



INVENTIVE IT

SIMULTANEOUS TRANSFORMATION

To generate business value, visionary CIOs must transform their technology and operating model together, moving towards Inventive IT



Benjamin Alleau

Global Sponsor Inventive IT and Managing Director, Future of Technology

The volume of digital transformation initiatives underway has steadily increased in recent years. However, it is clear that many of them have failed to deliver the anticipated business results, or to scale. We have witnessed enterprise-wide, Spotify-like deployments that result in business projects being frozen for several years; shiny digital factories that are disconnected from business and IT realities; and innovation centers that have delivered numerous Proofs of Concept but are unable to scale and fulfil their business-case.

In a world where more and more organizations want to become “technology companies”, we strongly believe that the role of the CIO will be instrumental in overcoming these limitations.

We see a new breed of CIO. One whose role is to support the business – and the CEO – to seize opportunities brought by technology, to accelerate business transformation and to grow revenue, while reducing risks. At the same time, today’s CIO must transform both the technology and the operating model simultaneously to proactively solve business issues.

We call this Inventive IT. Where our clients’ digital realities begin. This paper describes what Inventive IT looks like – from both a technology and an operating model perspective. More importantly, we share our experience of the best way to design and successfully deliver these highly complex transformation programs – ensuring the realization of business value from the outset and throughout the project, with buy-in from across the company.

We hope you will find some inspiration for your own “simultaneous transformation” towards Inventive IT. We’re sure it will open a discussion on how we can help you define and deliver your Inventive IT transformation in a digital landscape that breathes inventiveness.



Arnaud Balssa

Global Leader Inventive IT and Vice President, Future of Technology

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INTRODUCTION

Does digital disruption keep you awake at night?

There are some hard truths to face in the universal business environment. “Software is eating the world. Customer experience is king. Fast is the new normal. Data is the new oil. Platforms are the new holy grail. The next cyber-attack is today.”

On a more practical, everyday level, we understand the business issues that keep you awake at night. New competitors coming from nowhere. Your company dis-intermediated by platform-based businesses, like Revolut or Booking.com. A lack of employee engagement. Red tape slowing down decision making. A prohibitively high cost base. A lack of agility to seize new opportunities. The list goes on. For all of us, the demands of disruption can sometimes feel overwhelming.

That disruption is usually driven by technology, pushing the whole organization to better understand how technology can enable business. Traditional attitudes and an ignorance of technology are unacceptable. The C-Suite need to change their game to ensure, not just the success, but the very survival of their organizations.

On average, **just 39% of organizations today say they have the digital capabilities required for success** – the same level as in 2012*. While many companies have started their digital transformation journeys, **most now need to fundamentally change their plans, in order to transform at scale.** In the fast-changing digital environment, traditional waterfall IT projects cannot deliver the speed and flexibility needed to develop and maintain competitive advantage. Proofs of Concept (POCs) allow new solutions to be tested, but often fail to scale and deliver solid business results.

That’s not all. Major transformation initiatives have failed to deliver their expected results: large-scale, Spotify-like deployments result in business projects being frozen for several years; isolated digital factories are largely underused; and digital teams can be overlooked by the rest of the business and viewed as dreamers.

Today, CIOs are at the epicenter of the action. They need to transform complex IT landscapes and organizations into a new, thriving digital IT reality that fosters inventiveness and innovative business models.

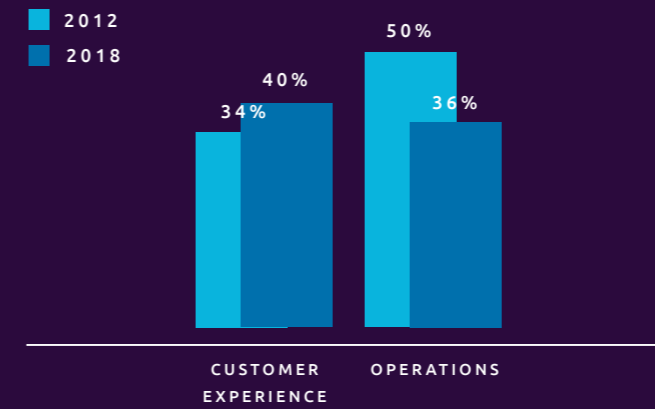
We believe **CIOs will only achieve remarkable results if they take an inventive approach to transformation** and to their digital futures. To be truly successful, they must drive both technological and operating model transformation, not in isolation, but simultaneously.

We call this new paradigm Inventive IT. It’s an innovative approach that will accelerate your transformation journey at speed and scale. In this document we set out what Inventive IT looks like – both in terms of architecture and operating model. We also share the key success factors to make this transformation work for you.

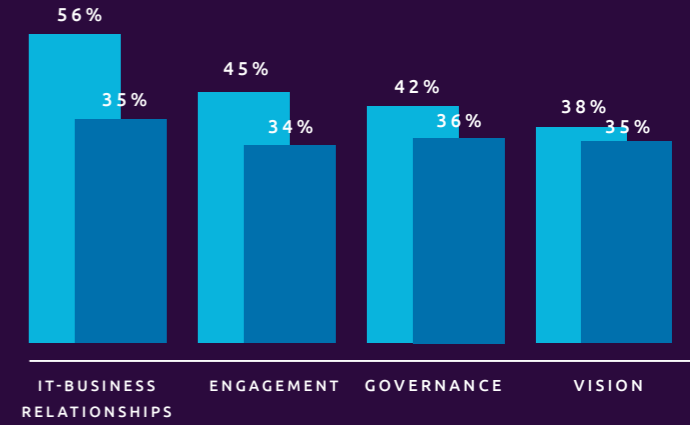
*Source: Capgemini Research Institute, Digital Mastery Survey; April–May 2018

Digital transformation at scale is more difficult than expected Organizations say that they lack the digital capabilities as well as the leadership skills

Percentage of organizations believing they have the required digital capabilities

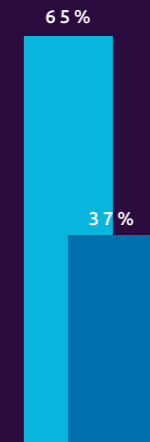


Percentage of organizations believing they have the required leadership capabilities



The CIO’s agenda in digital transformation is heavily scrutinized

Percentage of senior business executives and CIOs having a shared understanding on the role of IT in their digital transformation



Source: Capgemini Research Institute, [Understanding digital mastery today](#)

Technology is CEOs’ top strategic priority

“The Gartner 2019 CEO Survey looked at responses from 473 business leaders from 32 countries. The leaders ranked simple growth, IT-related items, corporate (structural development), financial, workforce and customer as top strategic business priorities for 2019 and 2020.”* While the survey noted IT-related items were second in priority, we find technology is the number one topic if we consider that technology is an underlying lever for most of the priorities, including growth, product improvements, customers, cost management, innovation, efficiency and productivity, and risk management.

*Source: Smarter With Gartner, CEOs Look for Growth Opportunities in 2019 CEO Survey, May 8, 2019, <https://www.gartner.com/smarterwithgartner/ceos-look-for-growth-opportunities-in-2019-ceo-survey>

WELCOME TO A WORLD OF DISRUPTION



The business environment is characterized by constant, seismic change

Today's competitive market has changed. Companies must compete with new digital standards, particularly those created by "digital giants". These digital giants have successfully brought together agility, industrialization and data to provide efficient and innovative end-to-end services to their clients. And they keep raising the bar and extending their scope of activities.

In this world of uncertainty, the pace of change is accelerating at critical speed. IT leaders, particularly the **CIOs of traditional organizations, will have to reassess many deeply held assumptions.** Responses based on traditional intuitions are no longer reliable and textbook strategies will need to be reassessed.

