



Katerina Nevolina, *First rays*

### Providing offers and solutions at the global level

Today's major geopolitical and economic upheavals are generating shockwaves in both emerging economies and mature markets. As Asia becomes a new center of gravity in terms of its economic power, Capgemini's clients need to adapt and determine where and how they can expand their businesses.

The "international" aspect has been inscribed in the Group's DNA since its earliest days. Today, more than ever, Capgemini is determined to play its "global hand"—a prerequisite for competitiveness. On the one hand, the Group is increasing its geographic scope by developing in the most promising regions, while also consolidating its productive forces, especially in India. On the other hand, it provides companies with offers and services designed to be rolled out on a global scale.

Clients are at the heart of Capgemini's global strategy. That is why the Group is strengthening proximity with its large accounts (Corporate Managed Accounts, or CMAs), managed by the Country Boards who are responsible for sales coordination in each of the Group's main markets, in close collaboration with all the Group's global business units. Capgemini has also launched an Account Management Strategic Initiative (AMSI) to steer 11 of its largest accounts, which are under the direct responsibility of a Group Executive Committee member.

### ■ Geographic expansion in growth regions, served by a global production model

North America—the world's leading IT services market—Brazil, China and Australia are all parts of the world where growing local demand is underpinning the Group's development potential. Capgemini is also locating its production centers in countries that allow its clients to make further competitiveness gains.

For example, India, China, the Philippines, Vietnam, Poland, Guatemala, Chile, Argentina and Morocco all operate the Rightshore® platform, a combination of offshore, nearshore and onshore production.

Brazil is also a promising production platform, especially for Business Process Outsourcing (BPO) services, while in India a growing number of team members are now mobilized to deliver services to a domestic market in full expansion.





### North America—one of the Group's largest markets

With remarkable revenue growth of 16.4% in 2012, the Group achieved its second consecutive year of double-digit growth in North America. The region now represents just over 20% of total Group revenue, making it one of Group's most profitable geographies.

**OVER THE PAST FEW YEARS CAPGEMINI HAS FOCUSED ON DEVELOPING ITS LARGE ACCOUNTS**

This milestone was reached following a determined focus over the past few years on, first, developing the Group's large accounts,

often based in North America, and, second, its partners' new technology solutions.

The Group has also stepped up its efforts in key sectors such as consumer products & retail, utilities and financial services.



*Silicon Valley/West Coast of the United States: innovation hub for new technologies*

In the face of tough, local competition, Capgemini gained market share and won new contracts with leading brands American Greetings, SAB Miller, Brooks Brothers and Coca-Cola Refreshments.

Big data, cloud, mobility, social networks—clients are increasingly relying on Software-as-a-Service solutions to speed up their digital transformation. In the US, demand for the Group's SAP Business-as-a-Service solutions, for example, surged by 30%. The cloud aggregation platform Complete—Cloud Orchestration Management Platform End to End—has been well received. It enables clients to access the many cloud applications provided by suppliers such as Amazon Web Services (AWS), Microsoft Azure and Salesforce.



### Latin America forges ahead

The acquisition in 2010 of CPM Braxis, Brazil's fourth largest IT services company, was a strong signal of the Group's ambition to expand in a rapid-growth region. That strategic decision has paid off, and Capgemini strengthened its position in Latin America in 2012.

In addition to the 7,500 team members of CPM Braxis, the Group now has close to 800 team members in Guatemala, 750 in Argentina, over 500 in Mexico, and 400+ working on outsourcing contracts in Chile, without forgetting its presence in Colombia.

In Brazil, a turning point in the year was reached with the signing of a major contract with Caixa, Brazil's fourth largest financial institution and the largest public bank in Latin America. For the coming 10 years, Capgemini will be the bank's preferred IT supplier. With its 40,000 service points, 52 million clients and 85,000 employees, Caixa has one of the largest IT budgets in Brazil. At the same time, Caixa purchased a 22% share in CPM Braxis.

