

VALUE HACKING

Maximum value potential



Capgemini  invent

THE CAPGEMINI GROUP HAS PRESENCE IN 40+ COUNTRIES, WITH MORE THAN 270.000 EMPLOYEES OF 120+ DIFFERENT NATIONALITIES

Capgemini  invent

7.000
employees

30+ offices
worldwide

idean
Part of Capgemini Invent

Fahrenheit212
Part of Capgemini Invent

sogeti
Part of Capgemini 

Capgemini 

25.000
employees

15
countries

270.000
employees

40+
countries

120+
nationalities

CAPGEMINI INVENT IS CAPGEMINI'S DIGITAL INNOVATION, CONSULTING AND TRANSFORMATION GLOBAL BUSINESS LINE

Our multidisciplinary and global team designs advanced digital solutions and new business models by combining strategy, technology, data science and creative design expertise with an inventive mindset. This team works hand in hand with the rest of the Group's capabilities and talents.

Our team consists of

- Strategy & Transformation Consultants
- Creative Designers
- Emerging Technology Experts
- Data Specialists



Australia	Germany	Spain
Belgium	India	Sweden
China	Netherlands	Switzerland
Finland	Norway	UK
France	Singapore	US

7.000
employees

500
client

30
offices

15
countries

25
Studios

VALUE HACKING ENABLES CLIENTS TO MAXIMIZE THE VALUE FROM INVESTMENTS

Value Hacking

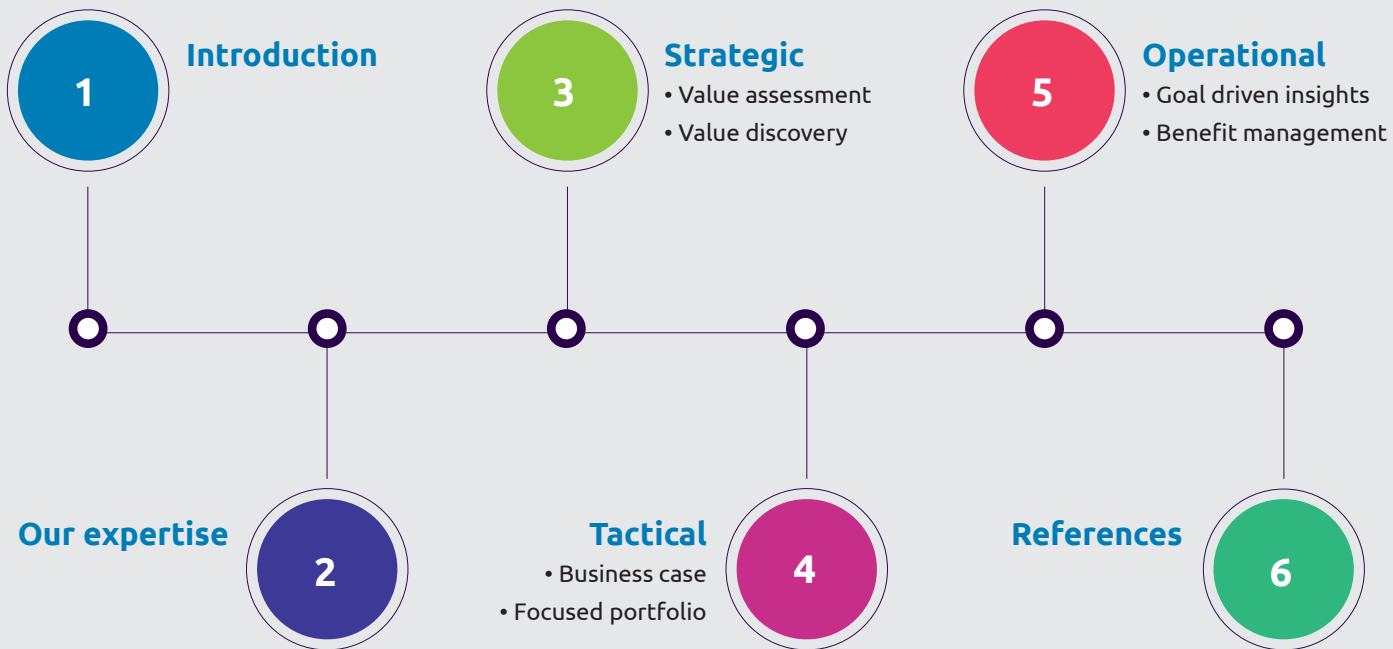
... our team offers an end-to-end value management approach helping clients to understand and realize the value from large investments. Our team incorporates global, cross-industry experience in the design of **business cases, focused portfolio, goal driven insights, value discovery and value assessment.**

... we follow an approach with a focus on creating buy-in and ownership within the client organization. We have a **toolkit with proven assets and key learnings** from previous engagements which are constantly updated.

Within Capgemini Invent we have a group of specialists that are dedicated to develop propositions around Value Hacking. The experts in this group **combine financial and business skills and are strong in guiding the change management process.** We enjoy collaborating with our clients, engaging all stakeholders and creating something with and for them.



