KLAS RESEARCH | Performance Insights

First Look

Capgemini 2021

Driving Value through Partnerships

Performance Report | **October 2021**

Capgemini

Driving Value through Partnerships

Why This First Look?

Capgemini offers healthcare management consulting services to provider and payer organizations to improve their business processes. Using digital transformation strategies and data-driven insights, Capgemini analyzes clients' existing organizational problems, develops solutions, and then assists in executing strategic plans. This report is an early look at the outcomes and satisfaction of Capgemini clients.

What Does Capgemini Do?

(A Client Explains)

"The firm augments our project management and project administrator capabilities. Capgemini has brought ways to help us reduce our costs, such as establishing an offshore presence. Capgemini partners with me to identify staff that could support our company's strategy through the projects they undertake. Capgemini meets regularly with us to review staffing allocations, what is working well, and what we could do differently." —Director

Bottom Line

Clients are pleased with the depth and breadth of Capgemini's expertise across business verticals. Clients report that Capgemini excels at creating global teams and structures while also possessing a sound knowledge of local markets that helps drive value through quality deliverables. A few respondents feel Capgemini could provide more-strategic guidance that goes beyond solely focusing on project completion; additionally, consultant attrition delayed some clients' outcomes and negatively affected timelines.

Key Competitors (as reported by Capgemini)

Accenture, Cognizant, Deloitte, Infosys, TCS, Wipro

Top Reasons Selected

- Global knowledge with local expertise
- Pricing
- Business model
- Broad market capabilities

Number of Clients Interviewed by KLAS

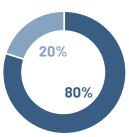
5 individuals from 5 unique organizations (out of 7 provided by the firm at time of data collection)

Survey Respondents—by Organization Type (n=5)

Academic health systems | Large-hospital health systems | Payers | Provider-owned health plans

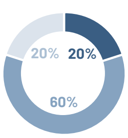
Capgemini Client Experience: An Initial Look

Overall Client Satisfaction (n=5)



Highly satisfied
Satisfied
Dissatisfied

Time to See Outcomes (n=5)



Immediately
Within 6 months
Within 6–12 months
Over 12 months
No outcomes yet

Outcomes Expected by Clients

Achieved | Not achieved | Pending | Unexpected outcome

Remediation and prioritized action plans	Achieved
On-time deliverables within scope and budget	Achieved
Regulatory compliance	Achieved

Capgemini—Key Performance Indicators (1–9 scale)

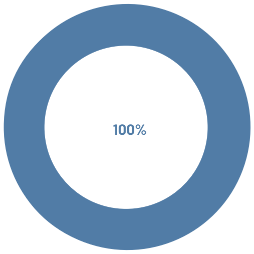
Quality of staff/ consultants	Likely to recommend	Drives tangible outcomes	Strength of partnership
B	A+	A–	A+
(n=5)	(n=5)	(n=5)	(n=5)

Grading scale

A+ = 8.55–9.0	B+ = 7.65–7.91	C+ = 6.75–7.01	D+ = 5.85–6.11	F = <5.22
A = 8.19–8.54	B = 7.29–7.64	C = 6.39–6.74	D = 5.49–5.84	
A- = 7.92–8.18	B- = 7.02–7.28	C- = 6.12–6.38	D- = 5.22–5.48	

Would you buy again? (n=5)

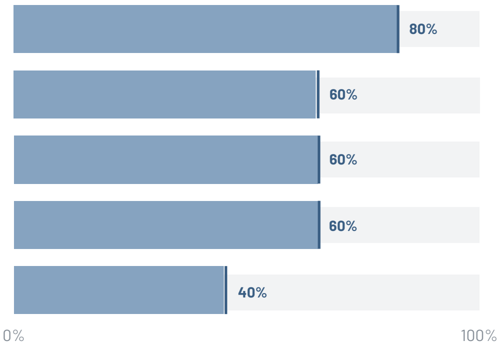
Yes | No



Types of Services Used/Validated

Percentage of interviewed clients using each service (n=5)