For Chairman and CEO Paul Hermelin: *"This agreement is a milestone for our expansion plans in Brazil and Latin America, and we look forward to accompanying this major Latin American financial company in the modernization of its IT systems, building on our leading position in the financial sector."* For José Luiz Rossi, Director of Capgemini in Brazil: *"The presence of Caixa in our group of shareholders will bring unprecedented conditions for accelerated and sustainable growth over the short and long term. This strategic partnership will provide, in addition to volume and critical mass, development opportunities in the Brazilian IT services market."*

A new production center in Blumenau, Santa Catarina, in the south of Brazil, already accommodates 400 people, with capacity to grow to 1,200, primarily to serve the Group's BPO clients. Also in Brazil, in February 2013 the Group announced an extension of the global strategic alliance with EMC, the world leader in data storage, with the launch of a joint go-to-market agreement. Through this partnership, the two companies are jointly providing cutting-edge cloud solutions to their Brazilian clients, particularly in agribusiness and banking.



*Detail of a fresco by Brazilian artist Eduardo Kobra, gifted by Capgemini to the city of São Paulo*

### Expert Connect

#### DENIS LAFONT-TREVISAN, APPLICATION SERVICES TWO, FRANCE

*"Expert in Digital, I provide our clients with website and digital business solutions. My role is to ensure our clients understand and embrace the latest technologies to help them move forward and remain competitive."*

**Expert Connect Profile:**

<http://www.capgemini.com/experts/web-and-digital-business-solutions/denis-lafont-trevisan>





### India—a global delivery engine and source of innovation

India is one of the Group's main delivery hubs, with 41,000 Capgemini team members—one-third of the Group's resources—serving major global clients as well as domestic clients such as the State of Maharashtra, Gujarat Mineral Development Corporation, Dubai Customs and Sony India Software Centre. As well as UK and Northern European clients, many continental European clients are now calling upon the services of the Group's Indian production platforms—clients such as Nordea Bank AB, Deutsche Telekom, Schneider, Bayer and Volvo Cars.

Its Indian operations allow the Group to offer end-to-end delivery: the Indian sales team is working increasingly closely with all the Group's teams that are in close contact with clients. The strong offshore component of Capgemini's offer enabled it to obtain major contracts in 2012—for example, Unilever, Bayer and ANZ. For the Bayer contract, 530 employees of Bayer's India unit were successfully

**SEVERAL MAJOR CONTRACTS WON IN 2012 THANKS TO THE QUALITY OF OUR OFFSHORE RESOURCES**

integrated within a fully functional facility in our Mumbai office within a mere 11 weeks. For the ANZ contract, there was a seamless transfer of 360 ANZ employees to India.

In Business Process Outsourcing (BPO), more than 6,500 team members are employed in India (representing a 20% increase in 2012) from centers in Bangalore, Chennai, Kolkata, Gurgaon, Mumbai, Salem and Trichy. For more than 25 major international clients, they provide services

in finance and accounting, insurance, engineering, content management, procurement and human resources.

For Hubert Giraud, Head of the BPO Strategic Business Unit: *"Our resources in India make a strong contribution to our global business. They play a key role in providing our global clients with value add and the results they are looking for. This strong capacity, based on our deep understanding of finance and accounting, coupled with unique service offerings in procurement and supply chain, gives us a distinct competitive edge."*

India's centers of excellence are also an important source of innovation. They create offers and accelerators, and solutions for specific industry needs, and play a critical role in differentiating the Group in the marketplace. India hosts several such centers, including CALORIE (energy & utilities), CRESCENT (consumer products & retail), CHROME (manufacturing & automotive), CHIME (media & entertainment), CELLS (life sciences), CARES (tax & welfare), and COMMS (telecom).

In 2012, the centers of excellence launched a number of innovative solutions. CRESCENT created the Demand Driven Enterprise Framework that provides our retail & consumer products clients with a fully integrated supply chain across their entire sector. The CRESCENT All Channel Experience Solution helps clients to digitize their enterprise over various retail channels.

Another example: the CALORIE Digital Utilities Transformation framework gives utilities the means to re-invent themselves and adopt cutting-edge technologies, with reduced investment costs. It also helps infrastructures and supporting services to make the energy transition towards a sustainable, low-carbon economy.