Contents





1 INTRODUCTION

OUR MISSION

Value Hacking

“Value Hacking is about discovering, unleashing and realizing the value of organizations.”

Our Value Hacking methodology incorporates your unique values in decision making and improves results.





2 OUR EXPERTISE

OUR VALUE HACKING PROPOSITIONS TAILOR SPECIFIC METHODOLOGIES TO THE DIFFERENT LAYERS OF ORGANIZATIONAL VALUE CREATION FROM THE STRATEGIC...

To be able to create value as an organization, it is important to know what your organization defines as value and how it can be created. Our Value Discovery and Value Assessment propositions look from a strategic point of view how your organization is creating value, how it can create more value, and what is needed to realize these value creating opportunities.



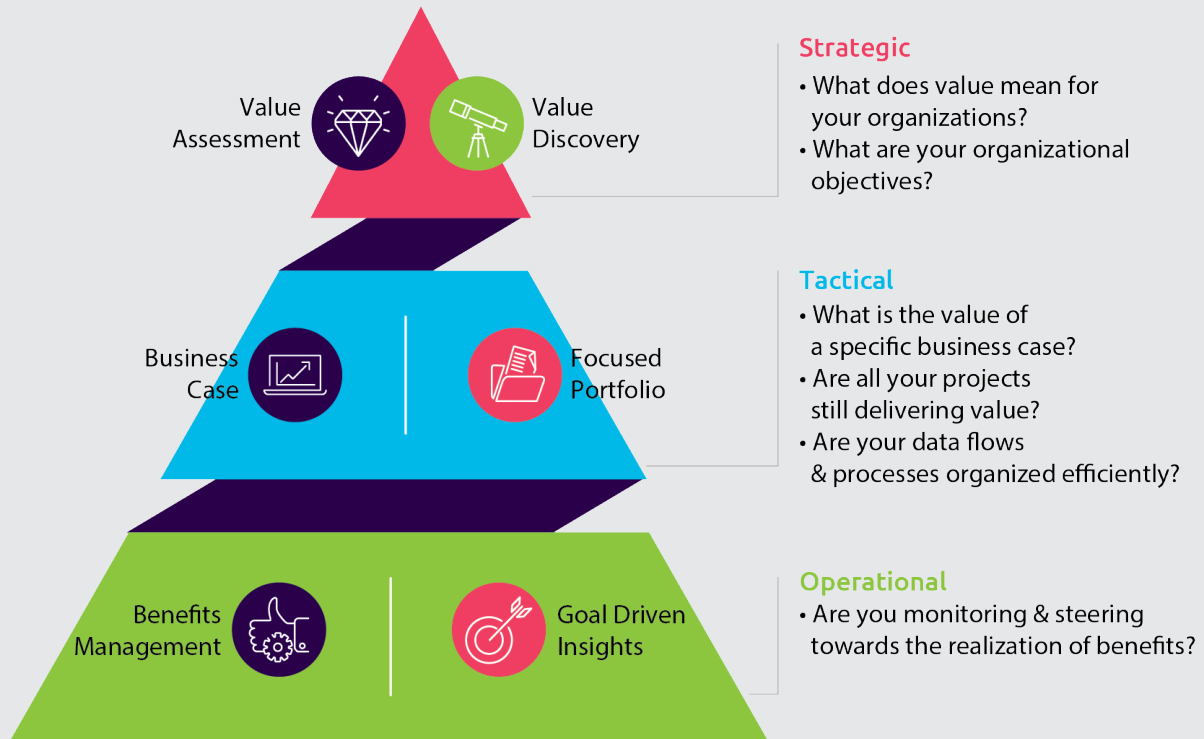
... TOWARDS THE TACTICAL AND OPERATIONAL LEVEL



After you've set the right strategy and know what you define as value, we identify which tactics you need to use to accomplish the desired value creation. We often see that organizations set the right strategy but lack the right tactics to fully exploit the opportunities identified to create more value in their daily operations. Our Business Case and Focused Portfolio propositions are part of our knowledge base which we can bring on a tactical level to actually create the desired value in line with the strategic goals.

If you implemented a successful strategy and used the right tactics, it's essential that you monitor the value created in your organization. What happens is that most organizations lose track and attention of the value that some initiatives, projects or ideas are delivering. To ensure that maximum value creation is realized, we use our Benefit Management or Goal Driven Insights proposition to monitor value creation.

OUR VALUE HACKING PORTFOLIO



We can tackle value challenges in each layer of the organization, starting where it is most relevant for the organization



3 STRATEGIC

Value Assessment | Value Discovery

VALUE ASSESSMENT

WE EXPLORE NEW BUSINESS MODELS, MARKETS OR INDUSTRIES TO ASSESS VALUE CREATING OPPORTUNITIES

Background

Portfolio expansion or diversification can be interesting options for companies. Unexplored grounds may have large potentials for additional value to be generated in the future. Increasing profits by creating new business models, entering new markets or industries, or trying something new in any way, is an endeavor full of uncertainties.

