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**Market Dynamics**

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# Our market is driven by relentless need for competitiveness

## Competitiveness Savings for our clients



77% of CIOs expect to refresh their core ERP implementation within 3 years (Source Morgan Stanley)



India resources serving Continental Europe grow by 15-20%



82% of companies who moved to the cloud saved money



**Industrialization**



**Massification**



**Service flexibility**



**Offshore**



**Security**

**Wave of large outsourcing deals in Continental Europe**

# Our market is driven by relentless need for Innovation

## Innovation More value for our clients



78% of companies believe achieving digital transformation is critical within two years (Source Capgemini Consulting)



60% of the world's top CEOs put the "Internet of Things" on top of their agenda



**Big Data**



**Digital customer experience  
Mobility**



**Cloud / As-a-service**

**New types of work which create increasing challenges  
on existing systems**

# Cloud has many impacts overall positive

## Traditional services poised to stagnate or decline

## Services pull through triggered by the cloud disruption

## Fast implementation of new technologies

### Build

- ERP implementation
- Traditional Management Consulting

- “Strategy + Technology” consulting
- Redesign of business processes
- Migration on new infrastructure

- Integration of ERP systems and SaaS
- SaaS and/or API enabled new apps
- Big Data + Mobile + DCX

### Run

- Infrastructure outsourcing
- Reduction of budget for legacy application landscape

- New contracts to maintain applications interfaces
- Business Intelligence with extended analytics
- Security
- Testing

