously, we had five suppliers using many different technologies. Today, we have a major agreement with EMC that we renewed and expanded in 2013. Now, EMC is responsible for 80% of Capgemini’s storage capacity using only two technologies. One team, located in India, manages these facilities.”

This large-scale project has brought tangible benefits to customers and pass the lower prices on to them.

EnergyPath platform, developed by Capgemini to meet the needs of Oilfield Services and Midstream industries. As Tim Bridges, Director of Application Services in North America, explains: “EnergyPath is a turnkey solution that enables our customers to implement a SAP ERP system without having to own it. Fifteen Capgemini clients have already implemented it.”
Making sense of business and technological changes

Egov Benchmark

Based on a survey of 28,000 citizens targeting the Internet population of 32 countries, this benchmark shows how eGovernment is on its way but not quite here yet. Although people are more and more likely to use eGov services to look for work or pay their taxes, they generally prefer eCommerce and eBanking services to eGov ones.

46%
Percentage of Europe’s Internet population who use eGov services

World Quality Report

The World Quality Report is a major global research study and expert commentary for Application Quality Assurance and Testing. It is the result of ongoing collaboration between Capgemini, Sogeti, and HP Software. This edition reveals that Quality Assurance functions are becoming structurally more mature — the number of organizations with a fully functional Testing Center of Excellence increased from 6% in 2012 to 19% in 2013. QA teams are, however, still engaged too late in the application development cycle, which contributes to the increase in testing’s share of IT budgets.

WORLD QUALITY REPORT

23%
Percentage of corporate IT budgets which are dedicated to testing (up 5% from 2012)

European Energy Markets Observatory

Capgemini’s European Energy Markets Observatory is an annual report covering EU-27 countries (plus Norway and Switzerland). The 15th edition of the report shows that the electricity and gas markets were unstable in 2013 due to a slow economy that triggered less consumption of gas and electricity. Another important factor was the effect of the EU Climate and Energy Package. The study examines several options for transforming the energy market.

EUROPEAN ENERGY MARKETS OBSERVATORY

-2.2%
The percentage decrease in European gas consumption in 2013.

No More Secrets with Big Data Analytics

The ability to manage and exploit big data is becoming a key growth driver. This book helps companies understand the “big data revolution” and anticipate the changes that come with it. Published by Sogeti, it enables them to build an effective strategy by reviewing various topics: the acceleration of data flow, data-driven topics, the protection of privacy, and compliance. To meet these requirements and minimize the negative effects on clients, many firms must go beyond simply making tactical investments and focus on more strategic decisions.

NO MORE SECRETS WITH BIG DATA ANALYTICS

x2
The storage capacity of computer chips doubles every 18 months.

World Wealth Report

The 17th edition of the World Wealth Report released by Capgemini and Royal Bank of Canada Wealth Management looks at the main challenges facing wealth management firms: the volume and pace of regulatory change due to complexity, lack of regulatory uniformity and the increasing costs of both compliance and non-compliance. To meet these requirements and minimize the negative effects on clients, many firms must go beyond simply making tactical investments and focus on more strategic decisions.

WORLD WEALTH REPORT

EMBRACING DIGITAL TECHNOLOGY: A NEW STRATEGIC IMPERATIVE

Companies are struggling with digital transformation. Getting leadership aligned and the organization engaged are two of the key findings of the study conducted among 1,500 executives in 106 countries by Capgemini Consulting in partnership with MIT Sloan Management Review. The study also includes case studies of the digital transformation programs put in place by Volvo, Starbucks, Nike, and Caesars Entertainment.

EMBRACING DIGITAL TECHNOLOGY: A NEW STRATEGIC IMPERATIVE

-70%
The percentage of companies which plan to provide access to their applications on bring-your-own-devices.

63%
The percentage of people who say the pace of technology change in their organizations is too slow.

Taking Mobile Security to the Next Level

Enterprise mobility is on the rise, and with it mobile security threats continue to grow. Mobile computing has revolutionized the way we do business, and it will affect the way we do it in the future. Mobile security must be addressed with the same urgency as any other aspect of a company’s IT strategy. The study also includes case studies of the digital transformation programs put in place by Volvo, Starbucks, Nike, and Caesars Entertainment.

TAKING MOBILE SECURITY TO THE NEXT LEVEL

ALSO AVAILABLE:


- capgemini.com/thought-leadership
David Ferreira — Miam-miam !

David Ferreira — Toto et sa femme (II N°?)
Celebrating artists for 26 years

Each year since 1987, the Capgemini Annual Report has been illustrated by contemporary artists. This 39th issue features five painters.

DAVID FERREIRA
At 31 years old, David Ferreira paints abstract canvases that are dense, intensely colored, packed with energy, a joie de vivre and inside jokes. In this amazing visual free-for-all, that is both controlled and uninhibited, entertaining childhood references mix with the codes of adulthood. This atmosphere extends to the names of his paintings: “Code barre”, “La Tête à Toto” or “Plexiiiii.”
davidferreira-art.com

ROLF SAINT-AGNES
A decade living in New York, extensive travel in Japan, Brazil and southern Africa, a year cut off from the world without electricity or heating in a forest in California, involvement in several anti-AIDS campaigns, a studio in the south of France — these are just some of the many experiences that influence Rolf Saint-Agnès’ work, without forgetting his pop art roots. The result: paintings that exude sensitivity and imagination.
rolfsaintagnes.com

VIRGINIE NÈGRE
Color, substance, light...the work of Virginie Nègre is a concentrated dose of emotion. The figurative parts of her compositions often combine more abstract elements that leave room for imagination. Her works evoke faces, flowers, the human body and even herds of animals. But they always reflect an incredible sensitivity.
virginie-negre.com
Page 07 - Having fun

Page 02 - Morpions N° 1
Page 14 - Toto et sa femme N° 2
Page 15 - Toto ange et démon
Page 48 - La femme à Toto warholisée N° 1
Page 49 - La femme à Toto warholisée N° 2
Page 68 - Toto et sa femme !!! N° 1
Page 69 - Miam-miam
CR stands for Connected Reality. Download the app from the Apple Store or Google Play Store. Scan any of the visuals with the CR+ logo using your smartphone for instant access to online content including videos. This innovation has been made possible by the work of Capgemini teams.

**ERIC CHOMIS**

At the age of 49, Eric Chomis is a hard-to-define artist who has been influenced by Fauvism (for color) and Picasso (painting with the naivety of a child). Both simple and complex, his works never take the beaten path. With a taste for provincial and anonymous landscapes, they boil with color and texture.

eric-chomis.com

**MASAYA**

Bom into a family of artists, Masaya began by studying fashion design and drawing before turning to painting. At 54, he creates magical and colorful worlds, mixing acrylic paint, metallic and iridescent resins, photographs and graphic designs. Featuring textured effects, knife strokes and particles of glass and mirrors, Masaya's paintings are unique creations.

galeries-bartoux.com