Program/project management
Application development and maintenance
Management consulting
Quality assurance (QA)
Business analysis



Strengths

Competitive pricing structure

"Capgemini was very competitive in their rates, and they were willing to work with us. Capgemini was a diverse company and fit well with the culture we were driving." —Director

Expansive depth/breadth of expertise

"Capgemini has expansive resources with different subject matter expertise, so we have been trying to not only maintain what we have been doing but tap into their other expertise. If Capgemini remains competitive with their pricing, that relationship can go in different directions and grow beyond the engagements we have done to date." —Director

Strong client partnerships

"Overall, Capgemini delivers at or above expectations. They prove themselves to be a good partner daily. They are willing to bring other resources to the account to supplement what we are doing, and they offer their expertise at no additional charge from time to time. Capgemini brings a lot of depth and experience." —Director

Opportunities

Lack of strategic guidance

"Capgemini is so occupied with tactical delivery that they don't do the best job of looking at broader partnerships and opportunities. I bring 90% of what I need to them instead of them bringing that to me. One of the firm's biggest gaps is their inability to look beyond what we have asked for and think about the broader picture." —Director

High attrition rates

"A challenge that we had in the past was a high attrition rate. When we turn on a project, the high attrition rate can sometimes cause delays when someone is leaving and someone else is trying to get up to speed." —Director

KLAS' Points to Ponder

The Positives: Capgemini provides a full portfolio of consulting services for provider and payer organizations that includes management consulting, project management, administration staff augmentation, business analytics, QA assessments, regulatory compliance reviews, and digital transformation strategies and deliverables. Capgemini provides a large staff of healthcare experts for both financial and clinical services. Service pricing can be a fixed fee or be based on outcome goals. Using both onshore and offshore resources allows Capgemini to resource their projects in a cost-effective way.

Mike Davis
HCIT market research
and analysis expert
with 40+ years of experience

Organizations should consider the following:

The Solution's Long-Term Viability in Healthcare
US provider and payer organizations are struggling with a bifurcated reimbursement and care delivery environment that includes both fee-for-service and value-based care business models. To successfully transition to higher levels of value-based care, healthcare organizations will need management consulting, strategic plan development and execution, digital transformation of services and technologies, and well-designed data analytics environments. Consultants that can assist organizations with these services and provide local and regional market knowledge will be more successful. Capgemini is well positioned for continued success.

The Capgemini AI Environment
Capgemini uses AI to support risk stratification for patients, claims analysis, operational efficiency, fraud detection, and cohort identification for care management. The AI models are composed of SDOH data, data captured from the client's financial and clinical applications, and data that is proprietary to Capgemini. This represents a large data set that is likely to drive useful AI recommendations. The data set used in the AI models is accessible to the clients, and the models are retrained every three months on average.

Staff Augmentation Services for Healthcare Organizations
Healthcare organizations are challenged to find resources with key skills to maintain operational efficiency and/or transformations. Consultants that can support financial operations, clinical operations, medical coding, database administration, and IT will be in great demand as the industry transitions from fee-for-service to value-based care. Consulting organizations that have onshore and offshore resources will likely have a larger contingent of resources. H-1B visa processes may impact access to onshore technical resources and should be evaluated for project staffing.

Digital Transformation Focus
Consulting services firms that provide digital technology, service design, project management, and application deliverables will be in high demand. Consultants who can implement successful digital transformation strategies around security, IT and data governance, big data/enterprise data warehouse management, application interoperability, and regulatory compliance will have the best success and growth rates. Digital solutions used to improve patient-focused care and engagement, provider and payer workflow efficiency, and closed-loop population health management will be required for provider and payer organizations to remain viable over the next decade.