The challenge is to minimize these uncertainties and create a fact-based foundation for decision making.

Solution

Value Assessment focuses on building a thorough understanding of new business models, new markets or industries in order to make a well-calculated decision before entering. To do so, it is important to identify markets and calculate their potential value. In addition, defining decision criteria beforehand on which boxes need to be ticked in selecting a new market will prevent impulsive and emotional decisions.

Results



Strategic analysis of- and insights in the potential of different business models, markets and industries.



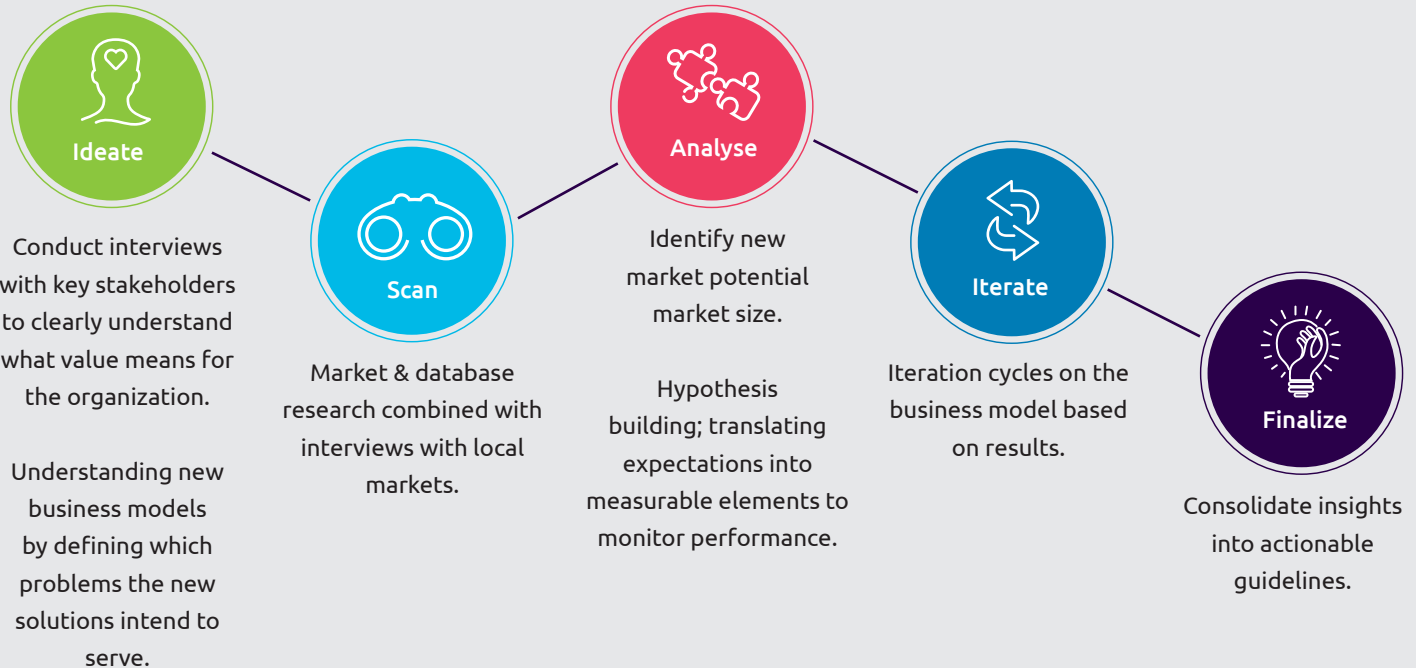
Direction on where to find 'low hanging fruits' and opportunities best fitting to the current organization.



First estimation of required investments and plan of approach for seizing new opportunities.

VALUE ASSESSMENT – APPROACH

THE VALUE ASSESSMENT APPROACH USES DATA FROM MULTIPLE SOURCES TO QUICKLY VALIDATE THE MODEL AND CREATE INSIGHTS IN IMPROVEMENT OPPORTUNITIES



VALUE DISCOVERY

IN OUR VALUE DISCOVERY PROPOSITION, WE DISCOVER WHICH SOLUTIONS CAN CREATE THE VALUE THAT MATCHES WITH THE STRATEGIC GOALS AND OBJECTIVES OF THE ORGANIZATION

Background

After goals are set, the path towards realizing them needs to be created. Finding the right solutions to seize opportunities or to adapt to a changing environment requires a holistic view and combination of relevant external circumstances and internal assets.

Designing and rolling out new initiatives can weigh heavily on resources and requires investments. Management feels the need for reassurance in facts & data to support decision making.

Solution

Our Value Discovery proposition uses our Benefits Logic® methodology to identify the needed solutions and insights to seize opportunities and create additional value.

By focusing on the cause-and-effect relationship of all relevant internal + external metrics and using already existing knowledge, we facilitate the development of a Transformation Map and ultimately project charters to kickstart new initiatives.

