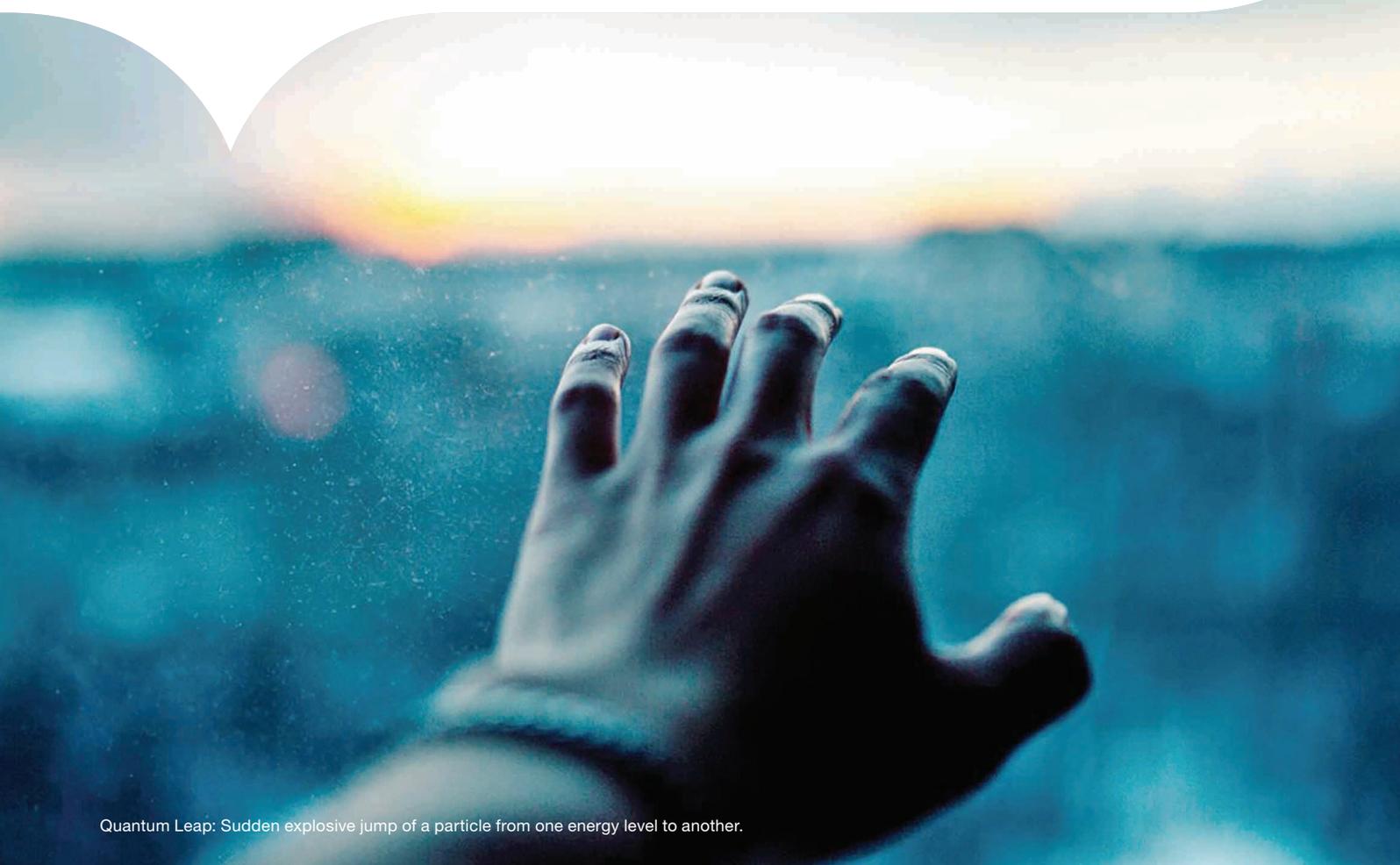


Digital Age: The Quantum Leap of your Corporate Culture

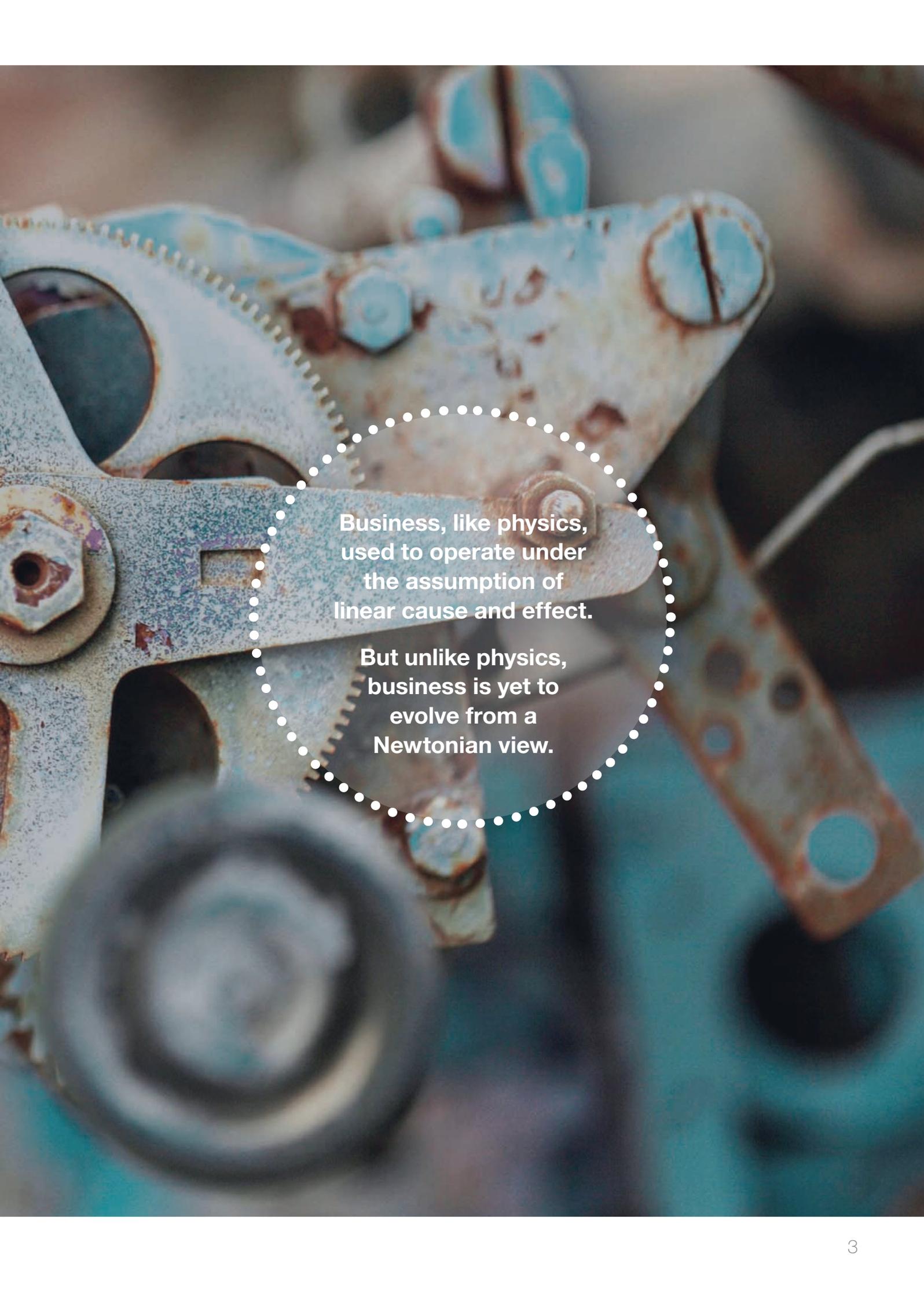
In the brave new world of disruption, will transforming your culture mean thinking outside of the boss?