Technology defines the path to success

Every business sector, from financial services, to manufacturing, to telecoms, to life sciences, will be directly impacted by disruptive global trends. Organizations need to embrace disruption as a vital opportunity, not a deadly threat, re-imagining their futures in a highly competitive digital world.

In this challenging environment, **technology is the key to solving the business issues confronting every sector.**

As technologies like Artificial Intelligence (AI), Robotic Process Automation (RPA), innovative operations technology and embedded software become the norm, **developing technologies will continue to feed the disruption of traditional business models.** Meanwhile, data continues to open up new opportunities and business models. In turn, this means the business leaders have a greater role in the decision-making process for new technologies.



The strategic role of the CIO

The responsibilities of the CIO must develop to recognize the critical importance of technology to the evolution of the business, not just in terms of profitability, but also in staying ahead of competitive threats.

CIOs must have the expertise to advise and choose the right partners for specific projects, while satisfying growing concerns about security, compliance and business continuity. Together with HR, they must also face the fact that digital talent is rare and the battle for it is highly competitive.

More and more often, CIOs hold positions on the executive committee and are now well positioned to **promote initiatives that embrace both technological and operating model transformation**, not in isolation, but simultaneously. This is crucial to their success.

Most attempts at transformation are unable to scale or deliver results

Many companies have identified the challenges ahead and have launched their journey towards digital transformation. However, many are already struggling to deliver their promises and, failing to achieve true business value, have come to realize their plans are inadequate.

**THE POC FAIR
IS WELL AND
TRULY OVER.**

Gone are the days when organizations were happy to invest in the development of endless PoCs in the hope of meeting the expectations of digital transformation. A wealth of funding has often resulted in disappointing results, as PoCs fail due to an inability to scale and achieve tangible business benefits.

Inevitably, **the new solutions are not integrated with the rest of the IT architecture and simply form new silos**. In many cases, specific digital solutions answering specific needs have been created in a single business area, or in a particular place. Therefore, the organization doesn't fully benefit from the value created by the data it gathers. This creates frictions, incurs additional costs, and prevents solutions from being scaled.

As a result, the true outcomes of digital transformations are often difficult to measure. Many companies push on with their transformation journey, understanding that progress is vital. However, they often also increase their expectations, in terms of outcomes and the coherence of their digital investments.

To make matters worse, it's probable that **the IT function hasn't evolved fast enough to allow it to meet the requirements of the business**. Where the IT function is still organized in a traditional way, encumbered by legacy systems, it's less likely to be perceived as the right partner for implementing a truly successful digital transformation.



INVENTIVE IT: Towards a new paradigm

FROM

TO

Scattered digital initiatives with uneven results

Enterprise-wide digital transformation delivering business value at scale

Agile for developers

Agile from business to operations (agile enterprise culture)

Agile or industrial IT delivery and operations

Agile and industrial IT delivery and operations

Complex, monolithic app landscape

Containerized, API-based, and cloud-based Information Systems and serverless ready

Multiple, incoherent data repositories

Central data platform enabling real-time analytics

Technology for IT purposes

Technology to be directly infused into the business

It's time to change the game

IT was not born digital in traditional organizations. To achieve digital transformation, it's not enough to launch individual transformation initiatives.

CIOs must lead a transformation journey that encompasses both their technological capabilities and their operating model simultaneously, while delivering business value.

CIOs must also create an IT environment that delivers business value at the appropriate speed and scale, with the right technologies and a minimum environmental impact.

This means minimizing the consumption of environmental resources, as part of a wider green IT approach. The IT environment must also operate at scale in an efficient and industrial way. And guarantee compliance and cybersecurity.

The journey to Inventive IT will help CIOs meet these challenges and create inventive enterprises for the digital age.

OUR VISION OF INVENTIVE IT

What is Inventive IT?

Inventive IT is the outcome we achieve by transforming your organization and its technology simultaneously. It positions your business to thrive on digitalization and inventiveness, creating an optimum future state that will enable you to be competitive and successful in this disrupted digital world.

INVENTIVE IT IS A BUSINESS-LED AND IT-DRIVEN TRANSFORMATION.

It transforms technology, including digital and data platforms, core business IS, cloud, and APIs. To succeed, Inventive IT transforms operating models in areas like agile at scale, product-based organization, sourcing models, industrial models, competencies and culture. This enables game-changing business results, such as innovative products, reduced time to market, growth, rocketing profitability and increased customer satisfaction.



Inventive IT goes far beyond agile, industrial and data

Beyond agile

Traditionally, agile was considered as a tool for developers, but now we see agile methodologies routinely employed across the whole organization. As the speed of change and unpredictability increase, achieving an agile information system is crucial. It means easier interactions with partners (APIs). More independent subsystems (Microservices). The ability to deploy code faster (DevOps toolchain & platform). And an increased ability to scale (cloud).

delivery, which brings competitiveness and resource variability. The benefits include cost-effective, scalable delivery; best-in-class software and service quality; advanced cost management; integrated compliance; and embedded cybersecurity.

Data-centric

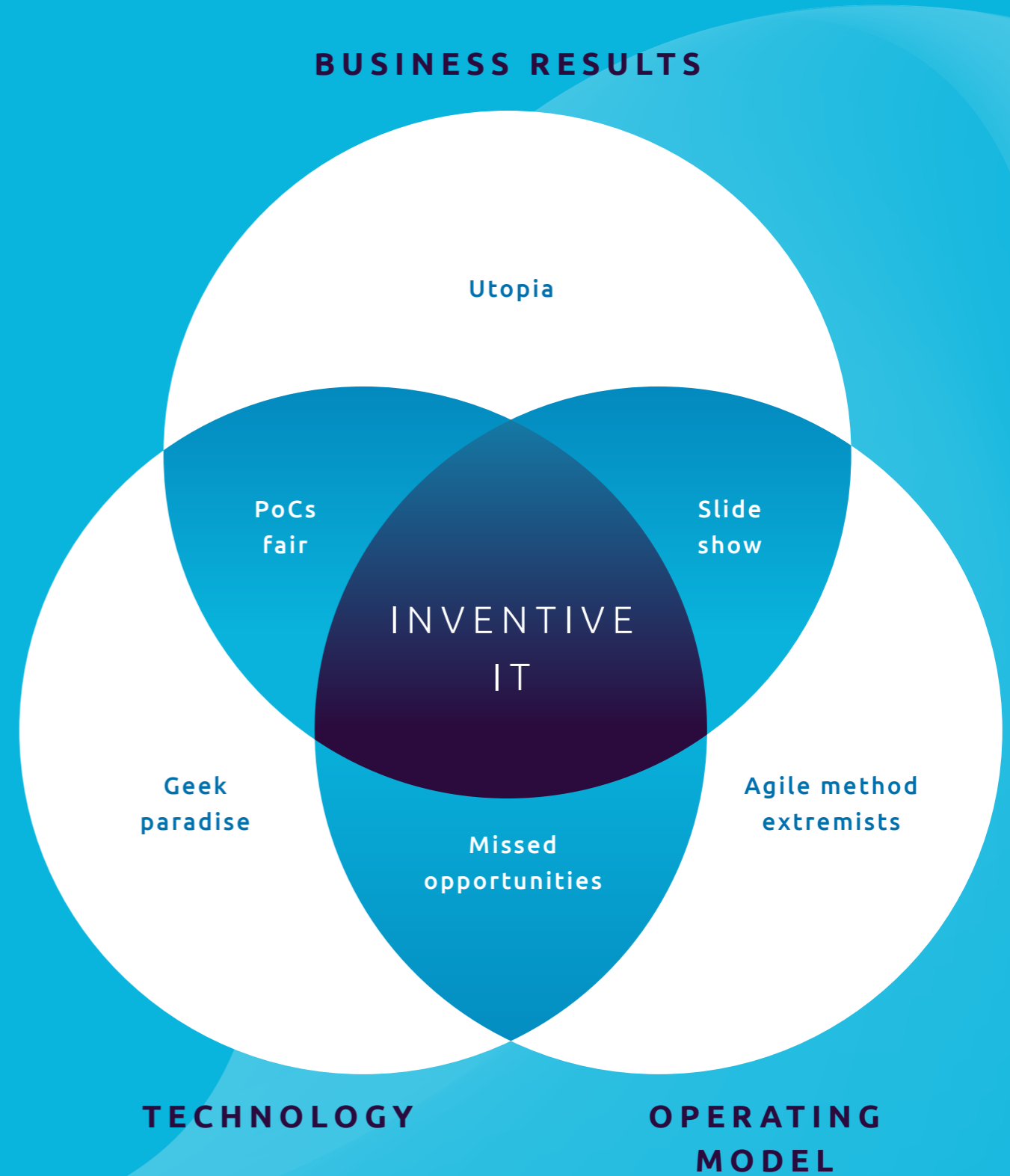
Data is at the core of digital transformation. A data-centric information system enables new data-powered business models, as well as data-enabled customer journeys, operations and maintenance.

