Introduction

Get in control & maximize value creation
The speed and complexity of business are increasing and so is the availability of data. To get in control, organizations need transparency and structure to enable fact-based decision making. Capgemini Invent uses the Strategic Value Framework and provides the necessary methodology to maximize value creation using data.

Key success factors
We believe that the success of every project depends on two main factors
▪ The quality and alignment of (project) objectives
▪ The extent to which management can steer towards these objectives

Our framework for success
Our methodology and Strategic Value Framework support organizations in the following ways:
▪ Our client-centric methodology defines value and formulates goals & objectives for your organization, based on your (internal) clients' needs
▪ We capture and analyze data, using our Strategic Value Framework, to create information and ultimately insights to minimize the role of emotions and politics – and maximize the role of facts – in decision making

Our method and tools have proven their value in 200+ projects. Please contact us for more information. Our international team of experts is ready to help
We deliver to you 3 key outcomes in each of our projects, which are measurable and long-lasting benefits.

**CLEAR GOALS & OBJECTIVES**
Clear value definition for data & digitization for the organization
Aligned goals & objectives on a strategical-, tactical- and operational level

**OPTIMIZED SOLUTION DESIGN**
Not just a good design, but the best design possible.
We maximize value by mapping relevant drivers & designing the optimal scenario.

**STEERING YOUR PERFORMANCE**
Monitoring the (post-) implementation phase using our data framework enables fact-based, data-driven decision making.

OUR APPROACH
Our methodology consists of a two-fold approach, where goals and objectives are at the centre.

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<td><strong>Clear goals &amp; objectives</strong></td>
<td><strong>...and use data to support fact-based decision making, allowing management to steer towards value.</strong></td>
<td><strong>Ensure that the designed solution get implemented in the organization</strong></td>
<td><strong>Benefit from the implemented solutions, find additional opportunities and measure actual performance of the solutions.</strong></td>
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**Goals & objectives**

- **We define and align the right goals & objectives...**
- Based on your goals and objectives we create the best solution design with proven Capgemini Invent tools, such as the Benefit Logic © and our business case methodology.

**How we do it**

1. **01 Clear goals & objectives**
2. **02 Optimized solution design**
3. **03 Steering your performance**

**Key outcomes**
The right goals and objectives form the basis of every project and organization, steering towards them is key for success.

**What we do**
- We define and align the right goals & objectives...
- ...and use data to support fact-based decision making, allowing management to steer towards value.

**Client value** → **Goals & objectives** → **Insights** → **Information** → **Data**

**How we do it**
- **Discover** Identify your value drivers & set your goals
- **Design** Create the best solution
- **Implement** Steer towards success
- **Exploit** Measure value & repeat

**Strategic Value Framework**

*Our Strategic Value Framework is the guiding principle in every phase of your project*
The cement in our approach is our Strategic Value Framework, which grows with every step and leads towards value.
DEEPDIVE APPROACH, TOOLS & FRAMEWORK
The Strategic Value Framework is the foundation of our approach. It guides us through the four project phases.

**DISCOVER**

**Define what drives value**

- Understand what value is for your organization and align all stakeholders on this value statement.

**GOAL**

- Full alignment on value statement and goals
- Understanding of business rationale
- Setup of KPI data framework

**RATIONALE**

- Understand what value means; which factors drive value, which levers can be pulled to steer towards defined goals and how performance can be measured (KPI’s)

**RESULTS**

- Optimized project design
- Alignment on proposed solution
- KPI data framework with estimates

**DESIGN**

**Maximize the value**

- Create the best design possible, realizing the full potential of the solution.

**GOAL**

- Optimize project design
- Alignment on proposed solution
- KPI data framework with estimates

**RATIONALE**

- Use scenario analysis and further finetuning to create the best design possible; optimizing the business case for your project and creating the project design

**RESULTS**

- Active monitoring + steering of implementation
- Fact-based decision making
- KPI data framework with estimates + actuals

**IMPLEMENT**

**Steer towards success**

- Implement the designed solution and realize the value from the business case.