Quantum Leap: Sudden explosive jump of a particle from one energy level to another.

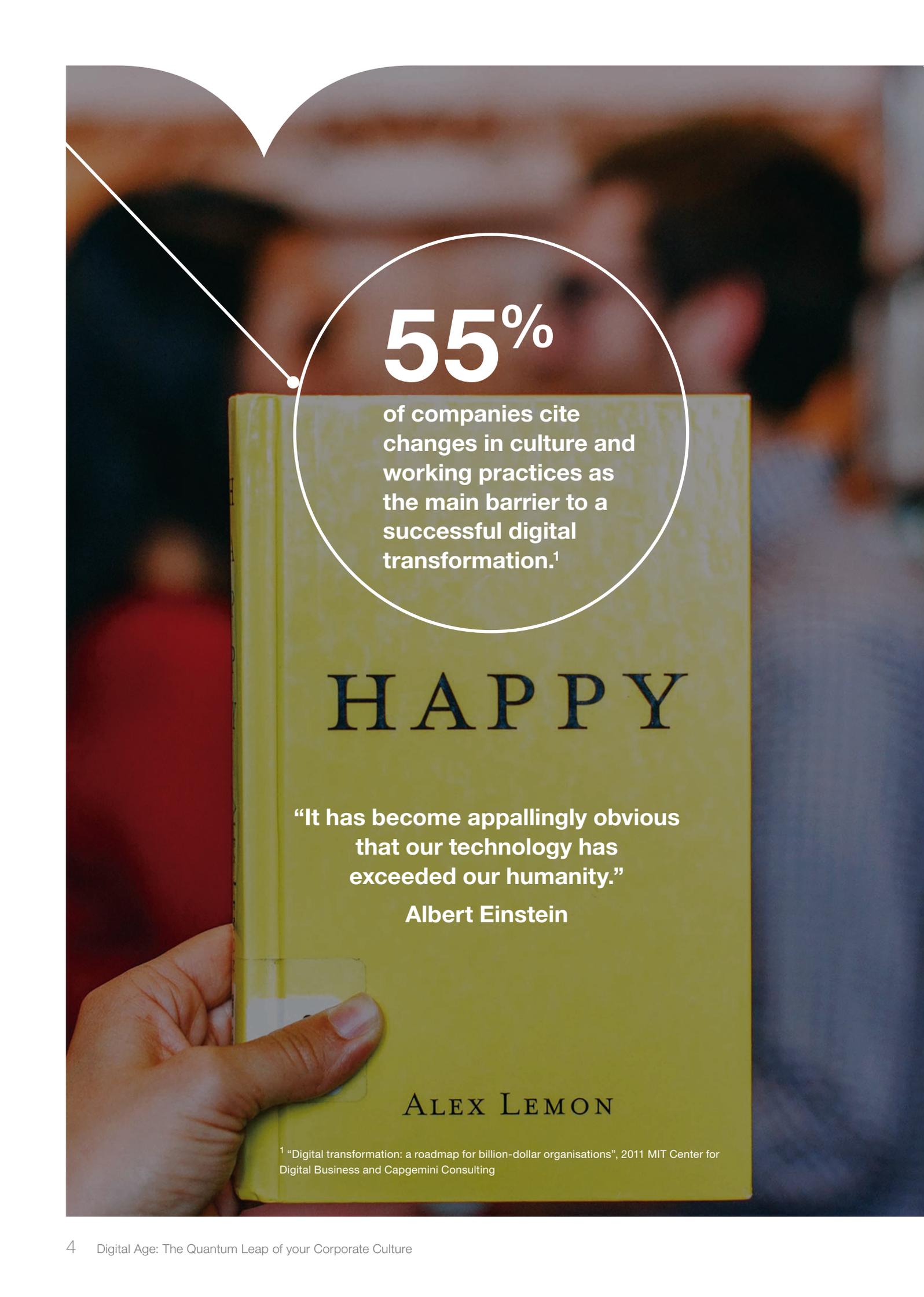
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Business, like physics,
used to operate under
the assumption of
linear cause and effect.

But unlike physics,
business is yet to
evolve from a
Newtonian view.



55%

of companies cite changes in culture and working practices as the main barrier to a successful digital transformation.¹

HAPPY

“It has become appallingly obvious that our technology has exceeded our humanity.”

Albert Einstein

ALEX LEMON

¹ “Digital transformation: a roadmap for billion-dollar organisations”, 2011 MIT Center for Digital Business and Capgemini Consulting



“In future, organisations are going to be about pace and agility, anticipatory thinking, and autonomous teams.”

**Simon Moorfield
Chief Information
Officer, AGL²**

“Focus on employees and culture first – it is the people and the culture that will enable the transformation and put technology to work.”

Monty Hamilton Director of Digital Operations, Telstra³

It’s time now for business to embrace quantum thinking, to move from Newton’s to Einstein’s view.

It’s here where the power to transform business culture lies.

² “The Future of Work”, Australian Financial Review, 2017 accessed on February 2017 <http://reports.afr.com/kpmg/future-of-work/round-table/>

³ Capgemini Digital Transformation Review 9, 2016

Does culture matter in the age of disruption?

What defines corporate culture?

Is it the time we spend in the office, the boss' management style, an in-house barista, or ping pong tables? What about businesses with unhealthy cultures – do they achieve business outcomes?

The age of digital disruption brings with it a new perspective on how we should define culture, and why it matters now more than ever.

Zappos promotes holocracy, and Netflix has no vacation policy. Startups promote failure as a principle to grow. Most fintech CEOs don't have a background in financial services, but instead are focused on better customer experiences and outcomes. Some established organisations are trying to emulate what startups and tech giants are doing. Many of these organisations are also facing a cultural dilemma: drive a more agile culture without disrupting their operations. There is a lot of buzz around customer - centricity, start up thinking and agility. However they also present real challenges in the boardroom.

Can you thrive in the age of disruption without disrupting your own cultures first?

In the Industrial revolution, organisations focused on efficiency as a key driver to compete, and risk management to avoid failure. The purpose of organisations was to solve puzzles. The 'boss' directed a command and control culture. In this context of a predictable future where organisations have been competing for market share, organisational culture has been about executing and following the rules. In our work with company cultures, we often use stories and metaphors to better understand an organisation and inspire change. In this point of view, we will use the metaphor of quantum physics, because we believe culture and physics are essentially linked. They both relate to things which are intangible and hard to define, yet impossible to ignore.

Physics has undergone a quantum revolution, with Einstein disrupting the way we think about energy – proposing a quantum theory that goes well beyond Newtonian cause and effect; from linear to fluid energy. We believe the same quantum leap is essential for organisational cultures.

What we call 'culture', physicians call 'energy'. In the industrial age, businesses concentrated on compliance, tasks, direction, hierarchies. In the Newtonian world, people were called human resources and FTEs.

But to create new paths and innovate, cultures need an Einsteinian perspective, to shift to a world of fluid energies. The new paradigm is about innovation, and cultures need to become more collaborative and adaptive. We need to think outside of the boss, and redefine leadership in this new context.