Beyond industrial

CIOs can benefit from the next level of performance in industrial IT delivery, utilizing delivery centers that leverage systematic end-to-end automation, AI-based tools, chaos monkey engineering for resilience, agile and continuous improvement practices, together with offshore

These models also leverage data platforms that enable IOT, AI, Machine Learning and Edge computing. A data-centric operating model delivers data governance, insights-based management and the creation of organizational digital twins.

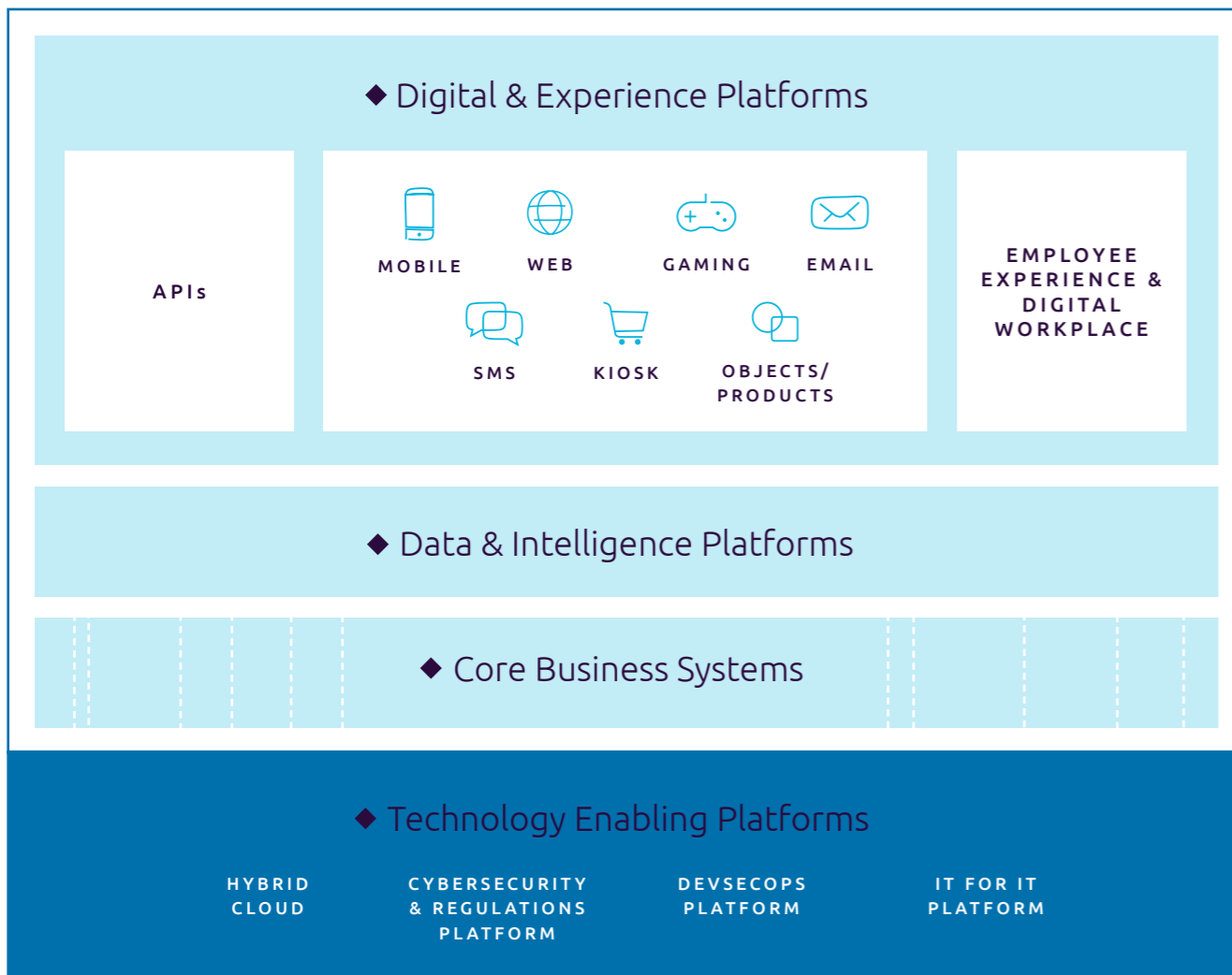
Inventive IT addresses technology and operating model transformation while solving business issues



THE ECOSYSTEM ARCHITECTURE FOR INVENTIVE IT

You'll need to develop your approach beyond traditional enterprise architecture, towards an Ecosystem Architecture that embraces new technologies and new partners. What specific components will you need to bring together to establish a new Ecosystem Architecture, in order to achieve Inventive IT? And what crucial technology building blocks will you need in order to transform your business?

Inventive IT transforms your existing architecture into loosely coupled services to enable a bespoke and rapid response to change. You will need four major building blocks to achieve Inventive IT.



1. Digital & Experience Platforms

A state-of-the-art digital platform enables the fast and seamless implementation of customer and user journeys, driven by a multi-channel approach. It ensures the re-use of digital capabilities for optimum cost-efficiency and accelerated time to market.

Employee experience in the workplace

Digital Workplace helps companies empower their employees and meet the “symmetry of intentions” promise. This champions the idea that if organizations care for their employees as much as they care for their clients, then their employees are more likely to focus fully on delivering business value. It’s a key lever to shift to a collaborative culture and improve business results.

APIs

APIs accelerate the sharing of data and processing services for better and faster business usages. They trigger new business models with customers and partners. Their importance, both from a business and technology point of view, is crucial in reaching the promise of the inventive and connected organization.

2. Data & Intelligence Platforms

The data platform feeds other systems with data and insights, fueling an insight-driven enterprise, with minimum impact on core business applications. It accelerates innovation and the implementation of data-driven use cases. Of course, all of this will be even more empowered in the future by the deployment and adoption of 5G.

3. Core Business Systems

Core business systems centralize business transaction records in a secure and cost-efficient way. They are increasingly redesigned into streamlined services that can evolve independently, increasing overall agility and robustness.

4. Technology Enabling Platforms

Hybrid cloud

Hybrid cloud infrastructure boosts the ability of the business to respond quickly and shorten time-to-market, while improving levels of service and cost variability. Indeed, hybrid cloud must form the foundation of any digital transformation, as it provides the full set of value-added services and accelerators, pushing both the ability to scale and the frontier of inventiveness.

Cybersecurity and regulations management platforms

As cyber risks and regulations increase, these platforms play a vital role in protecting the organization from threats and breaches, while ensuring business continuity, security and compliance. These platforms should encompass identity and access management (IAM), certificate management and cryptology, a security operations center (SOC) to ensure rapid detection and response, vulnerability management (including scan, patch management, and hardening), security tools (including firewalls), data recovery and business continuity, IT compliance tools, a cybersecurity and compliance cockpit, and reporting.