Results



Clear insight of relevant cause-and-effect relations between the relevant metrics for potential opportunities via the Benefits Logic®.

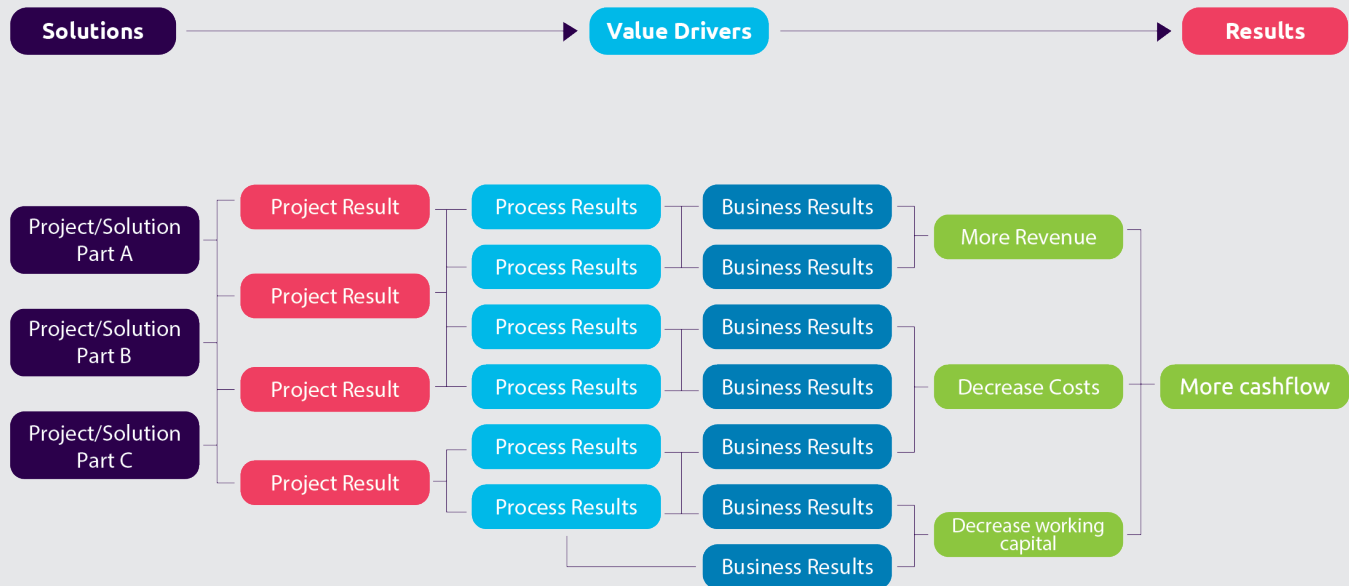


Transformation roadmap to seize multiple opportunities and prioritize them over time.



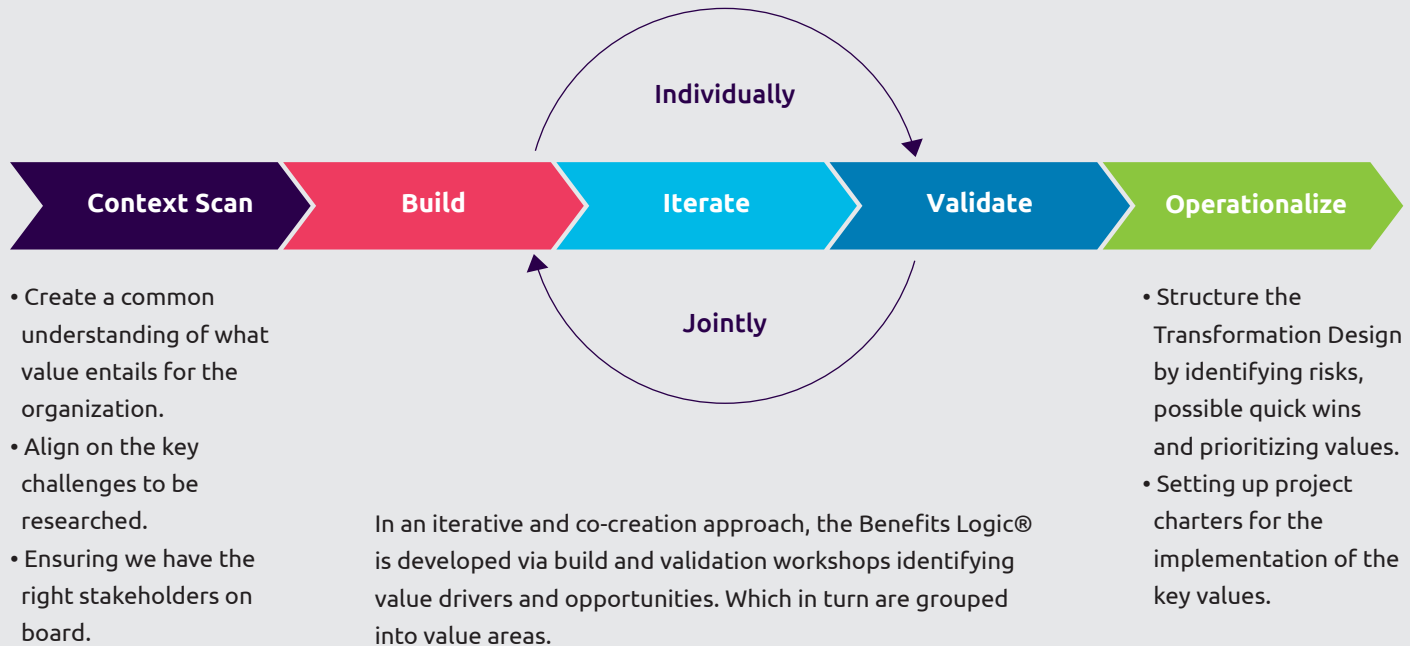
Specific project charters stating the objectives of the project and activities required to create value.