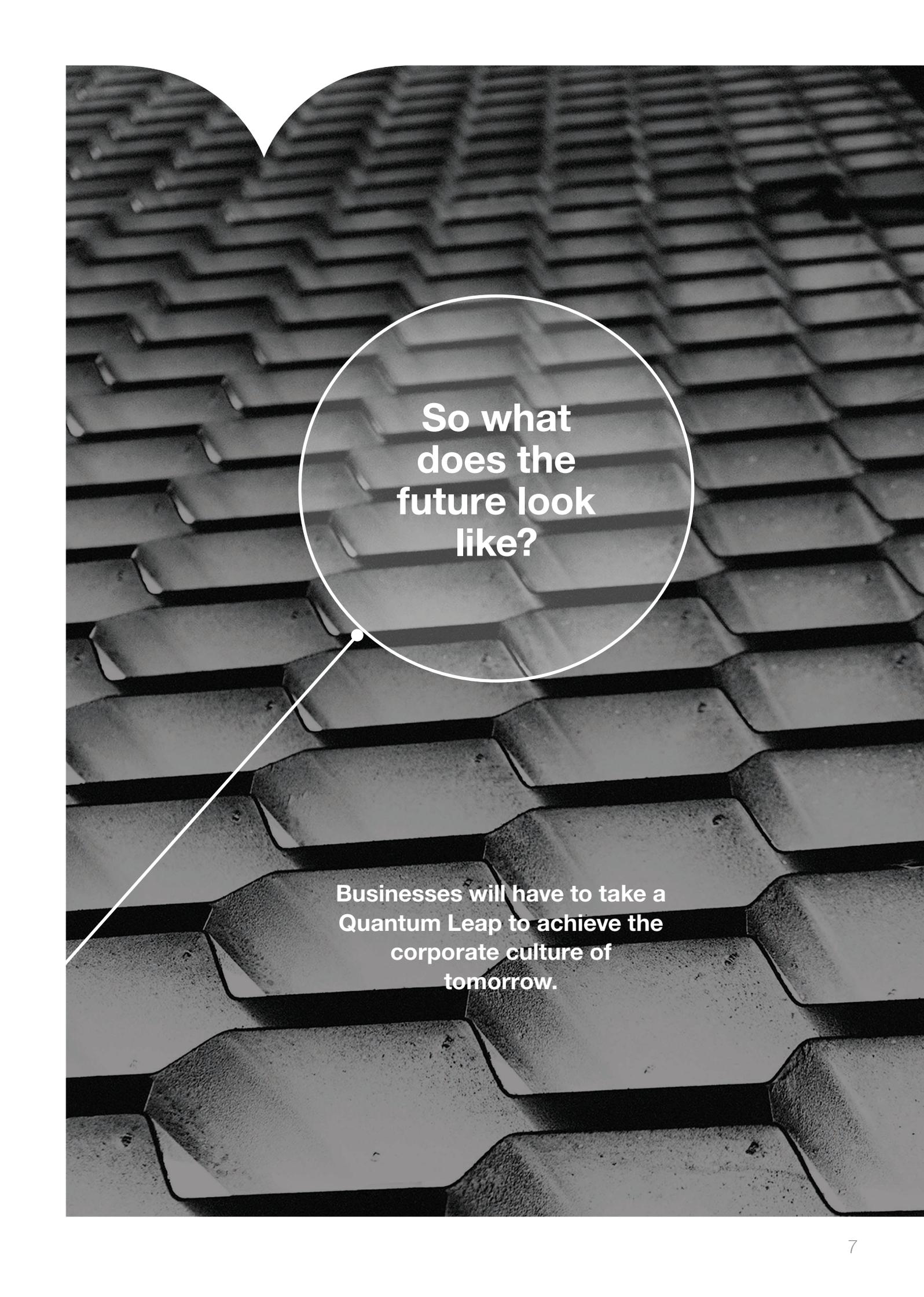
To what extent can we “rebuild an elephant to be both an elephant and a panther?”
John Kotter⁴

So how is it different now?

The age of disruption is more complex and ambiguous. The past can no longer predict the future. Disruptors are creating new value, and customers expect better, faster, human-centred experiences. The 'boss' doesn't have all the answers – instead they're now a coach who needs to create freedom and autonomy. The businesses which thrive now are those which are great at creating a new path, rather than following rules. Executives in every industry – from media to electronics or manufacturing – face a bewildering array of new digital opportunities.

Most stories in the business media focus on fast-moving startups like Zynga and Pinterest, or tech firms like Apple, Google and Amazon. Unfortunately, stories about nimble and innovative firms just do not make sense for traditional companies - the ones that are older, larger, and burdened with inflexible legacies. Can traditional organisations become more innovative, customer-centric or agile? Do they have to evolve to the way startups operate? Does it mean thinking outside of hierarchies, outside of the boss?

⁴ Accelerate, John Kotter, 2012

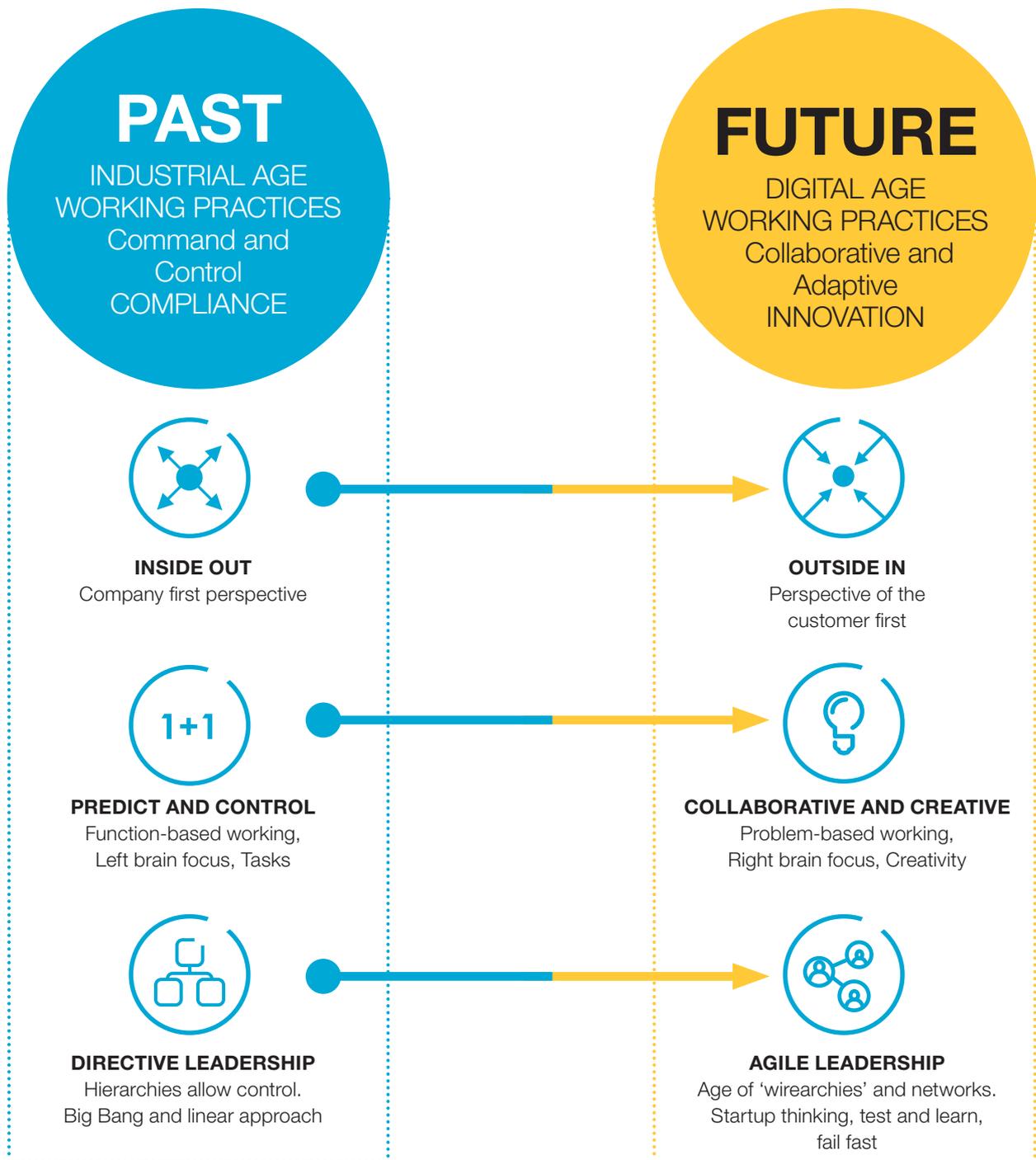
A black and white photograph of a computer keyboard. A white circle is drawn around the text 'So what does the future look like?'. A white line extends from the bottom-left edge of the circle to a small white dot on the keyboard, which is positioned above the text 'Businesses will have to take a Quantum Leap to achieve the corporate culture of tomorrow.'