DevSecOps Platform

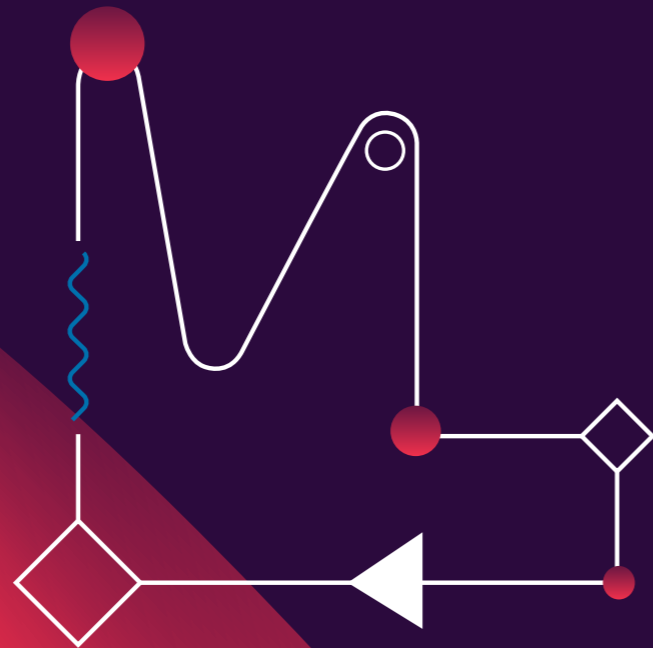
DevSecOps platforms ensure the industrialization, the acceleration and the security of the build, test and roll-out processes through containers, automated tests and pipeline, and robust, secure templates. They also support the rationalization of the application portfolio to simplify the landscape and reduce costs.

IT4IT Platform

An IT4IT platform supports an AI and data-based IT environment. It ensures consistent and optimized IT processes across different delivery teams. It also supports the improvement of time to market and quality of delivery.

THE OPERATING MODEL FOR INVENTIVE IT

How should you organize your activities to deliver Inventive IT most effectively? While every organization is different, what are the guiding principles CIOs should follow in order to achieve a viable transformation?



Make agile the new normal

Agile facilitates business and IT alignment by delivering through short-term cycles, enabling decentralized prioritization, and demanding product ownership.

Delivery is organized around small, empowered, multidisciplinary teams of eight to 12 people with all key competencies, applying agile and DevOps principles. Teams manage their output independently from end to end, while speed of delivery is managed depending on the nature of outcome, considering factors such as innovation, product construction, and product stabilization.

Moving to agile@scale, by leveraging frameworks like SAFe, is key to coordinating different teams and aligning management practices, like programs, budgets, decision making, with delivery capabilities.

Choose product-centric organization models

As business and IT become more integrated, a product-centric approach becomes the best way to organize. Product-centric organizations address all business aspects, like customer relations, operations, product management, change management and innovation, as well as all IT aspects, like legacy systems, digital delivery and transformation, for their product and services.

Product-centric approaches allow you to innovate and iterate quickly, because they focus on customer experience, the customer's evolving requirements, and the strategy created for the product. A product-centric model is ideal for integrating digital technologies, delivering high levels of growth and profitability.

Embrace global delivery and distributed agile

Some commentators primarily see agile as full, on-site, internal developments of artisanal models. In fact, service providers are accelerating IT delivery in models that are increasingly orchestrated in partnership with clients. In this scenario, agile becomes industrial, more often delivering projects and products offsite.

As an example, five years ago, the creation of a single mobile application was seen as an act of craftsmanship. Now that process can be industrialized to produce dozens of applications at a global level, for each mobile platform, fully tested and secure by design, self-improving through usage metrics.

Develop a culture of innovation and continuous learning

Organizations need to create a culture of innovation and continuous learning, focused on business issues and priorities, to develop new ideas that generate business value – while taking into account their environmental impact. These ideas can then be brought to life as strategically planned, goal-specific Proof of Concepts (PoCs).

Organizations in transformation should develop their own in-house capabilities for innovation development and simultaneously leverage an ecosystem of partners and suppliers to build PoCs and then scale up those that are most promising.

Create Centers of Excellence (CoEs)

As waves of technology continue to develop, it's important you manage the key technologies within the organization. Experts are often few in number and high in demand, so Centers of Excellence (CoEs) are the best way to stay at the leading edge of interesting new technologies, to consolidate expertise and to make it available across the organization. In addition, CoEs can make sure that topics of shared interest, such as customer experience, are tackled in a coherent way throughout the business.

Redefine Infrastructure & Operations (I&O)

Cloud, automation, DevOps and new technologies, like Edge, IOT and infrastructure as a service, deeply transform and streamline I&O organizations. In the process, many activities are either automated or delivered by cloud providers. However, some new roles emerge too, such as DevOps engineers integrated into agile squads, cloud financials optimizers, IT4IT data managers and IaaS developers. The race to recruit specialist expertise in these areas is intensifying.

Manage IT risks and compliance

Organizations operating in highly regulated sectors are familiar with risks and compliance processes and understand the severe penalties of non-compliance. We see the risk and compliance function as a critical part of any IT organization, as new regulations put more and more constraints on their operations and developing projects.

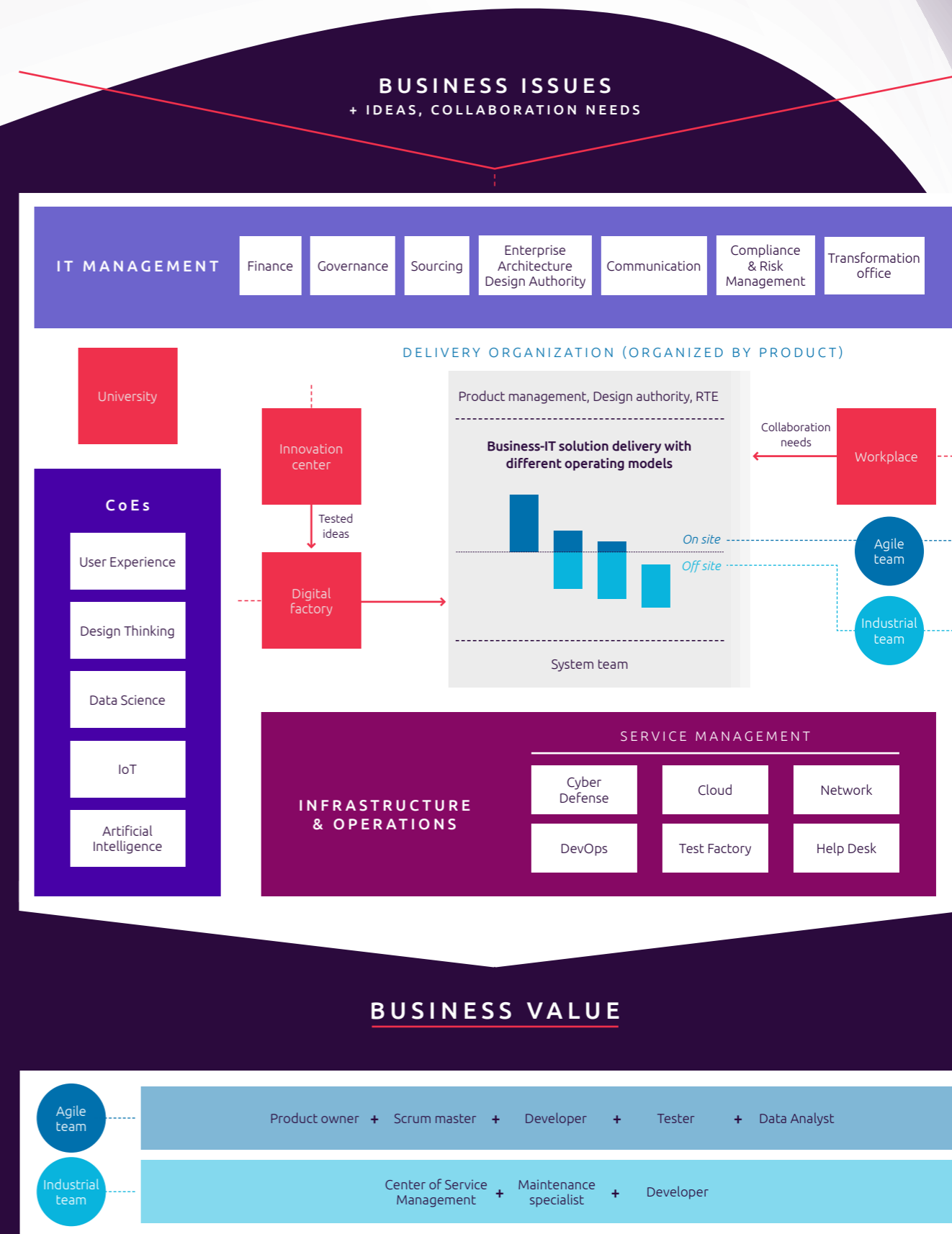
Reassert the importance of the workplace