VALUE DISCOVERY USES THE BENEFITS LOGIC® AS THE CORE OF ITS APPROACH



VALUE DISCOVERY - APPROACH

THE VALUE DISCOVERY APPROACH USES AN ITERATIVE CO-CREATION TO MAP OUT HOW VALUE IS CREATED AND IDENTIFY NEW OPPORTUNITIES





4 TACTICAL

Focused Portfolio | Business Case

FOCUSED PORTFOLIO

OUR FOCUSED PROJECT PORTFOLIO APPROACH ENSURES THE SELECTION OF VALUE ADDING PROJECTS THAT FIT THE STRATEGY

Background

It is difficult for organizations to keep track of all the different initiatives that are going on within the organization. Especially as parts of those initiatives don't officially exist as projects. In addition, it's not always clear how running projects add value to the organization's strategy.

The results of this lack of insight is that management decisions can't be made based on the added value

of projects for the organization. Additionally, the organization is potentially making suboptimal use of the limited resources they have (time, people and money).

Solution

Our focused project portfolio approach offers a helping hand in getting back on track.

The solution offers you three steps in which you will identify, select and manage your project portfolio, and make sure you start creating value again.

Results



Insight into your full project portfolio.



Insight in how projects add value, dropping the ones that don't.



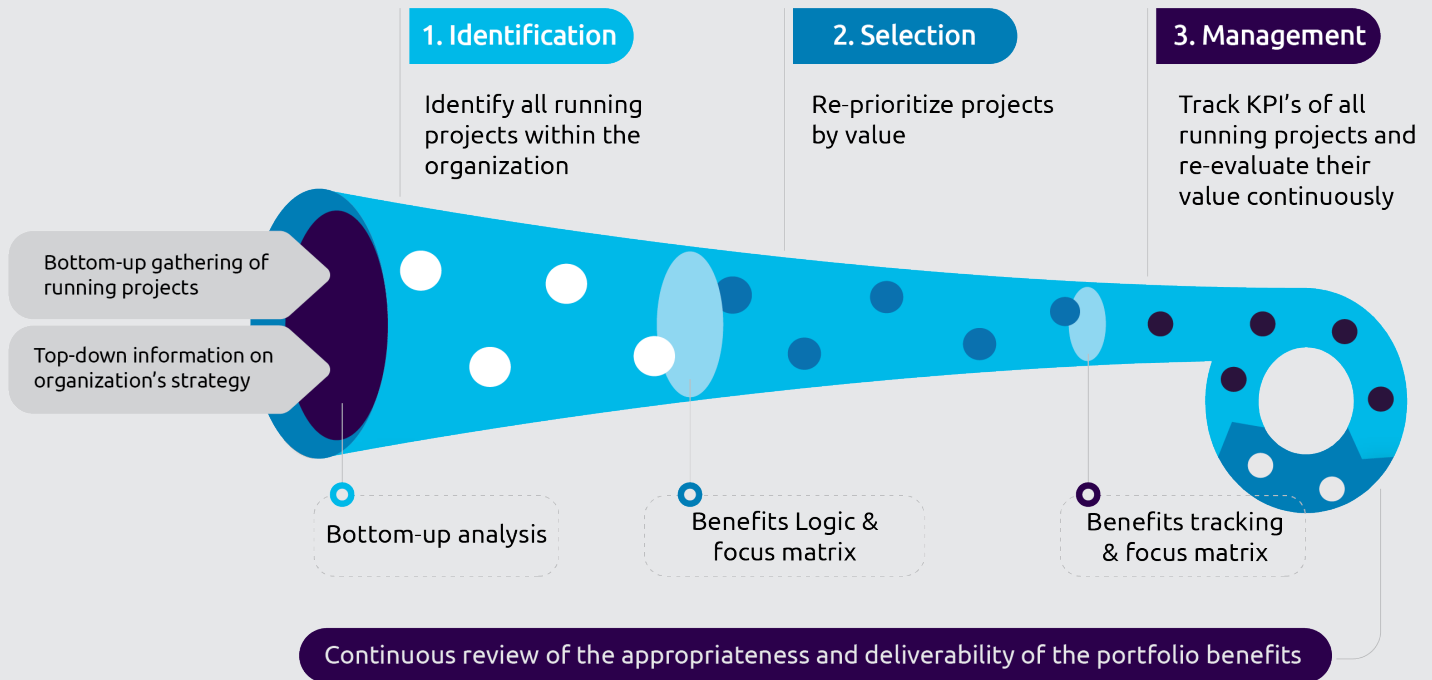
Manage your project portfolio centrally with insight in dependencies and overlap.