**So what
does the
future look
like?**

**Businesses will have to take a
Quantum Leap to achieve the
corporate culture of
tomorrow.**

What is the corporate culture quantum leap?

From “Command and Control” to “Collaborative and Adaptive”



What is the corporate culture quantum leap?

From “Command and Control” to “Collaborative and Adaptive”

In the Industrial Age, companies were driven by the need to deliver increased efficiency and productivity. Ways of working and processes were industrialised so that the business could meet its performance objectives.

With the transition towards the Digital Age, our society has slowly moved away from being purely rational to being more human. This transition has increasingly transformed working practices from a ‘Command and Control’ model to a ‘Collaborative and Adaptive’ model.

Innovation depends a lot on new principles like creativity, an open mindset and agility.

The new business objective is not just to get a piece of the pie, but to broaden the shape and the size of the pie itself. Traditional companies are still struggling to let go of Industrial practices. Many businesses recognise that in order to adapt to the needs of their customers, they first need to adopt employee-centric, collaborative and innovative working practices as well as agile leadership. It does not have to be one or the other, but embracing the Digital Age does mean having an open mindset to apply these principles.

Digital Age working practices are now led by a new paradigm:
Innovation

To start this journey, companies need to begin with a diagnosis of their corporate culture maturity. Capgemini’s Digital Culture Assessment Model is a human centered, innovative methodology which allows firms to assess company culture and behaviors through the prism of qualitative ethnographic analysis. We don’t promote the expected consulting 3-steps approach; we believe in a deep focus on behaviours and insights, to start evolving in the culture continuum.





You've got an
assessment of
your corporate culture
maturity.

What's next?

Use the 4 insights developed
by Capgemini experts on
Digital Culture and
Leadership to envision a
transformative way of
working.

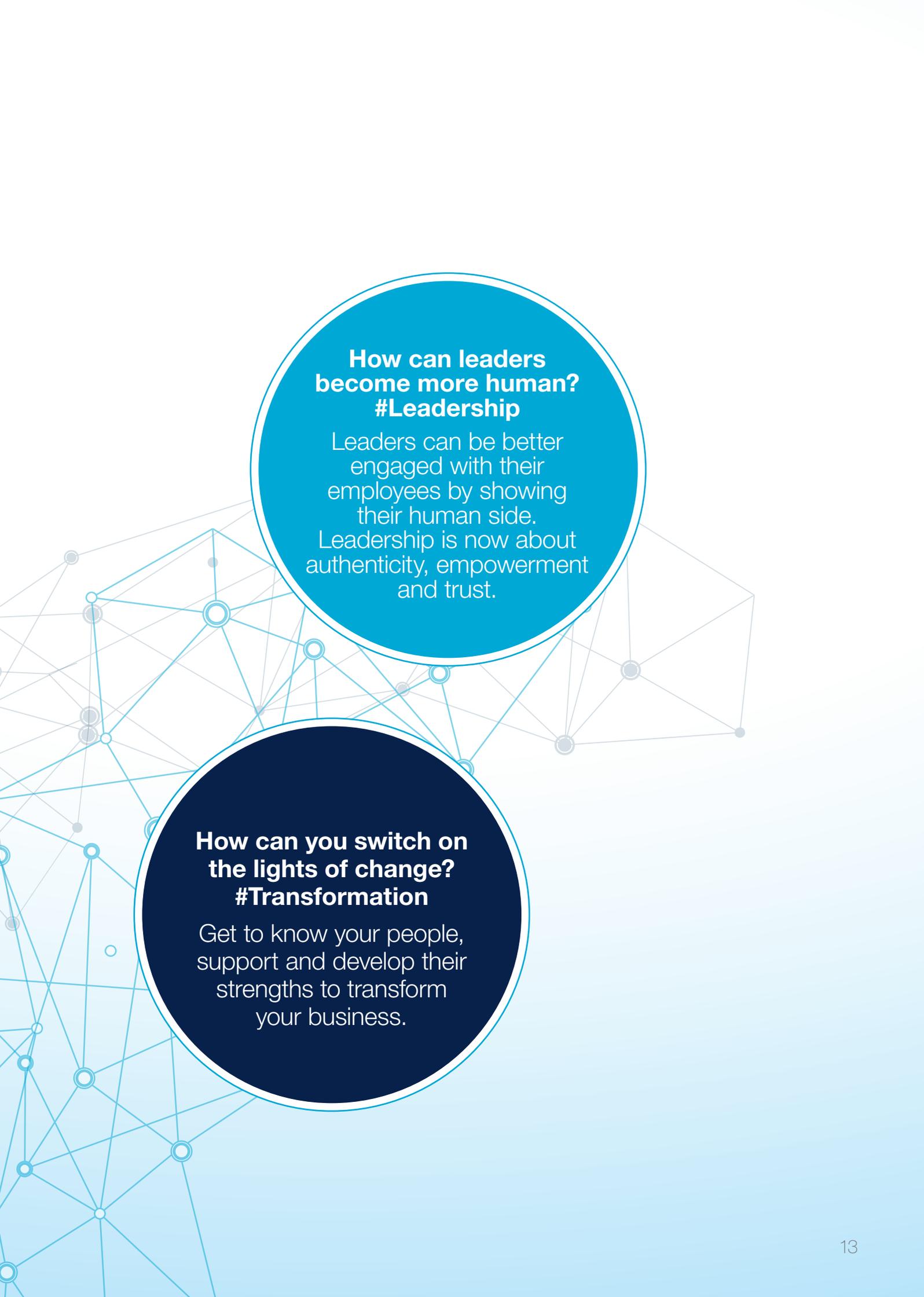
Start with the 4 insights

How do we release the energy? #CorporateCulture

Create autonomy, freedom and space to build intrapreneurship and a culture that encourages experimentation and allows innovative new ideas to grow.

What makes your people shine? #Workplace #Wellbeing

The more engaged your teams are, the more they will contribute to your overall business success. It's all about networks and collaboration.



**How can leaders
become more human?
#Leadership**

Leaders can be better engaged with their employees by showing their human side. Leadership is now about authenticity, empowerment and trust.

**How can you switch on
the lights of change?
#Transformation**

Get to know your people, support and develop their strengths to transform your business.



1

**How do we
release the energy?**

1. How do we release the energy? #CorporateCulture

Why are young and talented professionals moving away from large companies to work for start-ups? The answer lies in the intrinsic rewards of these workplaces, where employees are given a lot more freedom, and where an absence of rules and hierarchy creates a world where everything is possible.

In large companies, creativity is often trapped under layers of business structure. Bureaucracy obstructs employees from sharing ideas. The energy vested in enforcing rules and processes could be spent more effectively on innovation. To embrace the Digital Age, create the freedom to experiment, unleash disruptive thinking to harness collective genius, and ease up on absolute compliance to rules.

What do employees really need to feel fulfilled? Employees need autonomy, creative freedom and space to develop a sense of self-leadership so they are able to respond quickly and effectively to new digital challenges. Foster a spirit of entrepreneurship within your company. Foster a culture that encourages experimentation and

allows new ideas to flourish. You will soon reap the rewards.

Enhancing entrepreneurship requires exploring new ways of working. Indeed, agility and experimentation will be your best allies to find your ground in the Digital Age.

But what does experimentation have to do with culture? Experimentation requires the right culture to thrive. Traditionally, corporate culture has been driven by 'success stories' of employees heralded by reward and recognition. It is now proven that peer to peer recognition increases Employee Engagement scores. In this context, it is useful to reconsider how best to reward and recognise staff. This includes allowing failure from which great learning occurs.