Perceptions of IT are most often formed in the workplace, making the workplace experience a tremendous tool for initiatives aimed at increasing productivity and fostering collaboration. Advanced organizations tend to create joint ventures between IT and HR, going beyond technology to improve employee experience and collaboration, accelerating the delivery of those new initiatives.

Embrace expertise as the new gold

New technologies, new jobs and new ways of working demand continuous training and upskilling. That's why advanced organizations are setting up state-of-the-art universities, together with innovative ways of delivering on-the-job training, coaching, tutoring, innovation journeys and knowledge exchange. Companies also compete to attract and retain the best talent by working on enterprise reputation, distinctive values and societal impact.

How to organize your business to deliver Inventive IT most effectively



CASE STUDY:

MAJOR MOBILITY COMPANY



We collaborated with a major European railway company to successfully launch an ambitious digital IT transformation program, working with them from strategy development to execution.

In the 2000s, the company was a pioneer in digital transformation, with a highly successful and popular online ticket sales platform. Now it wanted to apply digital transformation across its business. By 2015 it had set up a digital factory and launched a number of Proof of Concepts but was struggling to scale up and transition to the run stage. It needed digital foundations to accelerate and scale up its digital transformation, so launched an enterprise-wide program made up of 14 streams.

The idea was to provide an end-to-end, integrated environment to achieve the following objectives:

- Provide value-added digital platforms to accelerate application development and time-to-market
Enabling technologies: Big data, IOT, Mobile App, API
- Optimize user-oriented self-service and automated consumption processes to improve the experience and the perceived quality of services
Enabling technologies: User portal and ITSM based on ServiceNow platform, software factory / CI-CD to automate application releases and DevOps

- Reinforce security through Cybersecurity by Design
Enabling technologies: IAM, Access, CyberSOC, Cybersecurity
- Create agile foundations relying on cloud to support this, with standardization and automation to reduce cost
Enabling technologies: Data center & cloud, Reliable network & WiFi, Digital workplace

The program is ongoing and, over two years, has delivered a variety of new initiatives:

- Digital platforms are up and running, supporting around 250 innovative applications
- Self-service portal offers 70 services and has 40,000+ users
- Software factory supports 600+ application projects
- IAM set up with 300+ Federated applications and the CyberSOC scans 10,000+ assets for vulnerabilities
- Cloud “landing zone” created, with 2,500+ virtual machines and about 100 applications already in production, while 3,000+ servers have been decommissioned in the legacy data centers and 7,000 in the local data facilities

We worked in collaboration with the client to frame strategy, steer the program and manage delivery, helping teams to regularly revise priorities to ensure the smooth integration of the program. Defined key processes and use cases then rolled them out to users. Adjusted the operating model to build more agile operations. Enabled a smooth transition to the run stage for several projects. And ensured the project was delivered on time and on budget.

HOW TO SUCCEED ON THE TRANSFORMATION JOURNEY TO INVENTIVE IT

Our vision for Inventive IT is firmly based on the conviction that organizational and technology transformation need to happen simultaneously.

There are a number of important success factors that you should consider as you implement your evolving transformation on the journey to Inventive IT:

1. Define the ingredients of your transformation

Never underestimate the value of setting out the scope and ambition of your transformation, or “framing” it. The framing phase should define all the elements that will make your transformation successful, including your overall vision and your goals, as well as details of timings, budget, people and governance. It should build a compelling vision for both business and IT that becomes your bespoke transformation roadmap.

You should use the framing phase to review your project portfolio,

along with the architecture. This will allow you to rationalize projects that can benefit from shared target IT capabilities, like electronic signature and document management.

The success of your transformation to Inventive IT will depend on the clear definition of the initial framing, simultaneously, across organizational and technological functions. It will also depend on the buy-in and support of all stakeholders on the vision, the investment, and the desired outcomes.

2. Focus on delivering business value

To achieve digital maturity, business and IT need to collaborate closely. Your goal must be to deliver value, based on business priorities. By employing agile, you’ll enable business and IT to achieve your goals together as a single team.

Your business leaders will drive the transformation by defining priorities, setting expectations and providing arbitration. Joint teams will deliver the solutions that will meet the objectives of your business, while ensuring robustness, security and efficiency and maintaining a coherent information system.

3. Champion employee satisfaction

Employee satisfaction has a direct impact on company performance. To win in the marketplace, you need to win in the workplace first. Likewise, the better the company performs, the more likely you are to attract and retain the best people.

Agile ways of working and product-oriented organization models improve employee engagement, and encourage greater employee involvement, collaboration, transparency, and team empowerment through decentralized decision making, leading to greater employee satisfaction.