**GOAL**

- Active monitoring + steering of implementation
- Fact-based decision making
- KPI data framework for performance management
- Additional opportunities

**RATIONALE**

- Use the KPI data framework to monitor the implementation. Replace estimates for actuals and use the data to steer the project in the right direction

**RESULTS**

- Active monitoring + steering the organization
- Data-driven decision making
- KPI framework for performance management
- Additional opportunities

**EXPLOIT**

**Measure added value**

- Exploit the implemented solution and benefit from the increased value. Monitor performance to find additional opportunities.

**GOAL**

- Fact-based decision making
- Additional opportunities

**RATIONALE**

- Using the KPI framework created during this journey we measure the actual performance and provide insights to discover additional opportunities

**RESULTS**

- Active monitoring + steering the organization
- Data-driven decision making
- KPI framework for performance management
- Additional opportunities
During each phase we use a different set of tools to create the required information.

**DISCOVER**
Define what drives value
- Benefit-cost logic
- Value discovery

**TOOLS**
- DISCOVER
- DESIGN
- IMPLEMENT
- EXPLOIT

**FRAMEWORK DEVELOPMENT**
- Goals and objectives
- Drivers and dependencies (KPI framework)

**FRAMEWORK**
- Portfolio optimization
- Optimal project design
- Project design estimates (KPI framework)
- Project design actuals (KPI framework)
- Benefits tracking
- Fact-based decision making
- Project design actuals (KPI framework)

**Strategic Value Framework**
- Performance management
- Value-based KPI tracking
- Targeted reporting
- Opportunity identification

**KPI framework**
- Value discovery
- Benefits management
- Performance management
- Value-based KPI tracking
- Targeted reporting
- Opportunity identification

**Value**
- Based KPI tracking
- Targeted reporting
- Drivers and dependencies (KPI framework)

**Goals and objectives**
- Project design actuals (KPI framework)
- Project design estimates (KPI framework)
- Performance management
- Value-based KPI tracking
- Targeted reporting
- Opportunity identification
Discover what drives value and define + align clear goals and objectives for your organization

1. Define value + set goals

**DISCOVER**

Define what drives value

A multinational consumer goods company asked Capgemini Invent to help explore the potential of an FMCG-based crowdfunding platform. This being a brand-new idea, the company wanted to know whether it's a feasible idea, what the potential value was and what potential obstacles could arise when executing the idea.

**PROJECT**

We identified the consumer tension, business value, and proposition for the FMCG-based crowdfunding platform, while allowing the company to empower consumers to make a greater positive impact on the world.

**RESULT**

**OUR FRAMEWORK DEVELOPMENT**

**Goals and objectives**

Concise and coherent goal setting will lead to improved decision making. This will in turn improve focusing on the right goals, reducing loss of resources.

**Drivers and dependencies (KPI framework)**

An overview of value drivers will help in defining how strategic value is created in your organization and why. Organisations benefit from improved focus and measurable results.

**Benefit-/cost logic**

In an iterative and co-creation approach, the Benefits Logic® is developed via build and validation workshops identifying value drivers and opportunities. Which in turn are grouped into value areas.

**Value discovery**

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.
Create the optimal project design to maximize the value of your project (portfolio)

2 Steer towards success

DESIGN
Maximize the value

A large airline company asked Capgemini Invent to help them focus their project portfolio on a specific HR topic. The department had a few ideas how they could improve the working environment for their employees and had started some projects already around the topic that were still running. However, they were not sure where they should focus their resources on to work on their people strategy in the future.

PROJECT

An overview of all the potential solutions linked to their People Strategy on a huge A0 paper. Thereby, the company was able to share the results with all stakeholders within the organization in a very visual way.

RESULT

OUR TOOLS

Focused Portfolio
Our focused project portfolio approach ensures the selection of value adding projects that fit the strategy. 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.