Agility and experimentation will be your best allies to find your ground in the Digital Age

Einstein developed a theory about space. And it was about time to.

Too many management layers often prevent innovative ideas from reaching the executive suite. There is a need to open up more dialogue by creating a space, where CEO and employee can openly discuss tomorrow's opportunities. Centralised decision making should give way to a free flow of information and ideas from bottom to top and vice versa. For innovative ideas to bloom, the corporate environment needs to be open and accessible.

So what else? It doesn't have to stop with the company. Extend the employee ecosystem to include customers and partners. Nurture an ecosystem of individuals that extends the organisational reach and allows for the agility to co-create tomorrow's solutions.



“One potentially effective option is to leverage partnerships with major players in this space in other industries, for example, by sending our best and brightest to these companies to do short-term learning “fellowships.” [...] So we don’t learn in a linear fashion but exponentially.”

John Young
President GM, Pfizer⁵

“Intrapreneurship helps accelerate innovation cycles by up to 2.6 times compared to usual projects, at nearly half the budget.”

Pablo Rodriguez
Director of Innovation,
Telefonica⁶

⁵ “Pfizer: Think Digital First”, Capgemini Digital Leadership, 2011 accessed on February 2017 <http://ebooks.capgemini-consulting.com/Digital-Leadership-Pfizer-Think-Digital-First/files/assets/basic-html/page4.html>

⁶ Capgemini Digital Transformation Review 8, 2015 accessed on January 2017 <https://www.capgemini-consulting.com/digital-transformation-review-8>

A person wearing a red hooded jacket and blue jeans is walking away from the camera on a dirt path in a mountainous, hazy landscape. The person has a camera slung over their shoulder. In the background, there are large, snow-dusted mountains under a grey, overcast sky. The overall mood is contemplative and adventurous.

How do others do it?

In 2008, when Spotify was only a small start up that was run out of Stockholm, it used to use a standard Scrum approach (an agile approach with successive sprints). As the organisation began to grow, these practices started to get in the way.

It was then that they decided to develop a company culture based on an agile methodology with small cross functional teams given an end to end responsibility for tasks, called Autonomous Squads. The focus was then given to:

- An internal source model, enabled by collaboration and peer review, creating greater transparency
- Loosely coupled squads for a tight alignment towards the company objectives, creating agility
- Motivation, community and trust rather than structure and control, engendering self-determination
- Start-up mentality – fail, but fail fast to succeed sooner

Source: "Accelerate!", Harvard Business Review, John P. Kotter, 2012 accessed on January 2017 <https://hbr.org/2012/11/accelerate>;
Spotify Labs, Spotify Engineering Culture, 2014 accessed January 2017 <https://labs.spotify.com/2014/03/27/spotify-engineering-culture->



2

**What makes your
people shine?**

2. What makes your people shine? #Workplace #Wellbeing

Isn't it all about the customer? Whilst most companies understand that customer experience is a central component to building a strong corporate strategy, very few acknowledge that this is not possible without employee engagement.

Increasingly, corporate strategies are dependent on inherently human skills like creativity and empathy.

It's now the time to focus on the needs and wellbeing of employees with the same level of energy that is being invested into your customers. Treating your employees like customers has become essential for corporate success. If that just sounds arbitrary, consider the following: "research shows that a 5% increase in employee engagement, on average, results in 3% incremental revenue growth. It is also estimated that up to 84% of market value is made up of intangible capital, with an organisation's workforce representing the biggest potential for growth, profitability and reduced risk."⁷

What does it take to make employees happy? The key to happy employees, as it turns out, depends on

getting things right on two dimensions: a collaborative environment and freedom.

A collaborative environment refers to the environment and the tools which are at an employee's disposal to create connected teams. Employees are immersed in a digital world, surrounded by devices, apps, connected products and experiences and they expect their work life to be as seamlessly digital as their personal life.

"I grew up in a physical world, and I speak English. The next generation is growing up in a digital world, and they speak social."

Angela Ahrendts
Senior VP, Apple⁹

In the connected world where collaboration and creativity are the new standards, legacy work environments need to be reworked to meet these needs. This can be achieved by designing flexible work spaces to enhance fluid interaction and innovation.

It is not enough to provide these tools to a selected few individuals. These new environments must be open to everyone and should be supported by a real effort to change old ways of working for new practices bound by a strong shared sense of purpose.

What do we mean when we say 'freedom'? Freedom is about a sense of unchecked creativity. Working through shared goals is as meaningful as it is enjoyable. Concepts like gamification, online socialisation and expert communities can be leveraged here. Let staff be proud of their work-play-learn culture by continually enhancing (both on and off-line) network interaction. Working effectively is about a sense of play that can help to unlock creative problem solving and ideation skills.

"Everyone talks about building a relationship with your customer. I think you build one with your employees first."

Angela Ahrendts
Senior VP, Apple⁸

⁷ Aon Hewitt, People Fuel Growth, 2016

⁸ "Leadership Journeys", Developing Leaders, Bob Rosen, 2015 accessed on January 2017 <http://bobrosen.com/wp-content/uploads/2015/09/Leadership-Journeys-Angela-Ahrendts.pdf>

⁹ "Angela Ahrendts (with iPhone): 'THIS is the entry into the brand'", Fortune, Philip Elmer-DeWitt, 2013 accessed on March 2017 <http://fortune.com/2013/10/22/angela-ahrendts-with-iphone-this-is-the-entry-into-the-brand/>



“I see the power of digital not so much in the use of technology to reshape the business model and customer offer but more so as a catalyst for the evolution of company culture to embrace customer centricity, collaboration and agility.”

Peter Birtles
CEO, Super Retail Group¹⁰

“We have tried to create an organizational culture where every individual is comfortable taking risks and exploring new ideas, but where they are also fixated on helping improve the quality of each other’s ideas.”

Tim Brown
CEO, IDEO¹¹

¹⁰ Used with permission

¹¹ “Your Start-Up Life: Design Your Thinking”, Huffington Post, Rana Florida, 2012 accessed on January 2017 http://www.huffingtonpost.com/rana-florida/your-startup-life-design-_b_1742074.html?utm_hp_ref=tw

What does this mean in practice?