### Innovative global offers

*"Faced with accelerating technology cycles, for several years now Capgemini has been providing its clients with offers on a global scale. The Group's strategy is to focus on the most promising market segments,"* commented Salil Parekh, Director of the Strategic Business Unit Application Services One. The first global service line, Business Information Management (BIM), was launched in 2009. This helps companies to take advantage of their wealth of data. Other global offers have followed, such as Testing Services and Business Process Management (BPM). For BPM, a global survey in 2012 of company IT directors and managers found that they are increasingly concerned with the importance of efficient, coherent and controlled business processes across the whole company, not only within each business.

In 2012, a new global service line, Mobile Solutions, was launched to help global clients develop and implement an effective global strategy. A recent global survey by US analyst Gartner showed that mobile technologies are the second priority of IT directors, after data analysis. This is one reason why mobility has become one of the most rapidly growing segments of the IT market. According to analyst Forrester, the mobility market could reach more than US\$17 billion by 2015.

The Group's offers target many different sectors managed at a global level. In each sector, Capgemini's global teams of experts are dedicated 100% to resolving problems and anticipating companies' technological and commercial trends. The Group is active in six sectors: the public sector, which implements modernization programs; the energy, utilities & chemicals sector, which helps companies tackle the dual challenge of constantly changing

regulations and ever-stricter environmental standards; the financial services sector, where rationalization and innovation, especially in terms of mobility, are crucial; the manufacturing sector, which permanently needs to boost its competitiveness; the consumer products, retail, distribution & transportation sector, faced with similar productivity constraints; and telecom, media & entertainment, where digital content is becoming increasingly important.

### Syngenta: supporting a major company to global growth

Capgemini's partnership with leading agribusiness Syngenta continues to expand as the company's business grows. Over 700 BPO team members are currently working for the client. For Syngenta Business Services (SBS)—the back office that now delivers services to more than 50 countries across the globe—the Group set up a global value center and transaction solution. This transformation process has resulted in greater cost-efficiencies and improved controls and compliance across the organization. Using its Global Process Model® (GPM®) and its integrated network of delivery centers, the Group provides standardized, best-in-class business process services. As well as providing cost savings, the partnership has enabled Syngenta to rapidly scale up its operation in fast-growth markets, most recently in Brazil.

### Expert Connect

#### ADITYA BHAGAT, APPLICATION SERVICES ONE, INDIA

*"Expert in Business Cloud, I help our clients to understand that cloud offers immense opportunities for organizations of all sizes to realize economies of scale, faster deployments and immediate return on investment."*

**Expert Connect Profile:**

<http://www.capgemini.com/experts/business-cloud/aditya-bhagat>





### Financial services—facing radical changes

Since the beginning of the financial crisis in 2007, the sector has been undergoing a major and unprecedented shakeup. Business and cost models are changing in the face of tougher regulatory requirements such as Basel III and Solvency II.

Banks are forced to strengthen their balance sheets, reduce their costs, and build closer relationships with their clients. Technology, especially social media networks and mobile devices, is playing a key role in achieving these objectives.

Capgemini provides a wide range of services to financial services firms across the world from its delivery centers in Asia (India, China, Philippines and Vietnam), Europe, Latin America and North Africa. Increasingly, major financial institutions are attracted by this capacity to deliver global services.

While they may be operating out of the UK, the US and Singapore, with services coming from our centers around the world, they will deal with a single interface, thereby guaranteeing consistent quality of service.

With over 25,000 professionals dedicated to the sector, the Group provides management consulting, application development and maintenance, infrastructure services and Business Process Outsourcing (BPO) to clients across 40 countries and five continents, helping them to increase innovation and boost their competitiveness. We work with clients on transforming their business models in areas such as mobility, big data and cloud services.