Tools to continuously manage your project portfolio in the future.

FOCUSED PORTFOLIO- APPROACH

IN THREE STEPS WE HELP YOU TO IDENTIFY, SELECT AND MANAGE THE VALUE OF YOUR PROJECT PORTFOLIO



BUSINESS CASE

OUR BUSINESS CASE METHOD IDENTIFIES WHICH INVESTMENTS OR INITIATIVES CREATE THE DESIRED VALUE



Background

Resources can only be used once. Investing in the most profitable solutions is of vital importance for any organization. The increasing complexity of organizations and the demand for shorter time-to-market put additional pressure on the decision making process. This creates the need for a structured methodology for assessments.

We advise our clients to gain a thorough understanding of the challenge at hand, before starting the design of a solution. Our business case method ensures that all relevant information is taken into account, thus creating the optimal design with all required justifications.

BUSINESS CASE

Solution

Traditionally the Business Case is used solely to make a go/no go decision. We distinguish ourselves with a more thorough approach in using the Business Case.

By defining the relevant cost- and value drivers we gain understanding of the particular challenge. We use these drivers to assess and validate multiple scenarios, leading to an optimal design of the solution and its implementation.

Results



Thorough understanding of the proposed challenge and relevant cost- and value drivers.



Clear financial justification (ROI) for the proposed solution and implementation. Explanation on why other options/designs have not been selected.



Assessment of multiple options/scenarios to ensure the most profitable solution is designed and selected.



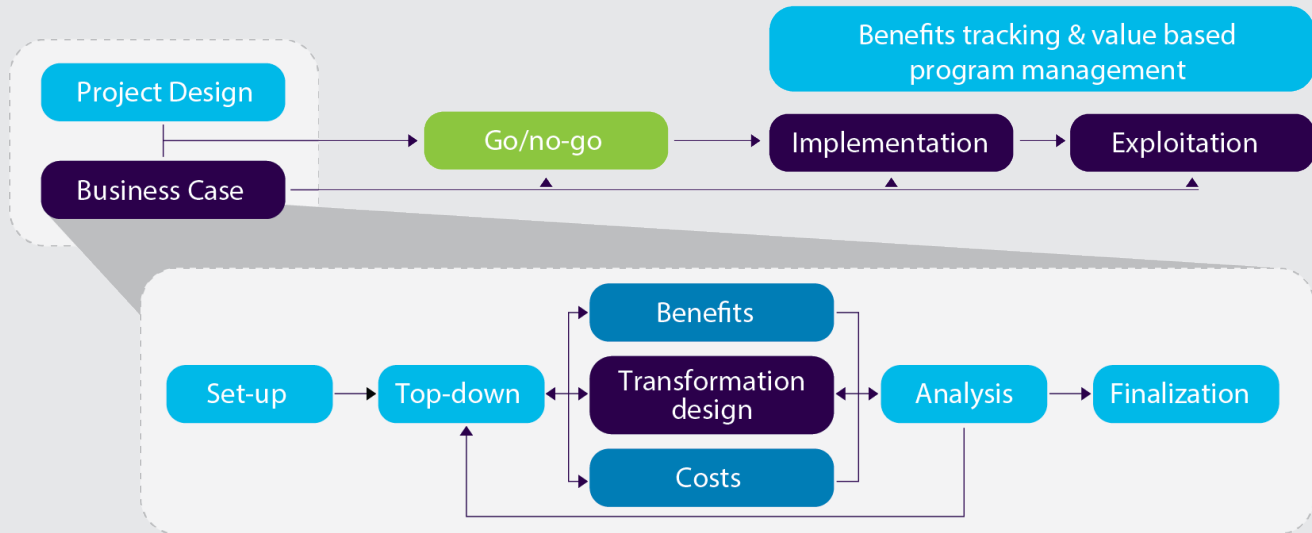
Input for tracking the success through data-driven KPI's, derived from the cost- and value drivers of the design.



Reduction of the impact of political and emotional reasoning by increasing the emphasis on reason in decision making.

BUSINESS CASE - APPROACH

OUR APPROACH IS UNIQUE AS WE ITERATE ON OUR BUSINESS CASE DURING EACH PHASE OF THE PROJECT



Choices in Project Design will be used as input for the Business Case. In turn, this will allow for factual decision making and scoping in the Project Design.