Capgemini: Company Profile at a Glance

Founder
Serge Kampf

Year founded
1967

Headquarters
Paris, France

Number of clients
100+

Number of employees
12,000 in the healthcare division

Estimated Revenue
$18.5 billion

Revenue model
Fee-based model

Target client
Payers, provider organizations, health systems, and PBMs

Healthcare Executive Interview

Dr. Christina Bharathi Remediakis,
VP, Market leader (Healthcare)

What is your background?
I head Capgemini's health business and oversee the continued evolution of their health-specific innovations, solutions, and GTM strategies. I provide strategic advisory services to Capgemini's clients by leveraging my deep technology expertise in the healthcare space. I also direct Capgemini's business planning and goal setting for healthcare and collaborate with Capgemini's global business capability units on execution.

In my current role, I spearhead one of the fastest-growing business lines for Capgemini and specialize in using technology to solve core healthcare industry problems (e.g., real-time medical management, care management, VBC). I regularly author thought papers and present in internationally reputed conferences.

I have 28+ years of industry experience that spans across consulting, delivery, leadership development, biopharma, financial services sectors, and teaching and researching with global healthcare clientele. Prior to joining Capgemini, I was the associate VP within the healthcare and life sciences branch at Infosys. Before that, I served as the executive partner for transformation advisory services at Cognizant. I hold a PhD in advanced banking and international trade, hold an MBA in finance, and am a certified public accountant.

What is Capgemini's biggest differentiator?
Capgemini's healthcare team marries our deep functional/industry expertise with our extensive horizontal technology expertise to offer highly customized solutions that address healthcare industries' core technology problems. We are unique in the industry because we offer end-to-end solutions, from consulting services to transformation programs, application development, maintenance, QA, and business process outsourcing services.

AI Specifications (provided by Capgemini)

What data is used to create your data/test models (e.g., financial, clinical, SDOH)?
Our models use all types of healthcare data, including operational, financial, SDOH, claims, and other data containing both PHI and non-PHI data sources.

What is the source of the data (i.e., sourced from clients, proprietary data, or both)?
Data sources are a combination of the client's data, publicly available data like SDOH, and our proprietary data.

To improve accuracy, how often are the AI models trained?
This depends on the model and the client context. Typically, the AI models need to be retrained every three months.

Is the data accessible by the client?
Yes.

How is the AI solution used (e.g., financial risk stratification, high-risk patient stratification/identification, medication risk)?
AI is used for risk stratification of high-risk patients, claims and operational data for fraud detection, identification of member cohorts for targeted care management, and more.

Report Information

Reader Responsibility

KLAS data and reports are a compilation of research gathered from websites, healthcare industry reports, interviews with healthcare, payer, and employer organization executives and managers, and interviews with vendor and consultant organizations. Data gathered from these sources includes strong opinions (which should not be interpreted as actual facts) reflecting the emotion of exceptional success and, at times, failure. The information is intended solely as a catalyst for a more meaningful and effective investigation on your organization's part and is not intended, nor should it be used, to replace your organization's due diligence.

KLAS data and reports represent the combined candid opinions of actual people from healthcare, payer, and employer organizations regarding how their vendors, products, and/or services perform against their organization's objectives and expectations. The findings presented are not meant to be conclusive data for an entire client base. Significant variables—including a respondent's role within their organization as well as the organization's type (rural, teaching, specialty, etc.), size, objectives, depth/breadth of software use, software version, and system infrastructure/network—impact opinions and preclude an exact apples-to-apples comparison or a finely tuned statistical analysis.

KLAS makes significant effort to identify all organizations within a vendor's customer base so that KLAS scores are based on a representative random sample. However, since not all vendors share complete customer lists and some customers decline to participate, KLAS cannot claim a random representative sample for each solution. Therefore, while KLAS scores should be interpreted as KLAS's best effort to quantify the customer experience for each solution measured, they may contain both quantifiable and unidentifiable variation.

We encourage our clients, friends, and partners using KLAS research data to take into account these variables as they include KLAS data with their own due diligence. For frequently asked questions about KLAS methodology, please refer to klasresearch.com/faq.

Note

Performance scores may change significantly when additional organizations are interviewed, especially when the existing sample size is limited, as in an emerging market with a small number of live clients.

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Our Mission

Improving the world's healthcare through collaboration, insights, and transparency.

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For more information about KLAS, please visit our website:

www.KLASresearch.com

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