

# The dual transition

The path to a digital and sustainable economy

Quarterly review  
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Conversations  
FOR TOMORROW

The world is moving towards a digital and sustainable economy. Covering this dual transition is our eighth edition of the Capgemini Research Institute's quarterly review, "Conversations for Tomorrow." We highlight this transition through the eyes of academics, technology, and business leaders.

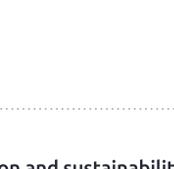
## Transition towards an eco-digital economy

Organizations are increasingly acknowledging the need to evolve, build new business models, and be sustainable by design.



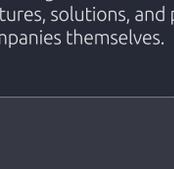
"The eco-digital economy refers to the dual transition to an economy that delivers not only economic value but also environmental and social value."

**Prof. Suraj Srinivasan**,  
Philip J. Stomberg Professor of Business Administration at Harvard Business School and Head of the Digital Value Lab at Digital Data and Design (D<sup>3</sup>) Institute at Harvard



"It (dual transition) is core to our mission of being our customers' digital partner for sustainability and efficiency."

**Nadège Petit**,  
Chief Innovation Officer, Schneider Electric



"Digitization and sustainability go hand in hand."

**Thomas Kurian**,  
Chief Executive Officer, Google Cloud

## Software is a key driver of the eco-digital era™

Software is becoming the key driver of the eco-digital era™. Organizations are adopting more software features, solutions, and products – becoming software companies themselves.



"With software as a service point, we need to understand how much existential risk we are willing to take. Hence, the entire portfolio is discussed in this context. The strategy is to decide what we can manage in-house and where we need to partner."

**Frank Loydl**,  
Chief Information Officer, Audi AG

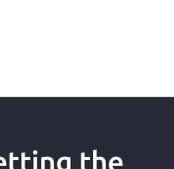
"Software is no longer an 'add-on' to the product lifecycle and value chain. Rather, it's the key to staying ahead of the competition and unlocking new revenue streams."

**Jiani Zhang**,  
EVP and Chief Software Officer, Capgemini Engineering



## Technology and data are driving sustainability

Effective use of technology and data enable better sustainable behaviors and benefits



"Smart use of data will also be essential to increase efficiency in a range of industries and prevent unnecessary emissions."

**Vincent Charpiot**,  
EVP, Head of Group Sustainability Business Accelerator at Capgemini

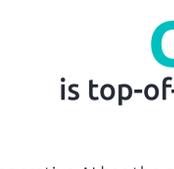


"With each passing day, better data becomes available to us; we have a greater understanding of our corporate impact, both environmental and social; and we are conscious of the need continually to reset goals."

**Adrienne Horel-Pagès**,  
Chief Sustainability Officer, La Banque Postale

## Getting the right talent and culture is key

Sustainability requires a key buy-in from the workforce. Hence, talent and culture play a defining role in the success of an organization's sustainability mission.

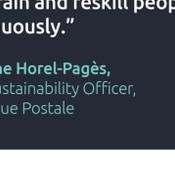


"A big part of sustainability is about enabling your employees and giving them the opportunity to learn and grow, so that they can adapt to new technology and take on different tasks."

**Eefje Dikker**,  
Head of Global HR Transformation, Digitization and Operations, Mercedes-Benz Group AG

"The best companies have a really good culture and shared purpose, giving workers the feeling that they are delivering what society needs, instead of just focusing on profit."

**Jim O'Neill**,  
Member of the UK House of Lords, Former Goldman Sachs Chief Economist

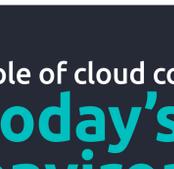


"The only way to drive change is to train and reskill people continuously."

**Adrienne Horel-Pagès**,  
Chief Sustainability Officer, La Banque Postale

## Generative AI is top-of-mind for industry leaders to deliver value

Generative AI has the potential to become a powerful transformative tool in the eco-digital economy.



"By using generative AI to automate processes, implement predictive maintenance, optimize the supply chain, mitigate risks, and improve decision-making, organizations can achieve cost savings and enhance overall financial performance."

**Aiman Ezzat**,  
Chief Executive Officer, Capgemini

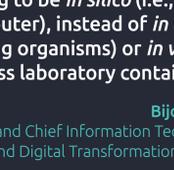


"If you can teach a computer to [find new antibiotics], that is one of the most powerful positives of AI I can think of."

**Jim O'Neill**,  
Member of the UK House of Lords, Former Goldman Sachs Chief Economist

## Role of cloud computing in today's digital environment

Cloud computing can accelerate and supercharge both sustainable and digital practices



"Cloud has always been about simplifying technology, making it more intuitive. The original premise of cloud computing is the ease of access to technology without the responsibility of running it yourself."

**Thomas Kurian**,  
Chief Executive Officer, Google Cloud

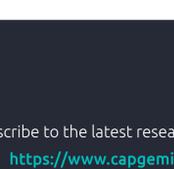
"Owing to cloud technology, much of drug discovery is now going to be *in silico* (i.e., on the computer), instead of *in vivo* (in living organisms) or *in vitro* (in glass laboratory containers)."

**Bijoy Sagar**,  
EVP and Chief Information Technology and Digital Transformation Officer, Bayer



## Collaboration is a key success factor in the new eco-digital era™

The challenges we face in the new eco-digital era™ are numerous and global. These challenges are global cutting across national, business, and industrial lines – hence this new era calls for global collaboration to address our global challenges.



"When it comes to digitalization and sustainability, world leaders have all got to be sitting in the same room. At the moment, they are not."

**Jim O'Neill**,  
Member of the UK House of Lords, Former Goldman Sachs Chief Economist



"We co-innovate with our suppliers. Sometimes, there are innovations which they haven't done for reasons of cost, time, or simply because we haven't asked them."

**Prakash Arunkundrum**,  
Chief Operating Officer, Logitech



"Collaboration is essential. Ecosystems need to be able to align to create and realize efficiencies between them."

**Nadège Petit**,  
Chief Innovation Officer, Schneider Electric

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