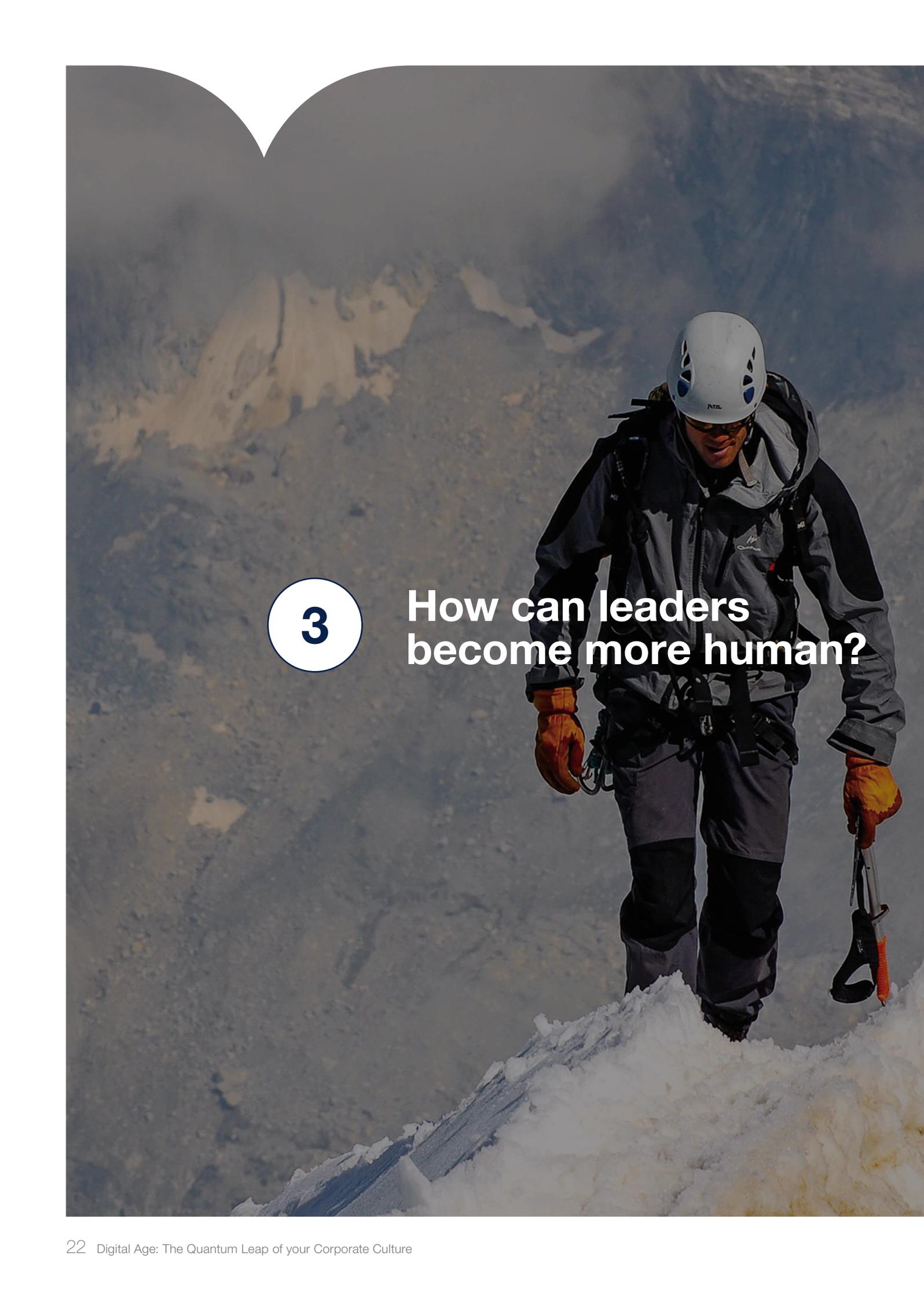
Zappos has continually been rated one of the best customer service providers in the U.S. Their foremost value is to “Deliver WOW through service”. They have been listed in the Fortune Magazine’s 100 best places to work over the last 6 years. Their people-centric culture has driven their success while their customer centricity vision gave them direction.

Zappos initiated a number of unique culture initiatives to deliver on their values, amongst them:

- Zappos encourages new managers to spend 10-20% of their time away from their desks or out of the office with team members,
- Zappos values communication and collaboration places as well as a free and open social networks.



Source: Zappos Insights



3

**How can leaders
become more human?**

3. How can leaders become more human? #Leadership

Leadership is the style utilised by all organisational leaders (not only CxOs) to engage and motivate their employees, share their vision for the future, and channel collective efforts to achieve big wins. Leadership is an essential element of corporate culture in today's organisations.

Traditional leadership is often unilateral, goal-oriented and focuses on improving the efficiency of an organisation. To do this, traditional leadership relies on conveying an image of strength.

Digital disruption and business models that emphasise creative and human aspects have changed this view. Digital Leadership has been forced to integrate new values and needs leaders to combine their business knowledge with a vision that gives employees something to strive towards.

Leaders are now expected to be more human. More and more, employees are demanding authentic role models as their leaders. They are looking for someone who is authentic, human and can admit mistakes.

Dropping the mask and allowing your employees to see you as you truly are, is now becoming the mark of the new leader. Employees gravitate towards leaders who care about and empower them, their willingness to be creative and take risks. You will be surprised to see what your employees can achieve when they feel trusted. Trust is a force multiplier.

“And now that you don't have to be perfect, you can be good”.

John Steinbeck
American writer

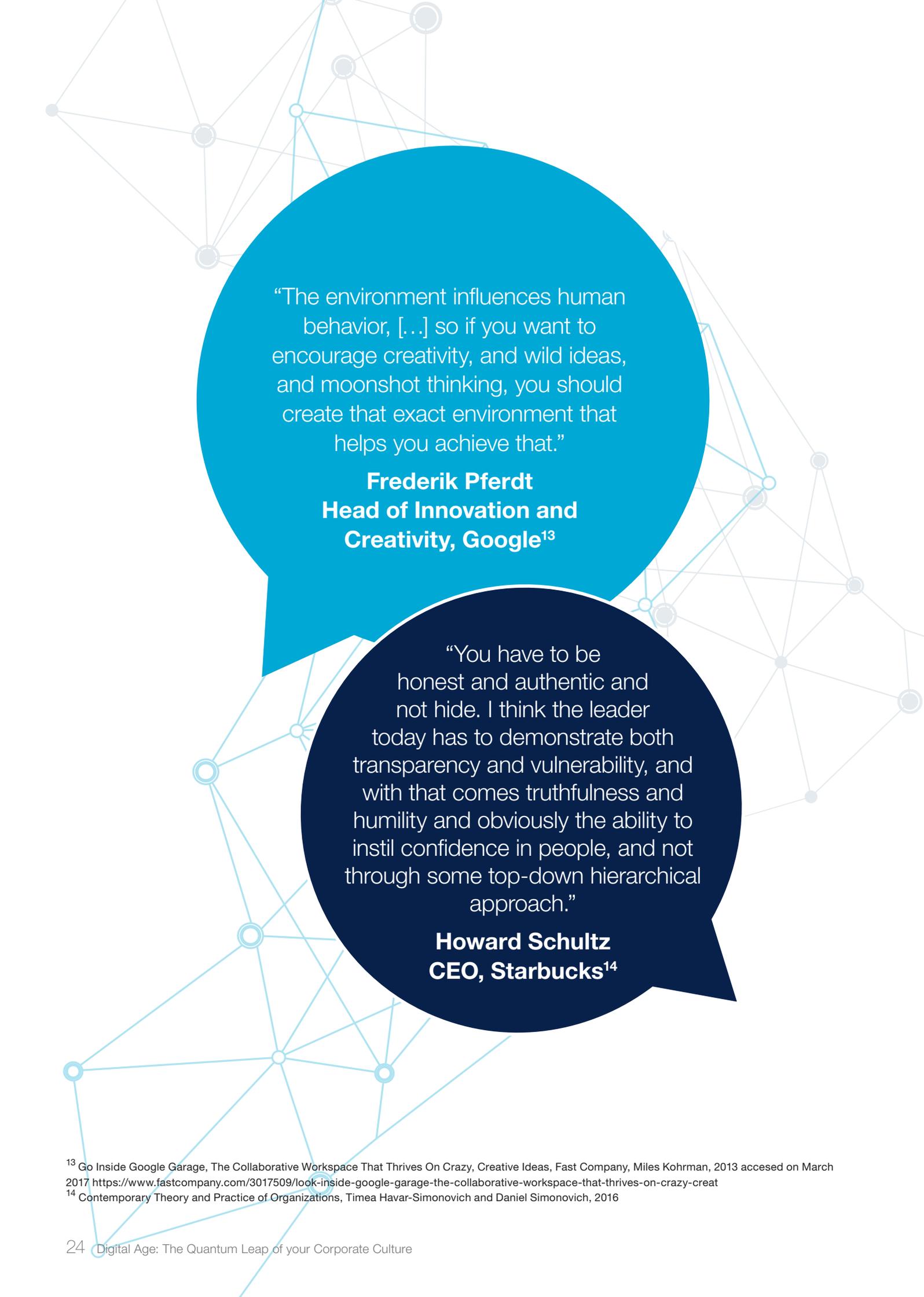
An authentic leader is willing to get close to their employees, to speak their language and promote internal networks as a powerful source of communication and interaction. Effective leaders need to be connectors.