- Cloud brokerage and orchestration
- Cloud managed services

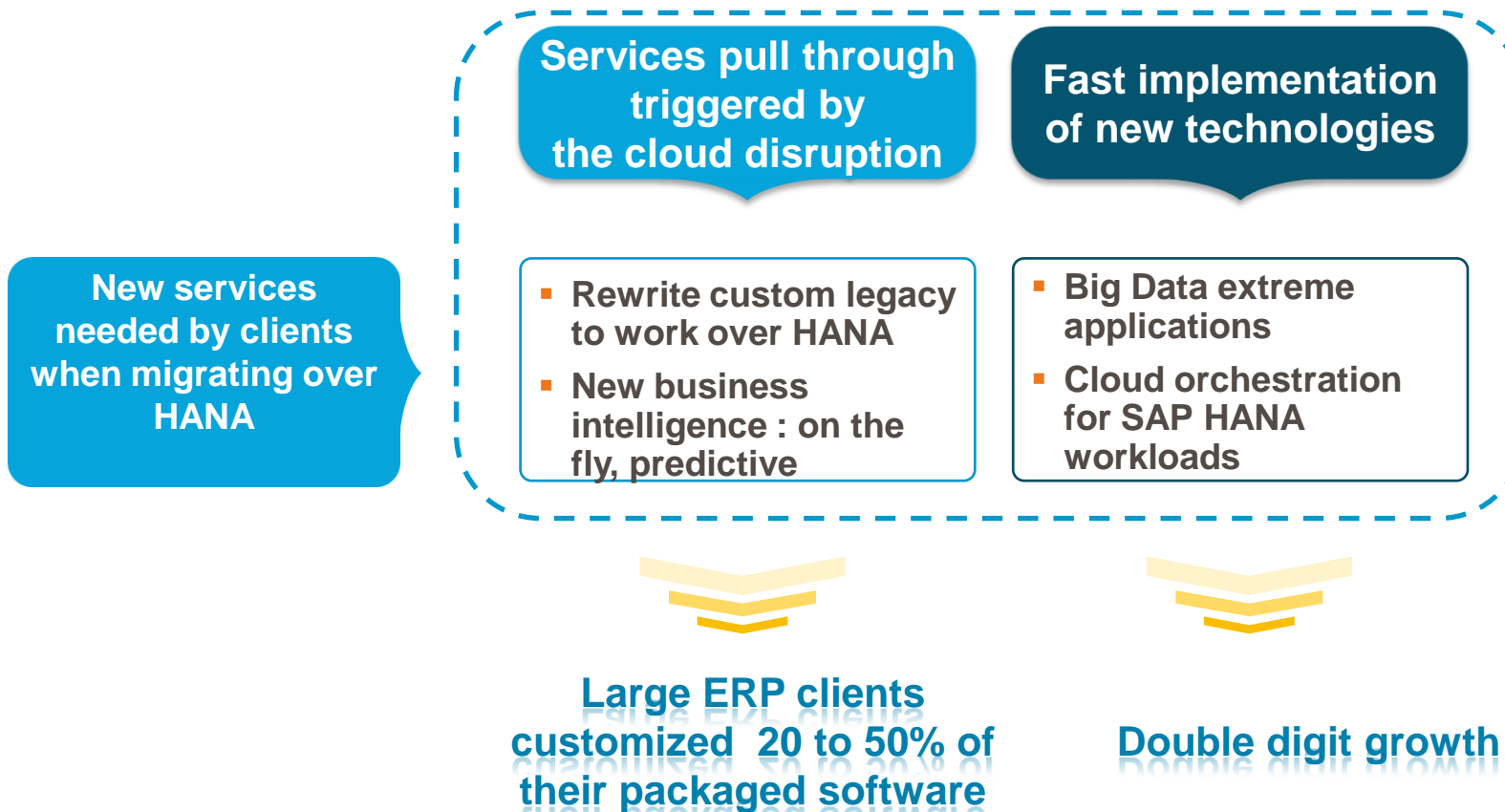
### Pay-per-Use

- License fees

- Platform-based transactions

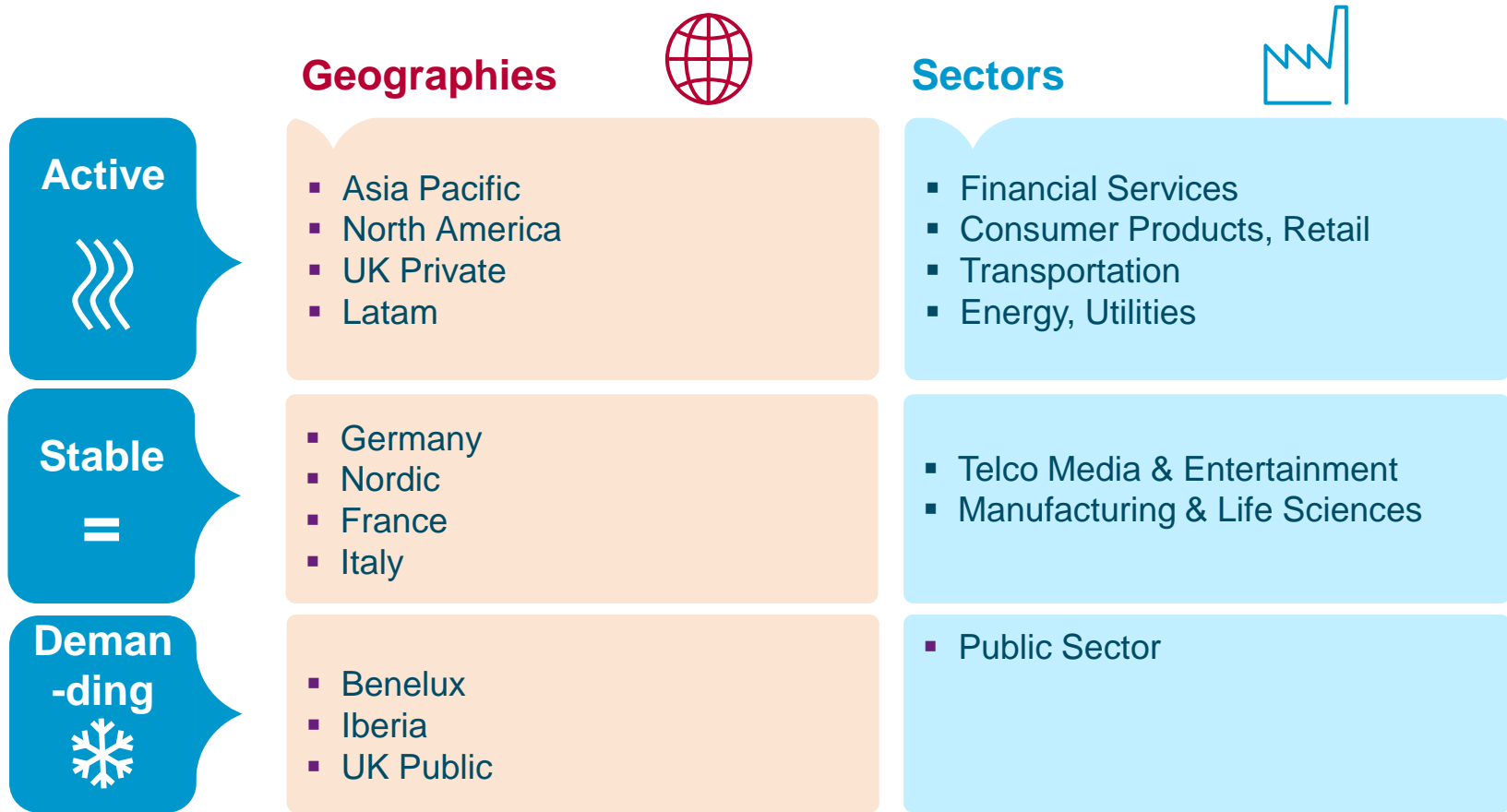
- Custom Apps consumed as-a-service
- Digital CRM (eg Odigo + SFDC)

# Illustration with SAP HANA



**69% of the current 3,000 HANA customers still to migrate  
93% of the current 45,000 SAP customers still to buy HANA**

# We observe these recent market trends





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