Business case
Our business case method identifies which investments or initiatives create or can create the desired value. By defining the relevant cost- and value drivers we gain understanding of the challenges. We use these drivers to assess and validate multiple scenarios, leading to an optimal design of the solution & its implementation.

OUR FRAMEWORK DEVELOPMENT

Portfolio optimization
We optimize the existing portfolio of projects and create insights in how current projects add value and which projects need to be dropped.

Optimal project design
We distinguish projects that create value from those that don’t. After assessing multiple options/scenarios we ensure that the most value creating projects are designed & selected.

Project design estimates (KPI framework)
KPI’s are assessed and determined to be tracked throughout the following phases, ensuring that optimal value creation is realized.
Implement the optimized project design and steer towards value using smart monitoring solutions & support decision making

2 Steer towards success

**IMPLEMENT**
Steer towards success

Capgemini Invent helped a large Life Sciences client to measure the success of their program, by ensuring that the benefits that were promised in a revised business case would be delivered within the organization.

**PROJECT**

Objectives and activities were mapped in a KPI tree to measure progress and the level of success. Second, we developed a performance dashboard which included multiple leading indicators.

**RESULT**

**OUR TOOLS**

**Benefits management**

By setting up a clear data and KPI framework, derived from the metrics used in the business case we create a benefit management trajectory that fits your organizational context and content.

**OUR FRAMEWORK DEVELOPMENT**

**Benefits tracking**

We measure whether the predicted benefits take place, steer towards actual value creation, and continuously re-evaluate the portfolio value.

**Fact-based decision making**

During implementation, more & more assumptions can be replaced with actual facts. We incorporate the facts in the framework which strengthens its quality & allows for improved fact-based decision making.

**Project design actuals (KPI framework)**

KPI’s are assessed and determined to be tracked throughout the following phases, ensuring that optimal value creation is realized.
Exploit your solutions while measuring & monitoring the performance of your implemented solutions

**2  Steer towards success**

**EXPLOIT**

**Measure added value**

Capgemini Invent brought an entire Enterprise Model & Strategy expert team to a governmental organization which coached the client to train them on the Enterprise Model & Strategy methodology with special attention to business cases, goal driven insights and value tracking

**PROJECT**

Successful and on time delivery of the full project portfolio and budget request package to the House of Representatives

**RESULT**

**OUR TOOLS**

*Performance management*

The Value performance management methodology makes transparent what performance areas should be prioritized, why these areas need attention and what the outcome of improvement and transformation initiatives will be

**OUR FRAMEWORK DEVELOPMENT**

**Value-based KPI tracking**

Organizational KPI’s are based on the goals & objectives and in line with the to be realized benefits

**Targeted reporting**

Assessment of as-is and to-be reporting process flows to bring these in alignment of the organization’s goals & objectives

**Opportunity identification**

By implementing value performance management, it’s possible to continuously improve and identify new opportunities that were not visible or possible before
We successfully helped and guided organizations in different sectors and industries by creating and realizing more value.

Net value creation of
Along with our clients, we established the creation of more than 10 million euros in only 2020 already.

>€10m
2020

>12 consultants

Combined years of experience

15 years

Of experience in the field
We’ve been creating value for more than 15 years for our clients.

Of creating value
With organizations in different industries of the Netherlands and abroad.

over 200 successful projects

>200 successful projects

>15 years

Of experience in the field
Our team consists of talented people with a wide variety of expertise and knowledge with different backgrounds.

CHRIS MOOR
Director

ARJEN KRIJT
Senior Manager

EVA LO-VAN STEENBERGEN
Senior Manager

WILLEM STRATER
Manager

EMILY VAN DER HAAGEN
Senior Consultant

VINCENT JANSSSEN
Senior Consultant

OSCAR ‘T HART
Senior Consultant

RAPHAEL SPAANS
Senior Consultant

PETER OVERWIJK
Senior Consultant

RAVEENA SOERDJBALI
Consultant

STAN DE VRIES
Consultant

NOOR JUNGERIUS
Junior Consultant
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