A close-up photograph of a person's hand holding a silver smartphone. The hand is positioned diagonally across the frame, with the thumb and index finger visible near the screen. The background is dark and out of focus, featuring several bright, circular bokeh lights in shades of blue and white, suggesting an urban night scene. The overall lighting is soft, with a slight pinkish-purple tint on the left side of the image.

5 OPERATIONAL

Goal Driven Insights | Benefits Management

GOAL DRIVEN INSIGHTS

OUR GOAL DRIVEN INSIGHTS PROPOSITION HELPS TO DEAL WITH THE RISING AVAILABILITY OF DATA AND INFORMATION

Background

Never has there been such an abundance of -and access to data. While both data collection and information sharing can create value in theory, these activities often lead to inefficiency and waste when they are not managed effectively. When collected data serves no clear purpose and comes in high volumes, it leads to disagreement and inefficient processes.

With a rising availability of data and information, the need to be in control often leads to hoarding of data, information and

reports. Excessive information gathering leads to duplicate and scattered information within the organization and pressure people to collect data without a clear goal in mind. Paradoxically, in these cases, access to data leads to value destruction instead of value creation.

Solution

With our Goal Driven Approach, inefficient processes are streamlined, and redundant processes eliminated. This analytical and critical approach helps transforming value destructing processes into value creating processes and insights.

Results



Make responsibilities clear via a reporting governance structure.



Increase efficiency due to streamlined information processes.



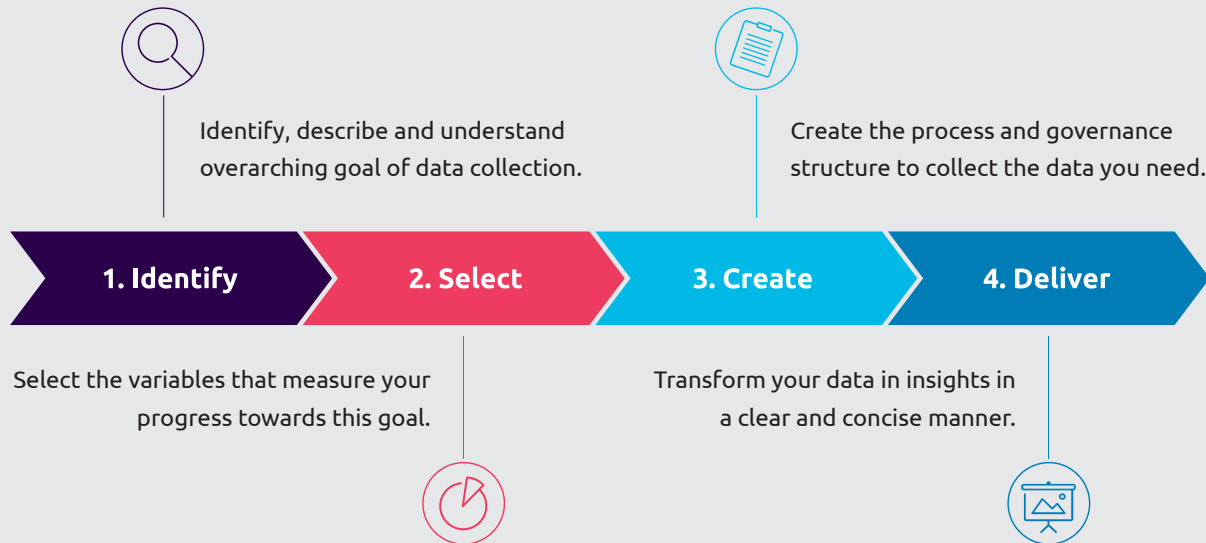
Unlock strategic value by transforming data into insights.



Decrease time and FTE spend on reporting and data collection.

GOAL DRIVEN INSIGHTS

THIS APPROACH IS A PROVEN PROCESS THAT GUIDES YOU TO GOAL DRIVEN INSIGHTS IN FOUR STEPS



BENEFITS MANAGEMENT

IN OUR BENEFIT MANAGEMENT PROPOSITION, WE MEASURE WHETHER THE PREDICTED BENEFITS TAKE PLACE AND STEER TOWARDS ACTUAL VALUE CREATION DURING THE IMPLEMENTATION PHASE



Background

After the design of a new solution, project plan and business case have been approved, the original plans (and especially the business case!) are often discarded.

During- and after implementation it's now very difficult, if not impossible, to measure and compare expected vs. actual results.

BENEFITS MANAGEMENT

Solution

By setting up a clear data and KPI framework, derived from the metrics used in the business case we create benefit management trajectory that fits your organizational context and content. Based on our project experience on benefit management, we have identified a number of common pitfalls to avoid. For example, we have seen cultures where performance monitoring is not common or desirable.

This makes it difficult to monitor benefits. Sometimes employees find it difficult to take responsibility for KPI's, or lack a sense of urgency. It also happens that the tasks turn out to be too complex and that there is not enough data or no correct data available. The structured, collaborative approach of Capgemini Invent helps you to avoid these pitfalls and to mitigate risks in order to arrive at a supported and robust benefit management trajectory.

