

Augmented Competitiveness

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Member of the Group Management Board

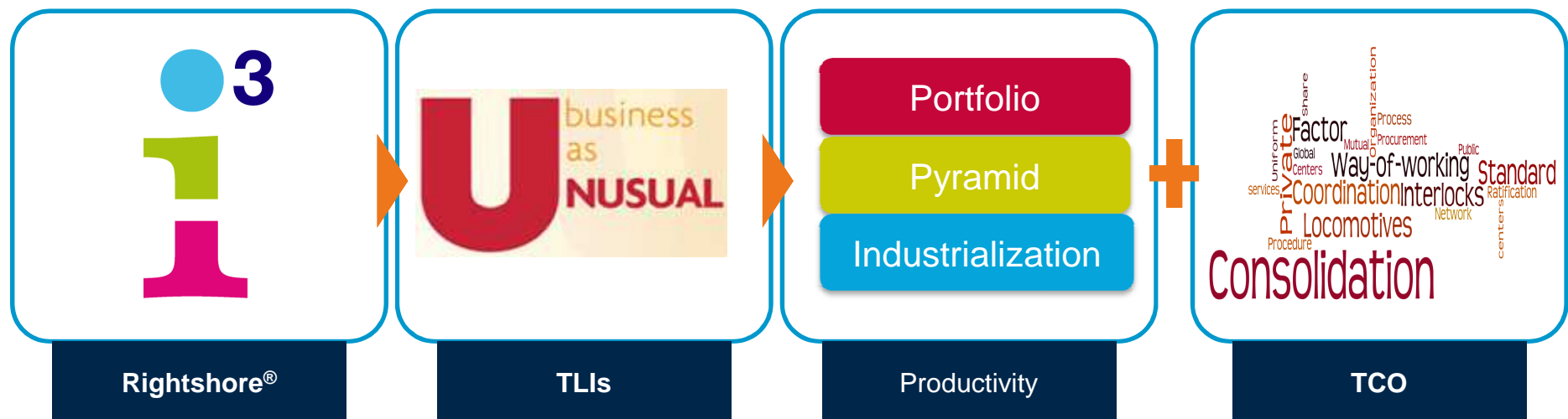
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People matter, results count.

Our augmented competitiveness program is the continuity of our previous Group initiatives



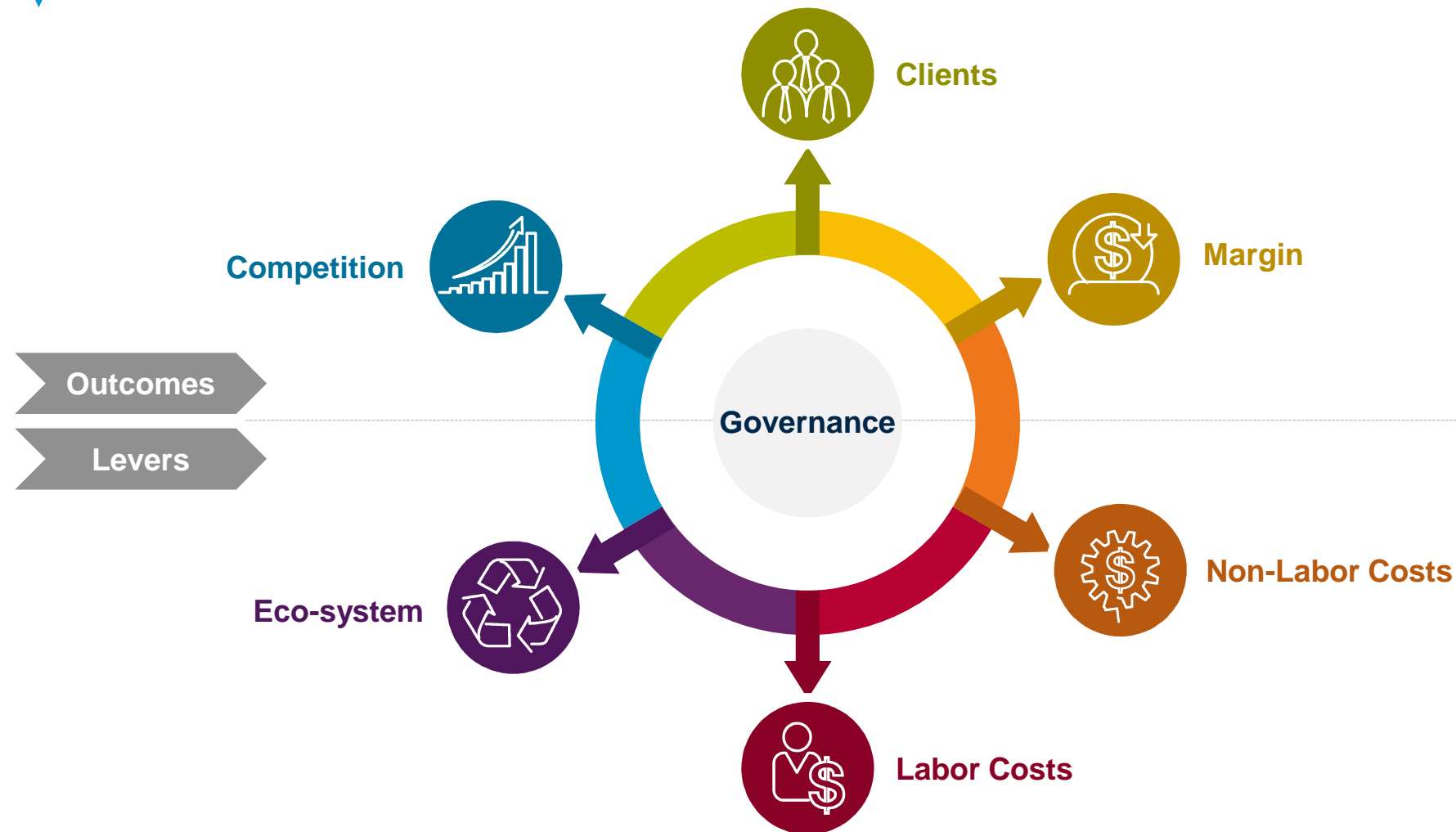
Improving Delivery is still necessary but not sufficient anymore