Today's leaders should have the vision and business sense of an executive, the care and guidance of a Mentor, the motivating skills of a Coach. At the same time they need to empower and connect people while being authentic and willing to show their own humanity. In essence, today's employees expect less of a Superman and more of a Clark Kent.

“Failure is an option here. If things are not failing, you are not innovating enough.”

Elon Musk
CEO, Tesla Inc¹²

¹² “11 Elon Musk Quotes That Show His Genius” Business Insider, Jullian D’Onfro, accessed on March 2017 <https://www.businessinsider.com.au/11-elonmusk-1>



“The environment influences human behavior, [...] so if you want to encourage creativity, and wild ideas, and moonshot thinking, you should create that exact environment that helps you achieve that.”

Frederik Pferdt
Head of Innovation and Creativity, Google¹³

“You have to be honest and authentic and not hide. I think the leader today has to demonstrate both transparency and vulnerability, and with that comes truthfulness and humility and obviously the ability to instil confidence in people, and not through some top-down hierarchical approach.”

Howard Schultz
CEO, Starbucks¹⁴

¹³ Go Inside Google Garage, The Collaborative Workspace That Thrives On Crazy, Creative Ideas, Fast Company, Miles Kohrman, 2013 accessed on March 2017 <https://www.fastcompany.com/3017509/look-inside-google-garage-the-collaborative-workspace-that-thrives-on-crazy-creat>

¹⁴ Contemporary Theory and Practice of Organizations, Timea Havar-Simonovich and Daniel Simonovich, 2016

How do others do it?

Back in 2006, Burberry was struggling and wasn't keeping pace with the rapid development in the luxury goods market, neither in innovation nor in terms of products and services.

Angela Ahrendts, then CEO of Burberry, started with searching for the answer to the question 'What is our vision?'. Burberry didn't only want to become a great brand, but a great company to work for, to empower their young and digitally native workforce. Burberry's aim was to set up a social enterprise for their employees and their customers. Angela quickly realised that to attract and retain the best, she needed to speak their language.

Her office had an open door policy and she was a passionate, accessible and very engaged leader. No matter how hierarchical your company is, if your leaders lead with authenticity the rest will follow.

4

How can you switch on the lights of change?

4. How can you switch on the lights of change? #Transformation

Every organisation is full of bright lights: talented individuals, employees who are connected, enthusiastic and waiting to be switched on. Turn the power on. Allow them to be involved in disrupting your organisation and take the firm to the next level.

In the Digital Age, employees are your best assets; entrust your talent which is immersed in digital culture with making decisions that will influence the future of the enterprise. Your talent has the capability and the willingness to disrupt existing ways of working. It is this very disruption that you can tap into if you want to unleash impactful innovation.

In order to do this, you need to get to know your employees; their strengths, shortcomings, desires, and aspirations. Once you start understanding them, it will become obvious what is needed for disruption and transformation.

Your talent is hungry for work that makes a difference. They're agile and want a diversity of experiences.

Here are three ways to help you leverage the potential of thinkers and doers.

1. You should feed their minds to leverage their talent and create special development programs to provide continuous learning. They are hungry to learn and want to develop at a rate of knots.
2. You should give them the ability to create visible and measurable impacts in their chosen area of the business. They value experiences over pay, and projects that are meaningful, have impact and purpose.
3. You should bridge the mindset gap by building new capabilities in digital, agility, and design thinking. This will create a real dynamic.

“Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that ever has.”

Margaret Mead



Build new capabilities to bridge the mindset gap and create a real dynamic.



“Our company is very conservative, so changing the culture is a key challenge. We created internal innovation awards to promote new ideas and encourage our workers to innovate.”

Marco Antonio Orellana Silva
CIO, Codelco¹⁵

“The company has to be more collaborative, more open and react even faster.”

Beth Comstock
Vice Chair, GE¹⁶

¹⁵ “Digital Vision: How Manufacturing Got Its Mojo Back”, Integran, accessed on March 2017 <http://www.integran.com/digital-vision-manufacturing-got-mojo-back/>

¹⁶ “GE: How an Industrial Leviathan became a Digital Giant”, Capgemini Digital Leadership, 2016 accessed on March 2017 <https://www.slideshare.net/capgemini/ge-from-industrial-to-digital-giant>



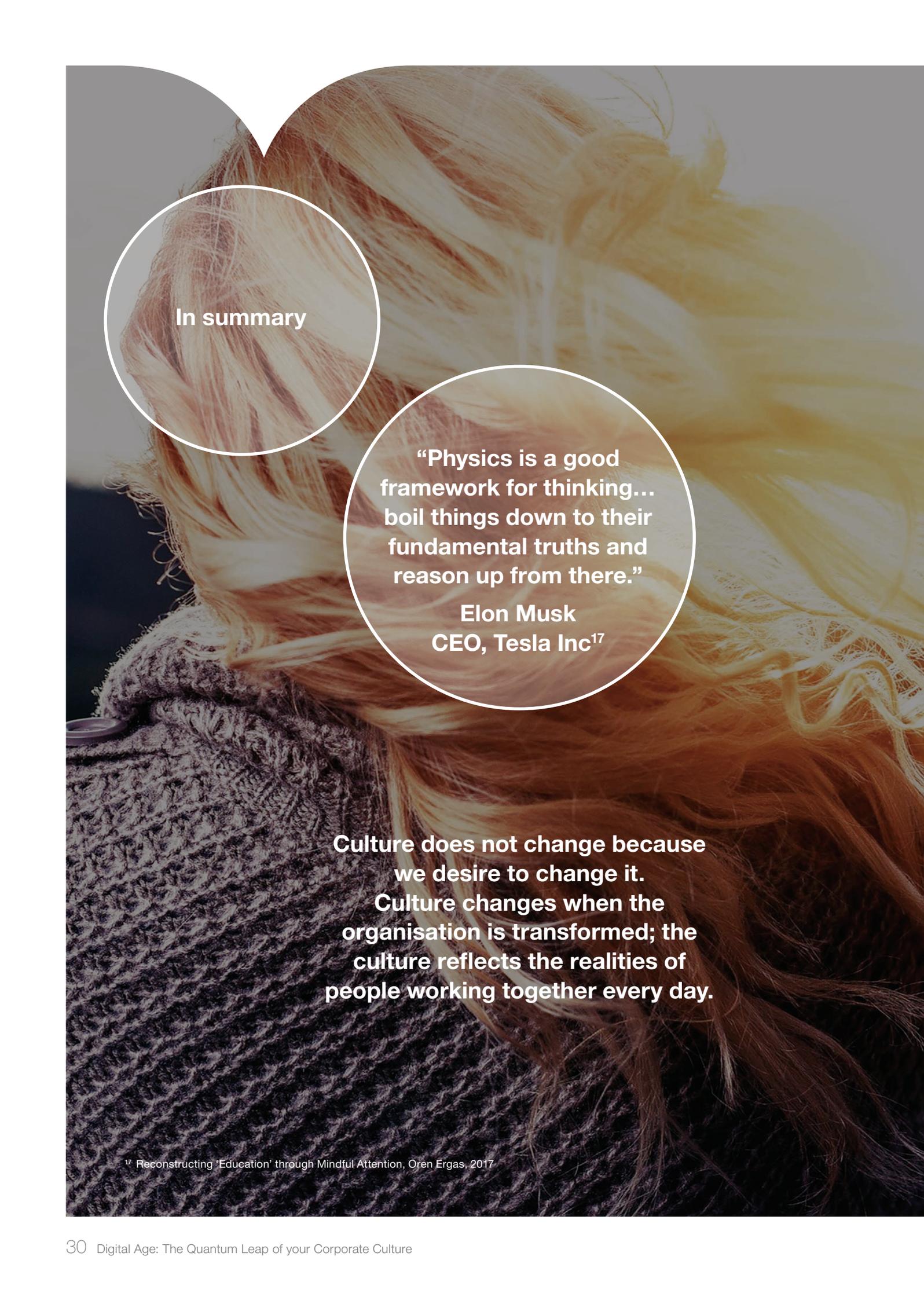
How do others do it?