4. Focus on cost reduction early

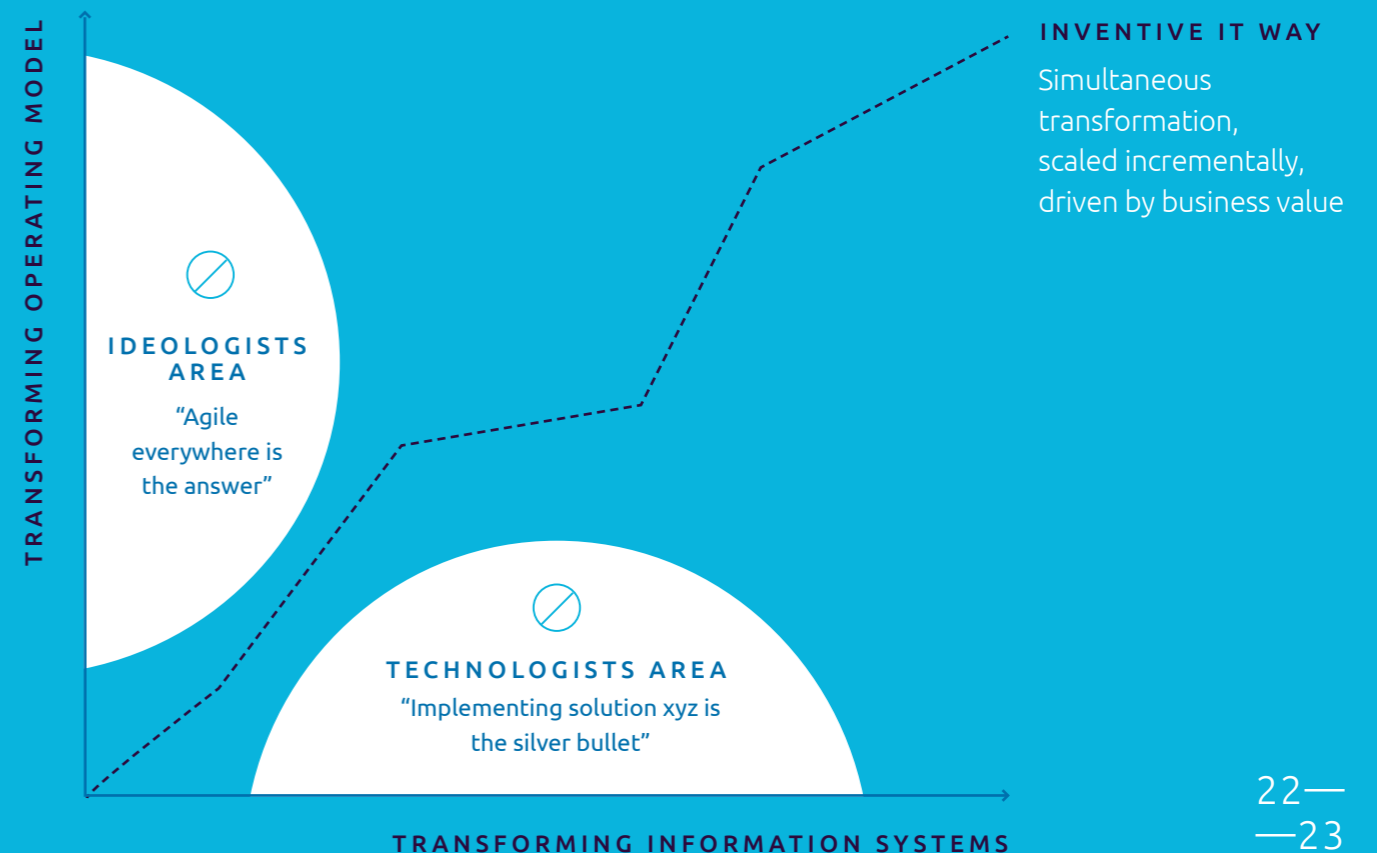
Even if growth is your primary objective, you should focus on demonstrating that your transformation will reduce overall costs. If you focus on cost saving from the very start, you’re more likely to achieve ongoing investment in a longer term, broader transformation.

5. Achieve a transformative, simultaneous delivery

Our clients often ask us where they should start: with their organization or their technology? Our answer is always the same: it’s essential that you do both at the same time.

You’ll need to achieve a transformative delivery that will solve business issues, while transforming the technology and the operating model simultaneously, rather than treating transformation as separate, isolated projects.

Transformation addresses both technology and operating model simultaneously



TRANSFORMATIVE DELIVERY



Build around **business issues** while simultaneously **building components of the target technology capabilities** and progressively **implementing new ways of working**

New projects are progressively **accelerated** by these capabilities

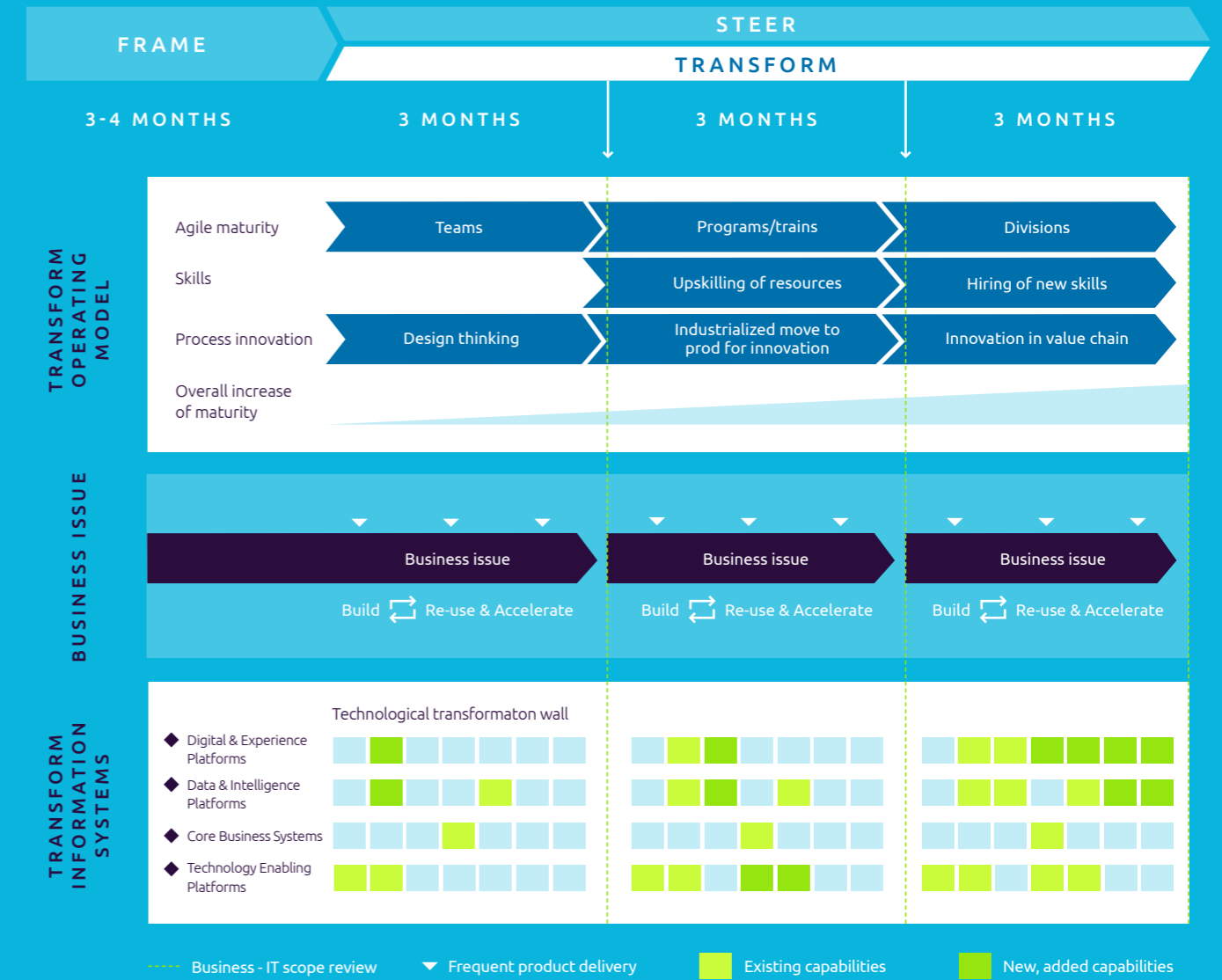
The **scope is reviewed and challenged regularly** between the business and IT teams

Value is delivered from year 1, securing business interest in the transformation

6. Define achievable and iterative steps

You'll only make your transformation a reality by defining achievable and iterative steps. Achieving Inventive IT is all about cultural change, and cultural change is a long journey. That's why we reject the "big bang" theory of transformation for legacy organizations. Instead of delivering value, a "big bang" approach often results in disorganization, delivering a two-year freeze in projects and disenfranchised employees that most organizations can't afford.

An iterative approach will allow you to regularly review and re-prioritize the pace of transformation to reflect the responsiveness of your organization and changing market priorities.