Results



Clear data framework for measuring (real-time) implementation results.



Increased transparency in actual project performance and effectiveness of implementation.



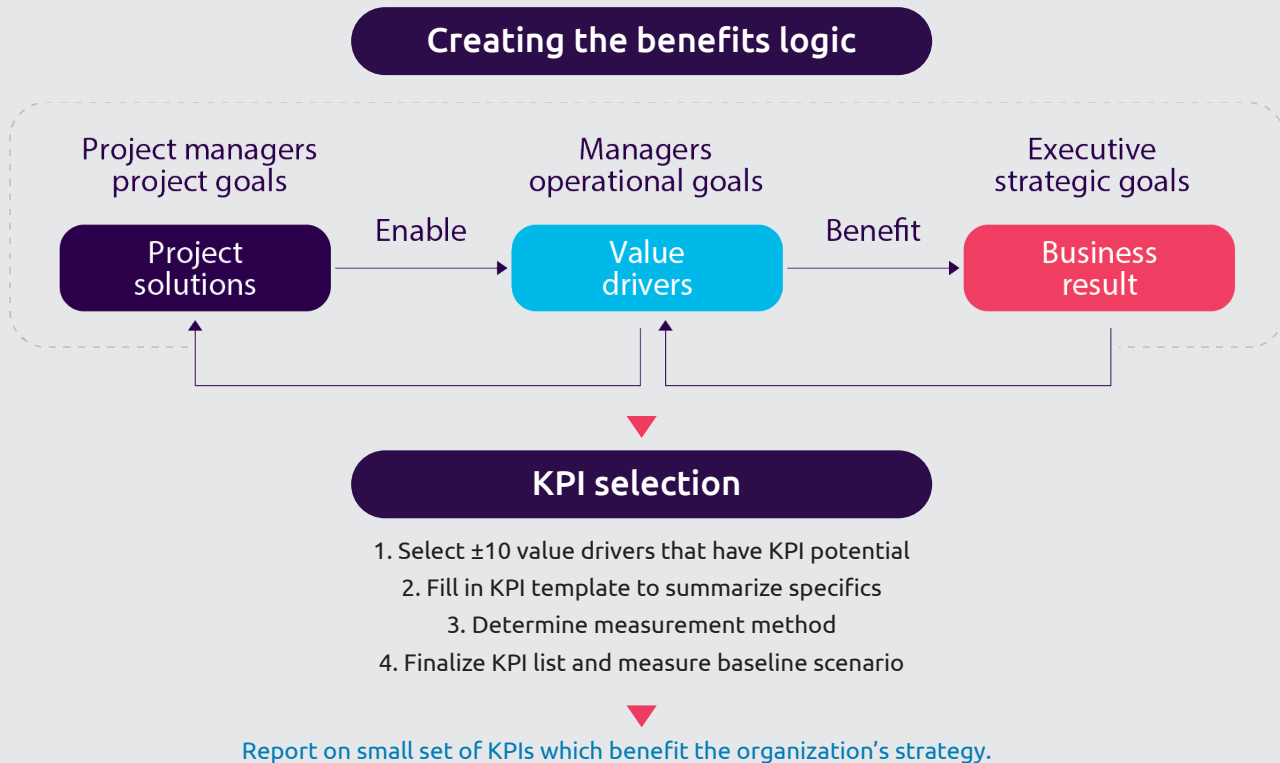
Data-driven and fact based input for decision making during implementation, allowing management to steer the project.



Solid basis for implementation of KPI after implementation.

BENEFITS MANAGEMENT

THE PROCESS OF BENEFIT MANAGEMENT RUNS FROM THE DESIGN OF THE PROJECT TILL ITS IMPLEMENTATION





6 REFERENCES

WE SUCCESSFULLY HELPED AND GUIDED ORGANIZATIONS IN CREATING AND REALIZING MORE VALUE

Net value creation of

Along with our clients, we established the creation of more than 10 million euro's in only 2019 already.

>€10m
2019

Creating value in

With organizations in different industries of the Netherlands and abroad.

over 200
successful
projects

Of experience in the field

We've been creating value for more than 30 years for our clients.

30 Years





CONTACT US

If you are interested in what we can do for your organization, connect with us. We are happy to discuss the specifics. With over 30 years' experience in helping organizations create value in a wide variety of industries, our team has all the knowledge you need.



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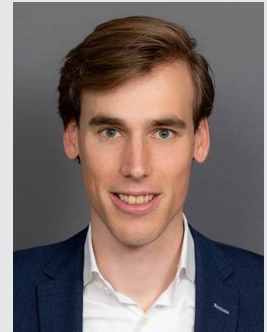


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About Capgemini Invent

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, digital transformation, technology and engineering services. 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. Today, it is a multicultural company of 270,000 team members in almost 50 countries. With Altran, the Group reported 2019 combined revenues of €17billion.

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