*“If Capgemini is a global strategic and industry partner,” explains Thierry Delaporte, director of the Financial Services Business Unit, “this is thanks to a combination of assets: its unique breadth of offerings, global footprint, industrial-strength delivery and specialized domain skills in areas such as credit cards, claims insurance, core banking, payments and risk management and compliance.”*

### A global offer to help companies manage corporate risks and compliance

Faced with an explosion of data, companies and organizations have to grapple with demands for greater transparency, as well as new regulations, legislation and security challenges. In 2012, the BPO Strategic Business Unit (SBU) launched Governance, Risk and Compliance services—the first BPO offer in this field to help companies proactively manage and mitigate risks in IT, finance & accounting, operations, statutory and regulatory compliance. These services are based on the Capgemini Global Process Model®, and leverage the BPOpen™ technology platform. Services will be delivered by the Rightshore® network of more than 500 qualified Certified Public Auditors and Certified Information Systems Auditors in over 40 countries, supported by the centers of excellence in Asia, North America and Europe.

### Testing—anytime, anywhere solutions

*“In most organizations, consistent and reliable IT applications and service delivery have become critical to their operations,” says Michel de Meijer, Head of the Group’s global service line Testing Services. “Global firms need to deliver continuous access, anytime and anywhere, often to thousands of employees and frequently millions of customers, over different types of mobile devices and are struggling with the challenges that this brings.”*

Clients increasingly need to call on a wide range of testing solutions for their mobile applications. In response to this demand, in 2012 Capgemini launched a Mobile Testing Center of Excellence in India.

One of the forerunners in the Group for cloud-based solutions, cloud testing is delivered in the form of Testing-as-a-Service (TaaS) and Testing-Platform-as-a-Service (TPaaS). A range of testing tools such as Perfecto Mobile, NeoLoad and Robotium are in use, combined with a private cloud solution that enables testing to be carried out from any of the Group’s physical locations. Based in Mumbai, the center uses a highly innovative, cloud-based platform that deploys technology developed by specialist vendors covering functionality, usability, compatibility, performance and security.

By way of example, the UK’s largest mobile operator and first 4G mobile network, EE, engaged Capgemini and its subsidiary Sogeti as its single integrated test supplier under a multi-year contract, providing a comprehensive managed testing service for the company across all IT operations.

The Group counts over 11,000 specialist testers across all SBUs and in 33 countries, delivering services to clients in North America, Europe and Asia-Pacific. Capgemini is recognized as a market leader in testing processes by analyst firms such as US company IDC and UK companies NelsonHall and Ovum—the latter ranking the Group as “No.1 Choice for Outsourced Testing Services.”

### Global Testing Community

The fourth Global Testing Community Meeting was held in Mumbai, India, from March 5 to 7, 2012. Over three days, the participants were able to share their sales and delivery experience, and learn more about the vision and business strategy for the Testing Services global service line. The theme of the event was innovation and industrialization.

Aruna Jayanthi, Director of Capgemini India, observed: *“The testing community is a genuine role model for how to engage and motivate a widely dispersed team—spanning geographies and business units.”*

#### Expert Connect

#### CHARLOTTE MATTSSON, BUSINESS PROCESS OUTSOURCING (BPO), SWEDEN

*“Expert in Procurement/Cloud IBX, I help our clients use cloud technology to transform their outsourcing, procurement and payment functions.”*

**Expert Connect Profile:**

<http://www.capgemini.com/experts/procurement-business-cloud/charlotte-mattsson>





### AN INTERVIEW WITH PASCAL MATZKE, VICE-PRESIDENT AND RESEARCH DIRECTOR AT FORRESTER RESEARCH

An expert on the new technology forces reshaping the IT services market, Pascal Matzke shares his insights on what it means for IT services companies to be global in today's markets, and how they are helping their clients to manage four major technology disruptors that are having profound effects on their business models.



**FORRESTER RESEARCH IS AN INDEPENDENT COMPANY THAT PROVIDES ITS CLIENTS WITH MARKET RESEARCH ON THE IMPACT OF TECHNOLOGY IN THE BUSINESS WORLD. FORRESTER RESEARCH HAS 19 OFFICES, INCLUDING 8 RESEARCH CENTERS, ACROSS THE WORLD.**

#### What are the major technological and business challenges facing IT service providers' clients today?

Historically, the technology industry has undergone a series of transformations as a result of new, disruptive innovations. Yet these transformations happened one after the other, leaving time for the industry players to adapt; today, on the other hand, major technology disruptions are occurring simultaneously.