The “Engine of Ingenuity” was initially launched by a group of Capgemini management consultants. Its aim is to grow a community of creative leaders who empower each other and come up with innovative ideas that can shape the future of consulting.

This bottom up initiative has been quickly recognised and promoted by the leadership team as a way to transform the culture, ensuring that innovation and continuous improvement are central to the ways of working.

The “Engine of Ingenuity” provides an opportunity to brainstorm, incubate and test new ideas of what the next generation of consultants could look like, applying design thinking and start up methodologies. It has created a vibrant, innovative and collaborative culture, where ideas are fostered and nurtured.

Source: Capgemini Engine of Ingenuity



In summary

**“Physics is a good
framework for thinking...
boil things down to their
fundamental truths and
reason up from there.”**

**Elon Musk
CEO, Tesla Inc¹⁷**

**Culture does not change because
we desire to change it.
Culture changes when the
organisation is transformed; the
culture reflects the realities of
people working together every day.**

¹⁷ Reconstructing 'Education' through Mindful Attention, Oren Ergas, 2017

From command and control to collaborative and adaptive

“Innovation will come from people who are able to link beauty to engineering, humanity to technology and poetry to processors.”

Walter Isaacson Chairman and CEO, CNN¹⁸

Digital cultures epitomise fluid interactions, connectivity and energy transfers. Flexible networks are replacing hierarchies, cross-functional agile teams are redefining operations and the anything-anytime-anywhere mentality is unleashing innovation.

To thrive in the brave new world of disruption, the Industrial Age work practices of company-first, predict and control hierarchies need to give way to the outside-in and collaborative hierarchies of the Digital Age.

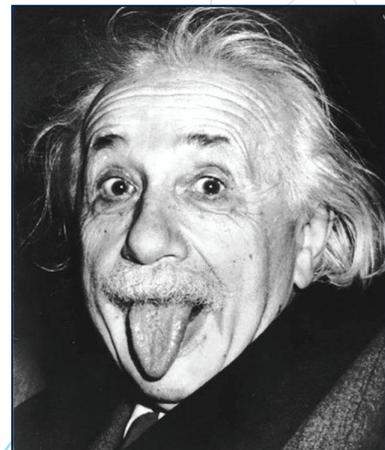
In order to succeed in the digital age, organisations need to take a quantum leap.

They need to shift mindsets and behaviours required for collaborative and adaptive culture. They need to establish an environment which encourages employee empowerment, autonomy, and provides opportunities for people to shape the new values. Most crucially, the leadership must be redefined and built on authenticity and trust.

The new culture paradigm will need to start with thinking outside of the boss.

“Insanity: doing the same thing over and over again and expecting different results.”

Albert Einstein



¹⁸ “Here’s What Steve Jobs’ Biographer Thinks Computers Will Never Be Able To Do”, Business Insider Australia, Eugene Kim, 2014 accessed <https://www.businessinsider.com.au/walter-isaacson-on-technology-and-innovation-2014-10?r=US&IR=T>





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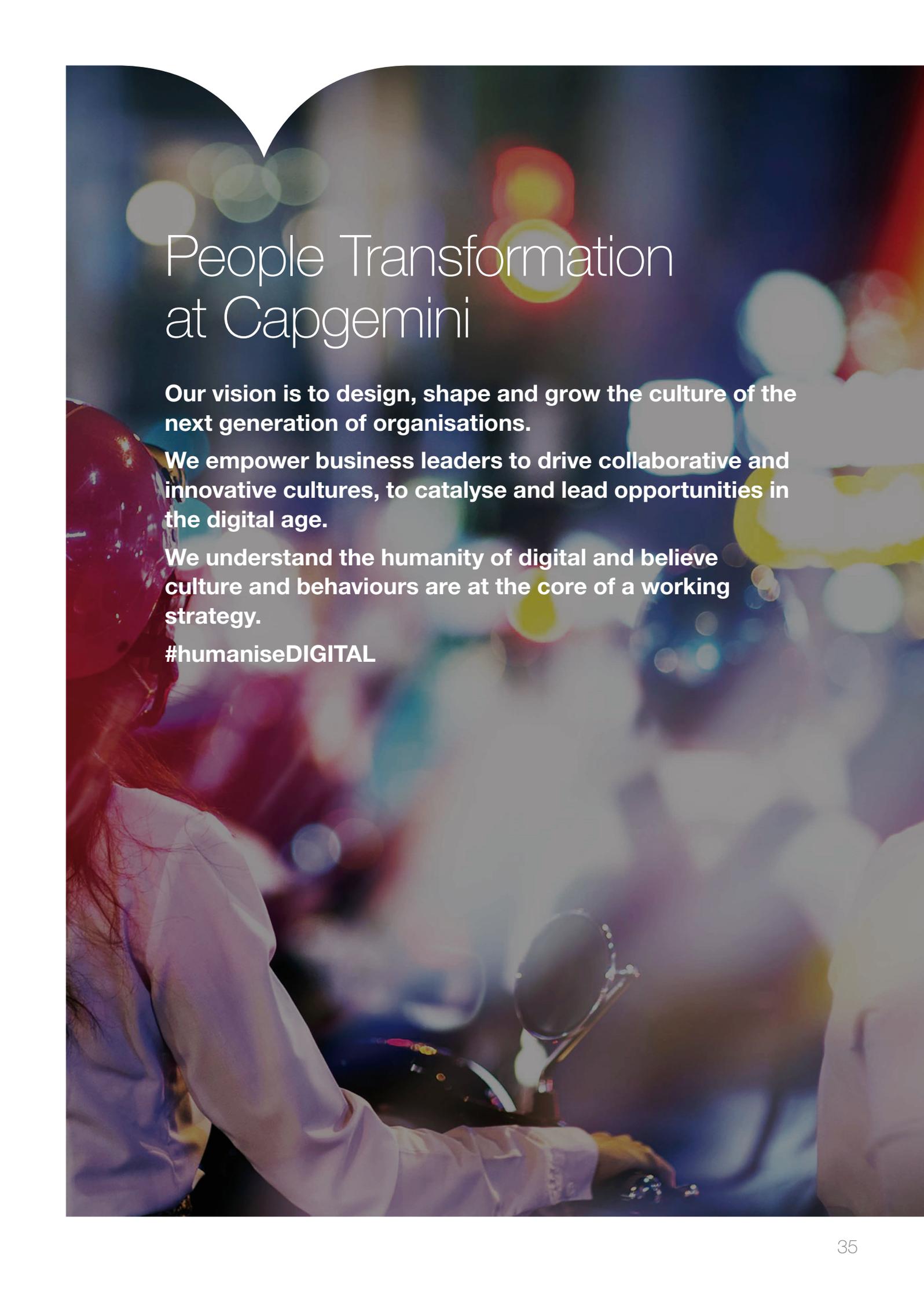
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People Transformation at Capgemini

Our vision is to design, shape and grow the culture of the next generation of organisations.

We empower business leaders to drive collaborative and innovative cultures, to catalyse and lead opportunities in the digital age.

We understand the humanity of digital and believe culture and behaviours are at the core of a working strategy.

#humaniseDIGITAL



About Capgemini

With more than 190,000 people, Capgemini is present in over 40 countries and celebrates its 50th Anniversary year in 2017. A global leader in consulting, technology and outsourcing services, the Group reported 2016 global revenues of EUR 12.5 billion.

Together with its clients, Capgemini creates and delivers business, technology and digital solutions that fit their needs, enabling them to achieve innovation and competitiveness.

A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

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