

The Long Arm of the Law

By breaking down barriers and thinking outside of the box with Capgemini Consulting's RApid INnovation methodology, the Dutch Police has honed its ability to stay ahead of criminal activity

21st Century Policing

The Dutch Police is a fragmented organization comprising 25 regional police departments, a national operation and the police force's ICT services organization. This fragmentation, compounded by a mis-alignment of its business and IT strategies, had become a cause for concern, particularly given the rise in technology-related crime. The best hope of targeting this effectively is to remain several steps ahead of the criminals.

Defining a common information strategy that would close the gap between the existing business strategy and IT strategy that would unite and inspire 27 autonomic police departments was not going to be easy. Each of them had its own budgets and targets, goals and objectives, development strategy and focus areas.

Fortunately, there was already a movement towards developing a single common goal, strategy and way of policing. The real challenge was overcoming "the way things had always been done".


Hothousing: Visualizing Change

To turn the situation around, the Dutch Police engaged Capgemini Consulting, which specializes in delivering real business transformations through the tight coupling of business and IT strategies, and the production of a highly visual roadmap for change.

The Dutch Police was particularly interested in Capgemini's highly acclaimed methodologies, solutions and services for implementing transformational change in such a way that delivers rapid, tangible paybacks along the way—which offer great relevance in the current high-pressure climate.

At a three-day RApid INnovation (RAIN) Expedition, Capgemini Consulting helped the Dutch Police design an integrated information strategy for the next two to five years. This followed extensive pre-event preparation, including an

in-depth analysis by studying a huge amount of fragmented visions, ideas and information and conducting over 35 interviews with chief constables and CIOs of the police departments. This analysis gave insight to the underlying causes of not overcoming "the way things had always been done" and thereby provided buckets of work for the three-day RAIN Expedition. In addition, a preliminary one day Community Event with some 30 experts from both the police and Capgemini Consulting took place, along with a challenging and inspiring 2015 scenario-play, supported by a technology prototype build by the Dutch Rapid Design and Visualization (RDV) team, which ensured that the intense three-day session yielded maximum results.



“We did an enormous amount of intellectual work in three days. We formulated seven basic principles for our information strategy during this time, which is not an easy job. We got to the core of the Dutch Police's information strategy and also worked on how to implement this information strategy - in close co-operation between business and IT. The choices we were able to make concerning our basic principles were really something!”

**Leon Kuijs, Portfolio Manager,
IT Board of Police Commissioners**

The RAIN Expedition, attended by over 50 participants, was designed and delivered by the Dutch Design Centers, working from the Accelerated Solutions Environment and drew on Capgemini Consulting's RAIN techniques. Developed in conjunction with Intel, RAIN is a physical and virtual environment dedicated to transforming organizations into service-oriented enterprises (SOEs), allowing them to deliver sustainable new business models 40% faster than traditional methods.

RAIN brings clarity

The event program was co-developed with the police sponsor team and in close cooperation with Group Partners, a UK-based company and thought leader in "structured visual thinking". Participants were encouraged to think laterally about what they could do if they were suddenly able to cross existing boundaries, for example, working in close collaboration with the entire value chain concerning public safety.

From this starting point, Capgemini Consulting was able to work with the Dutch Police to identify key objectives, formulate a long-term information strategy, define a roadmap for realizing this, set in place the transformation from 'application-based' thinking to 'information-based' thinking, before then aligning and mobilizing a team of committed stakeholders.

Roadmap highlights interim wins, long-term goals

Capgemini Consulting translated the end result (the physical visualization from Group Partners) into a digital representation (a Virtual Interactive Environment - VIE) which could be published on the web. This is supported by a wiki, to keep the Dutch Police firmly focused on its long- and short-term goals.

Using the Group Partners Development Framework as a visualization of all of this work, it was possible to realize an information strategy within three days which encompassed all of the new

thinking, supported by appropriate technology:

- the Current Reality is described in its full glory
- the Future Vision and the Strategic Outcome are crafted
- strategic Focus Areas are identified and detailed
- low-hanging fruit is identified along the way
- a Preliminary Roadmap is described.

Ready for action

More than 50 people emerged from the event as 'ambassadors', and a deeply motivated community is now ready to

take the results to the next level via the wiki, to completely transform the way policing is done in the Netherlands.

"We will miss Capgemini's RAIN team," concluded Leon Kuijs, Portfolio Manager, IT Board of Police Commissioners. "For a police officer, it is pure luxury that you can freely express thoughts and ideas all day - with a team ready to capture it in text and images. What's more, there is a constant focus on integrating all these remarks and visualizing them in an orderly fashion. Marvellous!"



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In collaboration with



The Dutch Police is composed of 25 regional forces and the Dutch National Police Agency.

In total there are over 40,000 men and women employed with the police.

For more information, please visit: <http://www.politie.nl/english/>