And these technologies are also changing the way in which they do business and how they organize themselves. Companies and organizations must manage mobility, cloud, big data and social networks from a business perspective. In terms of where companies are focusing their IT spending, there is a clear shift away from systems of record—the core infrastructures and enterprise resource planning (ERP) systems that focus on mere transactions—towards new systems of engagement that focus on the interaction with customers, suppliers and partners.

Of course, companies are still investing in those back-end systems of record, particularly to virtualize and consolidate their application environments and IT infrastructures. At

the same time, they are investing more heavily in new systems of engagement around customer relationship management (CRM), supply chain, and in collaboration and communication tools. IT service companies must help their clients to manage both the rationalization of systems of record and the build-up of systems of engagement.

#### How is the shift towards systems of engagement changing the relationship between global IT service providers and their clients?

Today's service providers have to build sustainable relationships and trust with a much wider group of client stakeholders, going well beyond the traditional CIO or IT services type of relationship. Business stakeholders and even executive management are taking much more control and ownership of IT sourcing and services decisions.

This is particularly true of services and solutions that directly support new systems of engagement with customers, partners, and even employees. Trends such as "bring-your-own-device" and consumerization—that drive the adoption of consumer technology within enterprises—are pushing these

new types of solutions into areas such as user productivity and collaboration. Employees are now increasingly part of the decision-making process. And as the business as a whole becomes more involved in key IT project decisions, clients' buying centers are becoming more fragmented.

#### Does this mean that IT service companies are helping their clients to bridge a cultural gap between IT and the business as a whole?

This is exactly what is happening. For decades, the relationship between the IT industry and its clients was a linear one—between the industry's technology engineers on the one hand and technology experts in companies on the other. Now that IT strategies need to be more in tune with business strategies and economic cycles, and because other stakeholders are influencing patterns of buying behavior, this linear sales relationship has broken down.

This means that, in some instances, companies such as Capgemini will not just act as a service provider but as an orchestrator channeling technologies supplied by other vendors to their clients. Because the new engagement systems often leverage cloud and social media technology, these traditional channel partnerships are also changing. So, for example, clients will often go directly to a software provider such as Salesforce.com.

#### What role does cloud play in these new delivery mechanisms?

Ultimately, cloud is one of the key enablers in moving away from the old mantra of IT vendors selling fixed capital assets, or services and capabilities, at a given price. Instead, IT vendors will provide circulating capital in the form of pay-as-you-go services.

Service contracts become more tied to business outcomes, so that clients are able to measure the value of the service delivered. Instead of being fixated with key technology cycles that are speeding up in any case, clients can really focus on the business value that the solution delivers.

Cloud has become an agent of change, making it possible for many of these new technologies to be delivered directly to end users. Often, clients pay with their credit card, rather than become involved in lengthy, sourcing negotiations. This is another disruptive factor that service providers have to deal with in their partner ecosystem and portfolio strategies.

They can do this by positioning themselves less as mere service providers and more as service aggregators and orchestrators that act as a single point of contact and have accountability towards clients, guiding them in a world where technology options are becoming more fragmented.

**Companies such as Capgemini will not act only as a service provider but as an orchestrator channeling technologies supplied by other vendors to their clients.**

Capgemini's collaboration with a major global automotive supplier is a good example of this new kind of supplier-client relationship.

The company wanted to introduce Google mail as a way of encouraging more collaboration, both within the company and with its partners and suppliers. In fact, the company was trying to instill a new organizational culture. Capgemini acted as an integrator of the solution, while also acting as a reseller of Google technology. In this instance, Capgemini was fulfilling different roles, beyond the traditional linear types of sales relationship. It was the aggregator, the orchestrator of the new technology, as well as being a change management agent for transformation through technology.

#### In view of the above, where do you see the biggest growth opportunities globally for IT service providers?

Their clients want to do business in their traditional markets, but they are also looking for their service providers to help them to articulate a global vision.