Augmented competitiveness, the new frontier to reach

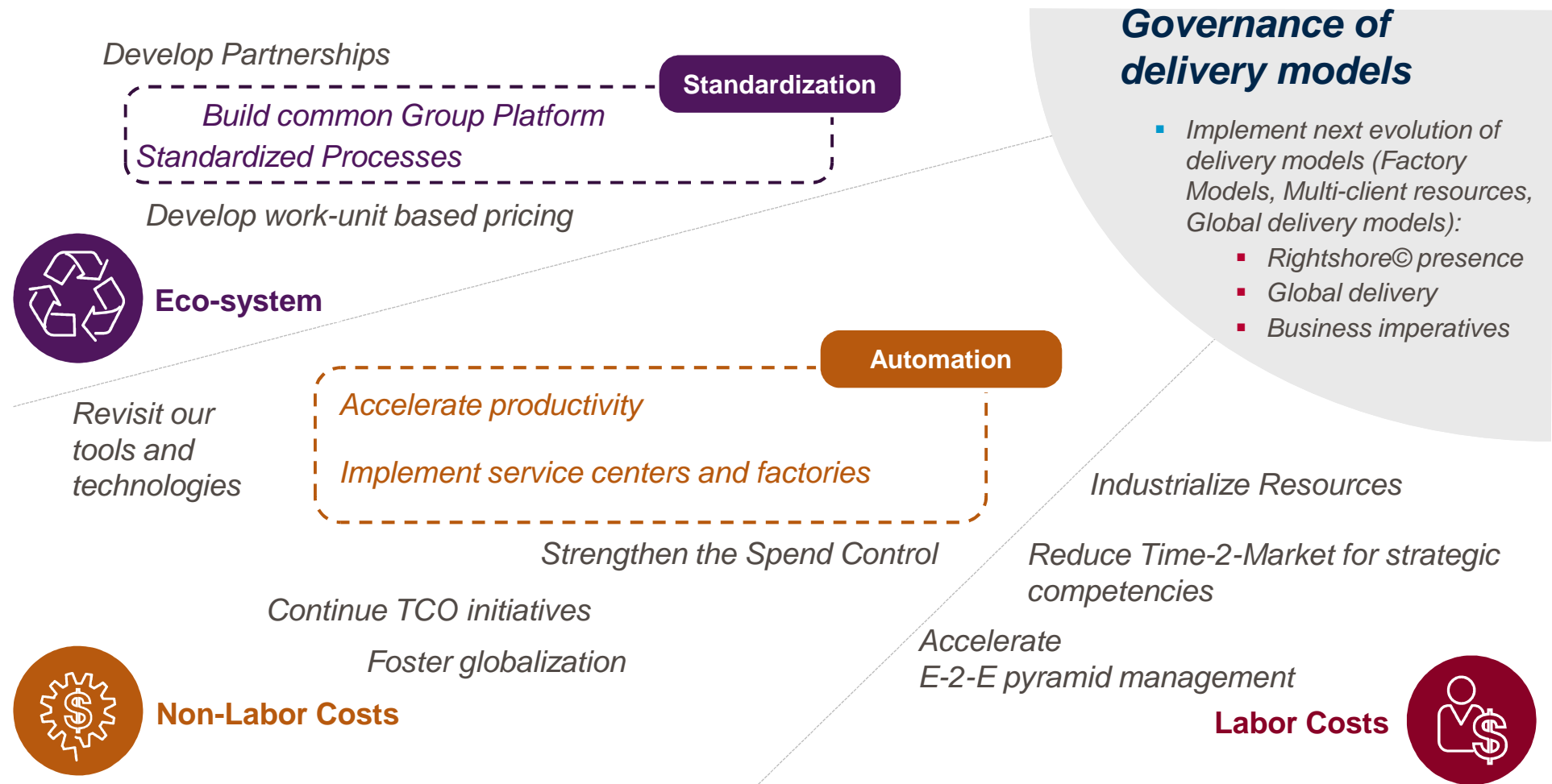


A single Production **Costs base reduction program doesn't meet our clients agenda** (price pressure, disruption in our environment with the SMAC) thus it should be **augmented by Innovative delivery models establishment** while improving the **quality of service**




Augmented competitiveness requires a more holistic approach



The Augmented Competitiveness program roadmap



The Augmented Competitiveness program status

Levers	Level of maturity	Key achievements
 Labor Costs	<i>Well advanced</i>	<ul style="list-style-type: none">■ End-to-End Pyramid and strong off-shore push (also for Senior roles): started for years■ Utilization & sub contractors disciplined management■ Important program of cost reduction in AppsOne
 Non-Labor Costs	<i>Advanced</i>	<ul style="list-style-type: none">■ Application Testing automation■ Technology consolidation with key partnerships■ Data centers strategy: intersection of future business needs, technology trends and business models
 Eco-system	<i>Emerging</i>	<ul style="list-style-type: none">■ Consolidation of Group Network launched■ Restructuration of our Global purchase function (10% suppliers: 90% of network spend, +500 suppliers)

Some focus for the breakout sessions

Global Delivery

- One service delivered from multiple locations

Work Units

- Standardization & automation

NEXT Gen AM

- Offshore centric industrialization



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