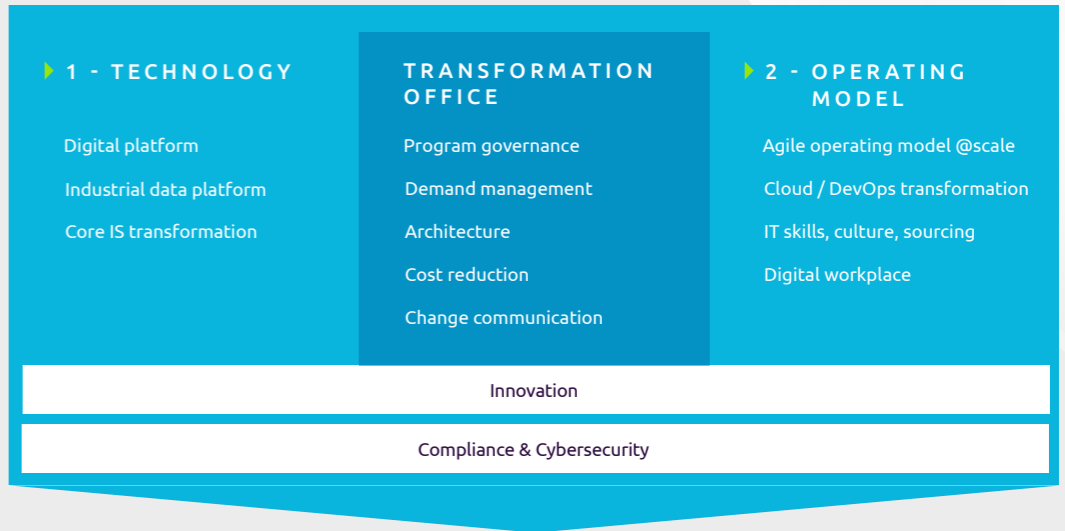


WHAT WILL YOUR TRANSFORMATION ROADMAP LOOK LIKE?

Inventive IT overview

Example: Customer journey digitalization

TRANSFORMATION PROGRAM



USE CASES 1 NEW CUSTOMER JOURNEY

Multiple cases implemented in parallel



1 - TECHNOLOGY

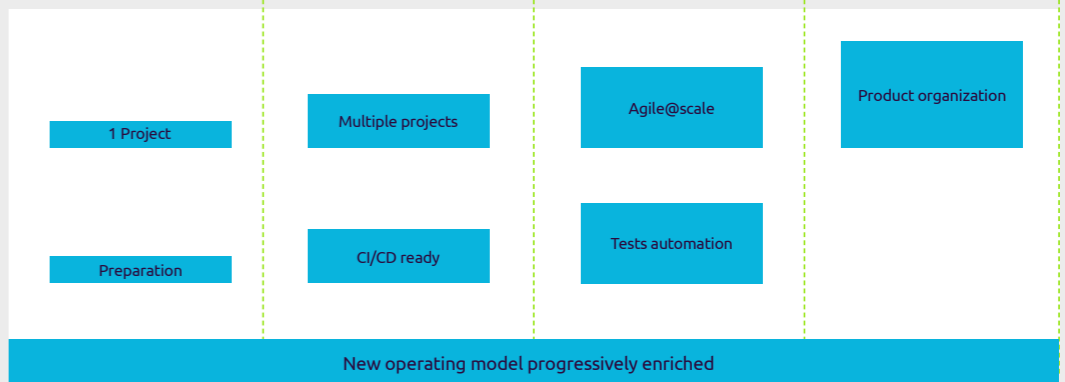
- ◆ Digital & Experience Platforms
- ◆ Data & Intelligence Platforms
- ◆ Core Business Systems
- ◆ Technology Enabling Platforms



2 - OPERATING MODEL

Agile / Agile@scale

DevOps



CASE STUDY: _____

THE DIGITAL TRANSFORMATION OF AN AGILE CUSTOMER-CENTRIC COMPANY

A pragmatic approach to digital transformation delivered extraordinary results for this top global insurer. They delivered initial MVPs (Minimum Viable Products) beyond expectations; created powerful digital and data platforms; demonstrated the value of agile and Design Thinking; and formalized the methodology to enable an efficient roll-out.

Our collaboration started when the CEO at this agile customer-centric company invited us to collaborate on a number of critical strategic challenges:

- Digitalize the client journey and increase client satisfaction
- Develop new products and the ability to launch them quickly
- Satisfy new regulations demanding detailed responses
- Take on new entrants that use data and speed to attack market

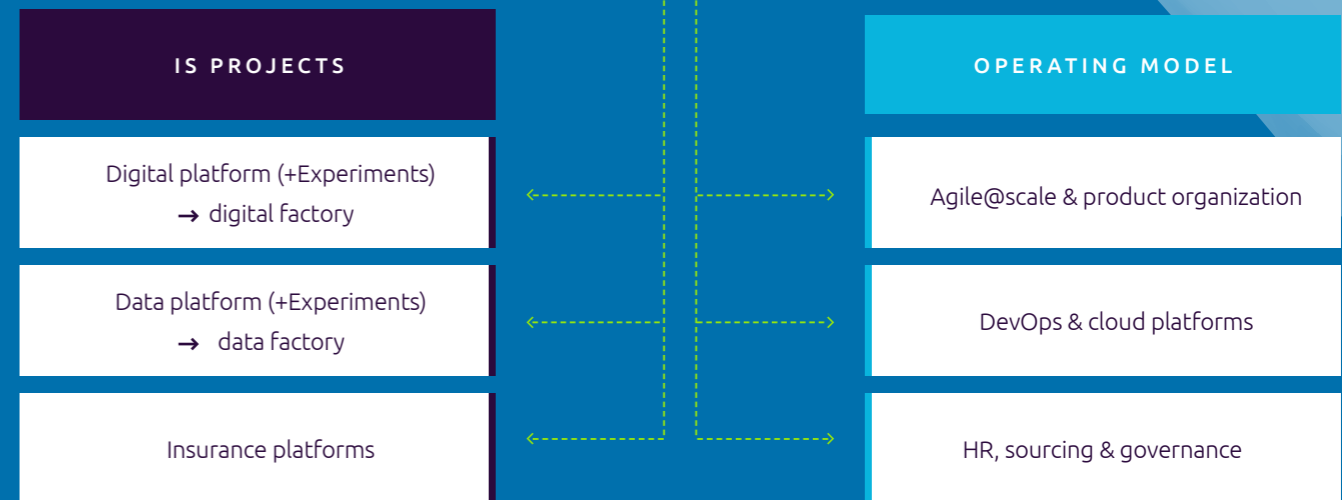
The new CIO was eager to collaborate on a number of additional issues:

- Long development cycles (18 months); V-cycle-only methodologies
- Intricate systems with data replication and no clear ownership
- Siloed/sedimented organization: strong hierarchy, tailored activities

Our first collaboration was on a four month framing phase with business and IT representatives.

This delivered:

- A view of the target information system based around digital, data and core insurance platforms. We identified the shared functionalities to be developed, such as electronic signature, also reusing existing solutions
- A plan to decouple and simplify systems through APIs and re-urbanization, a process that divides a major application into coherent elements
- A view of the target operating model and levers
- A high-level roadmap for implementation over the following four years
- A revamped project portfolio that embedded around 20% of transformation projects, some to subsidize business projects, others to invest in industrialization, transformation and new IT capabilities
- A view of the top key business issues and an initial approach to solve them in the first 12 months
- The related financial plan: worth 100m€ over four years



We curated stakeholder workshops, arbitrating between projects to agree the target vision and a comprehensive plan. We set-up specific program governance and then established a transformation office to manage the whole program jointly with the company.

We conducted a series of experiments with new ways of working, including agile and Design Thinking methodology, multidisciplinary project teams, DevOps pipeline and new roles. At the same time, we implemented new capabilities, such as process orchestration, chatbots, mobile document upload and the first components of the data platform, including data integration, processing and provision to users.

Within six months, the teams delivered initial MVPs (Minimum Viable Products) beyond expectations, raising appetite for added value, joint business and IT teams. Together, we created digital and data platforms, forming the foundation of the target information system. In the process, demonstrations of agile and Design Thinking highlighted their added value and the methodology was formalized to enable efficient roll-out.