My counterintuitive view is that the greatest opportunities are to be found in the traditional markets of North America and Europe. In these regions, companies and organizations must shift to systems of engagement, and rationalize and streamline their existing infrastructures and application environments. For example, many companies are operating overly complex SAP ERP environments.

These need to be slimmed down and new platforms/architectures installed to support the building of the new systems of engagement, as well as their integration with more streamlined and rationalized systems of record.

We always talk about application rationalization as a kind of Armageddon involving hundreds, if not thousands, of legacy applications that will not only have to be renewed or updated but replaced with leaner, more stringent kinds of application architectures that can support the growth and uptake of those new systems of engagement. This is a big opportunity for IT service providers.

The same is true of IT infrastructures, where currently there are far too many silos and single-purpose data centers. Service providers need to move to a factory approach, enabling their clients to tap into infrastructure on an if-needed basis. They can also help their clients to virtualize their existing infrastructure, making them more nimble, lean and flexible,



better able to support new technologies. Of course, there are still huge openings in Asia, South America and other emerging regions where global service providers can build a market presence. IT service providers should take advantage of the many interesting “greenfield” opportunities in countries such as China, India and Brazil. Such opportunities will serve as beacons for companies in the developed world, in particular since we are often talking about the same global companies.

**“A global delivery model is emerging in which new systems of engagement are being implemented more quickly and cost-effectively, to provide the scalable and flexible services that clients are demanding.”**

### In today’s IT service market, how would you define a balanced global delivery model?

The underlying value proposition of global delivery has changed. Several years ago the focus was on cheap labor arbitrage. Then there was a move towards process excellence as a key value proposition. Today, the global delivery model is increasingly serving the needs of clients, as well as those of IT service providers themselves, as they strive to embed the systems of engagement technology we discussed earlier.

Almost every large IT services company, whether headquartered in India or in Europe, views its global delivery functions more as global competence centers for accumulating knowledge and expertise around packaged solutions. These are not just built around technology, but based on new forms of business engagement processes. Competence centers are enabling providers to accumulate and manage

their Intellectual Property (IP) assets. They are reusing those assets on an ongoing basis by leveraging cloud technology for on-demand delivery mechanisms, and for developing and managing their new portfolio offerings.

Companies such as Capgemini are moving away from the old service provider value chain that involved planning, building and managing to one which is much more about assessing, composing and orchestrating. By providing recurring client solutions, rather than reinventing the wheel every time, portfolio offerings are becoming more scalable. This avoids time and resources going into customizing services for individual clients. This emerging global delivery model means that new systems of engagement can be implemented more quickly and more cost-effectively. The one-size-fits-all approach no longer works.

### Do you see this major shift in the business model ushering in a new era for IT services?

Yes, absolutely, and it really strikes at almost every department of an IT services company. We discussed portfolio, and the fact that service providers need to move away from the selling of mere capabilities to the selling and reselling of IP and pre-built solutions. We talked about ecosystem partnerships becoming far more embedded in the whole services supply chain, and orchestration and aggregation capabilities becoming a fundamental element of any service provider’s business.

We talked about skills having to reflect business capabilities to a much greater extent, both vertical and horizontal. The same goes for sales incentive structures, which incentivize and reward building incremental value as opposed to one-time contract value. Therefore, you can look at this as a massive paradigm shift for service providers and their business models.



Alain Charles Richer, *Infinity alone*



## Decoding global problems

Each year Capgemini publishes studies on topics of concern to global businesses, ranging from technology breakthroughs to how major economic sectors are changing. Here is a rapid panorama of the main publications in 2012, available at [www.capgemini.com](http://www.capgemini.com).

### The Digital Advantage: How digital leaders outperform their peers in every industry

A Capgemini Consulting-MIT Center for Digital Business publication, this global survey examines how companies are using digital technologies such as social media, mobile, analytics and embedded devices to improve business performance or reach. The survey revealed that the most digitally mature companies are 26% more profitable than their competitors.



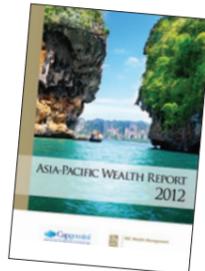
### World Wealth Report 2012

Published with RBC (Royal Bank of Canada) Wealth Management, the report found that the population of high-net-worth individuals increased by 0.8% to 11 million in 2011, while overall wealth fell by 1.7% to US\$42 trillion.



### Asia-Pacific Wealth Report 2012

This report, published with RBC Wealth Management, found that Asia-Pacific counts more rich individuals than North America. Asia-Pacific residents who have investable assets of \$1–\$5 million climbed by 1.9% in 2011, to 3.08 million. The region is growing in importance as a wealth management center, at a time when the world's rich are struggling to hold on to their fortunes.



### European Energy Markets Observatory 2012

This annual report tracks progress in establishing an open and competitive electricity and gas market in the EU-27 (plus Norway and Switzerland), as well charting progress in meeting the EU's 2020 climate change goals. The study shows that in a period of economic uncertainty, governments and regulators are placing increased pressure on utilities, jeopardizing not only future profitability but also much-needed investment in energy infrastructure.



### The Deciding Factor: Big Data & Decision Making

This global survey from the Economist Intelligence Unit was commissioned by Capgemini. It confirms that there is a growing appetite by companies for data and data-driven decisions, and shows those that harness data stay ahead of the game.



### Business Cloud: The State of Play Shifts Rapidly

This independent study was conducted by Coleman Parkes Research for Capgemini based on interviews with 460 business and IT executives around the world. The report finds that cloud can no longer be viewed as simply an IT platform, but is a real business and technology driver that brings the benefits of agility, scalability, simplicity and flexibility. The Capgemini publication *Simply. Business Cloud* details how the Group approaches its role as cloud orchestrator.



### Cars Online 2012-2013

This study draws on consultations with over 8,000 consumers in Brazil, China, France, Germany, India, Russia, the UK and the US to provide a detailed global analysis in areas such as vehicle buying behavior, customer profiles, social networks, energy-efficient cars, smartphone applications, connected cars, and after-sales services in the automotive industry. The study shows that greater use is being made of the Internet—from initial car purchase to the ownership lifecycle, as customers adapt their behavior to new technologies.



### World Quality Report 2012-2013

Published by Capgemini and its subsidiary Sogeti with the collaboration of HP—an important player in the information technology industry—this fourth edition of the global report is based on telephone interviews across 25 countries. It found that most companies are struggling to keep up with the demands of the “access any information, anywhere, as soon as you can” age. More than two-thirds are failing to test their mobile applications properly, and less than a fifth is focusing on security.



### Digital Shopper Relevancy

This study shows that shoppers everywhere, particularly those in developing countries, are looking for a seamless shopping experience across all channels—online, via social media, mobile devices or in actual stores. Bernard Helder, who heads the Group's global consumer products & retail sector, explains: “In today's complex marketplace shoppers are in control. Retailers must offer digital shoppers a client experience that harnesses all of the technology that's now available.”



## Global community of architects

The 2012 Architecture Week provided 3,000 Capgemini architects and junior talents from 15 countries around the world with opportunities to share their skills and expertise with global clients, as well as build local and global networks.

“Turning technological innovation into business value” was the motto of the 2012 event. One thousand people participated online over the week. The event created a major buzz on Twitter, Facebook, Yammer, LinkedIn and Viadeo, attracting more than 25,000 podcast and many YouTube downloads.

Clients such as Adecco, Airbus, EDF and Alcatel-Lucent made many useful contacts with this professional community, as well as with each other. Several new projects were initiated by Capgemini. For example, Adecco is setting up a Global Enterprise Architecture for its operations in Europe and the US. Airbus participants held lengthy discussions with Capgemini on innovative business process management projects. EDF launched a project around agility and mobility, and Alcatel-Lucent initiated a study on project management for the products lifecycle in the US and France.

The 2013 edition will bring together all the Group's technology forces—its architects, software and infrastructure engineers.