Following its initial success, the program accelerated, with the number of experiments increasing to more than five simultaneously on each platform. We also created a specific recruitment and upskilling program, leveraging Capgemini owned training practices. A major communication and change management program was executed to successfully onboard the entire organization.

CAPGEMINI INVENT, YOUR PASSPORT TO INVENTIVE IT



In the current disrupted business environment, CIOs need to transform complex IT landscapes and organizations into a new, thriving digital IT reality that fosters inventiveness and innovative business models.

Inventive IT is the outcome we deliver by transforming your organization and its technology simultaneously. We achieve this by employing the full expertise and capabilities of Capgemini Invent to solve the most complex business and technology challenges.

We bring an inventive mindset and unique spectrum of multidisciplinary expertise to address the individual needs of each client and deliver results that count.

Strategy & Transformation Consultants

Strategists develop customer insights, organizational knowledge and market perspectives that inform the development, evaluation and implementation of new business models, services and products. And in some cases inventing entirely new businesses.

Creative Designers

Creative designers bring together end user needs and business strategy with a clear, compelling technology vision to deliver new products and services. This multidisciplinary group works together to generate insights, sketches, wireframes, renderings, prototypes, films and complete digital and physical designs that delight our clients and deliver new sources of value for

their businesses.

Emerging Technology Experts

Technologists envision what is next and what is possible. They work hand-in-hand with creative designers to develop and deliver cutting-edge experiences. From front-end development to back-end integration across every platform and software language, our technologists can do it all. They benefit from the deep technology expertise across the Capgemini Group and are skilled in emerging technology, design, and quality assurance. This ensures that we can help our clients bring to life the concepts we invent and deliver real business value.

Data Specialists

Data specialists, from scientists, architects, and engineers to analytics practitioners, use their advanced mathematical modeling experience in the business environment. They apply AI technologies such as deep learning and applied insights to real-world problems. They solve complex problems including the ability to disaggregate issues, identify root causes and invent creative solutions.

Our unique credibility as your end-to-end transformation partner comes from leveraging the expertise and capabilities of the entire Capgemini Group.

We take advantage and orchestrate a broad set of expertise and delivery capability of the Capgemini Group, such as:

- Capgemini Hybrid Cloud Platform, Next-gen Application Development & Maintenance services powered by our Rightshore® delivery centers
- Recognized thought leadership and award-winning Capgemini Research Institute
- Applied Innovation Exchange (AIE) network, strategic partnerships with category leaders as well as innovative start-ups.

SIX GOOD PLACES TO START

Whatever stage you're at in your transformation journey, now is the time to talk with us. However, there are some optimum points at which we can join the conversation and start our collaboration. We can help you:

THE WAY WE DO IT

Put simply, our DNA is different. We believe in a fully collaborative, highly inventive approach. Capgemini Invent will be your end-to-end partner, from framing to implementation, enabling your transformation to Inventive IT.

We achieve this through three differentiators:



Our focus on **BUSINESS VALUE** makes full use of Capgemini's thought leadership and inventive mindset, through our experts, the Capgemini Research Institute (CRI) and the Applied Innovation Exchange (AIE) Network. We can onboard all your stakeholders, business and IT alike, using the right skill set.

Our **TRANSFORMATIVE MINDSET** enables us to work with you to deliver invention and impact at scale. Our "single team" approach enables clients and consultants to collaborate to reach the same goal. We favor a Minimum Viable Product (MVP) approach, with the objective to continuously deliver value and improve from that starting point. By injecting new capabilities, like design, data science and agile at scale, we fully transform your teams and capabilities.

Our **HANDS-ON APPROACH** is fueled by the conviction that we need to go beyond offering strategic advice to achieving successful delivery. Steering and top management alignment is required – but is not enough. We fully leverage all our Capgemini Invent capabilities to deliver projects and transformation together.

With the Capgemini Group behind us, we can truly support your end-to-end transformation as you address your most critical and strategic challenges.



Define your IT & technology innovation strategy

- We understand your business objectives and explore how technology can enable new, inventive ways of generating value.
- We create your bespoke transformation roadmap, focusing on delivering business value within the first twelve months.
- To foster innovation, we design and operate Innovation Centers on your behalf, leveraging our own Applied Innovation Exchange (AIE) network.



Scale agile across the organization

- We partner with you to succeed in your agile transformation journey.
- We transform practices and culture, making your business and IT functions work together in an agile mode at scale, in order to deliver value rapidly.
- We design and set-up new, product-based organizations aligned with the value chain of the company. We redesign your technology operating model and the associated governance.
- We define and organize upskilling / change programs to equip your IT workforce with new behaviors, methods and tomorrow's skillsets.



Make cloud a success

- We define the strategy and the path to accelerate the adoption of cloud solutions.
- We transform the Infrastructure and Operations departments to perform in hybrid cloud, edge and infrastructure-as-code environments.



Design, set-up and scale digital factories

- We design and operate joint second generation digital factories that deliver digital assets at scale, while accelerating the Inventive IT transformation path.



Leverage digital workplace solutions

- We enable new ways of collaborating and delivering value by equipping your employees with state-of-the-art digital workplace tools.



Reduce IT costs

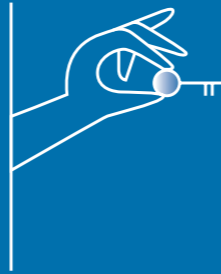
- Within a restructuring initiative or a more global M&A, we identify the sweet spots for IT cost-reduction initiatives, then help you deliver and track those savings.

OUR ROLE AS PARTNER

We're fully committed to our clients' success and will align with individual client's goals. This might take the form of a risk and reward sharing agreement or an outcome based fee structure, depending on your individual needs or projects. In collaboration with you, we'll commit to putting "skin in the game", defining KPIs like time to market, re-use levels, collaboration and business success.

CONCLUSION

SIMULTANEOUS TRANSFORMATION IS KEY TO IMPLEMENTING INVENTIVE IT



Truly successful transformation journeys must embrace both technology and operating model transformation, not in isolation, but simultaneously - and focus on solving business issues.

It's a fact. IT was not born digital in traditional organizations. Right now, CIOs are dealing with critical challenges. First to deliver business value at the appropriate speed and scale. Second, to evolve their legacy core systems and operating model towards an agile, industrial and data-centric IT. And third, to guarantee compliance and cybersecurity. All while enhancing the value they deliver.

We believe CIOs will only achieve remarkable results if they take an inventive approach to transformation and to their digital futures. To be truly successful, transformations must embrace both technological and operating model transformation, not in isolation, but simultaneously.

Inventive IT is the cornerstone of your transformation into a thriving tech company. Achieving Inventive IT will transform your complex IT landscapes and organizations into a vibrant digital IT reality that fosters new inventiveness and innovative business models. Our approach combines our unique ecosystem architecture and an agile, industrial operating model, with our expertise in transformation and implementation, to accelerate your digital journey at speed and scale.

We'll work hand-in-hand as your partner, committing to the success of your digital transformation journey towards Inventive IT, securing a new, inventive foundation for a robust digital future.

Inventive IT is a digital reality that breathes inventiveness.



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About Capgemini Invent

As the digital innovation, consulting and transformation brand of the Capgemini Group, Capgemini Invent helps CxOs envision and build what's next for their organizations. Located in more than 30 offices and 25 creative studios around the world, its 7,000+ strong team combines strategy, technology, data science and creative design with deep industry expertise and insights, to develop new digital solutions and business models of the future. Capgemini Invent is an integral part of Capgemini, a global leader in consulting, technology services and digital transformation. The Group is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of almost 220,000 team members in more than 40 countries. The Group reported 2019 global revenues of EUR 14.1 billion.

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People matter, results count.

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