



CLOUD REALITIES

CR004

The digitalisation of marketing
with James Trezona, Rooster Punk



CLOUD REALITIES



LISTEN NOW

Capgemini's Cloud Realities podcast explores the exciting realities of today and tomorrow that can be unleashed by cloud.

CR004

The digitalisation of marketing with James Trezona, Rooster Punk

Disclaimer: Please be aware that this transcript from the Cloud Realities podcast has been automatically generated, so errors may occur.



[00:00:00] Really give you a nod there for the Neuromancer nod in the middle of that. It's an excellent name to drop. I've read many other Neal Stephenson. I went into a big phase of Neal Stephenson. I've got a bunch of them up there. Yes. No, I'm a sci fi guy. And yeah, even some of the darker stuff moves very quickly.

It's actually quite a short book to read. It is for Neal Stephenson.

Welcome to Cloud Realities, a conversation show exploring the practical and exciting alternate realities that can be unleashed through cloud driven transformation. I'm David Chapman. I'm Sjoukje Zaal, and I'm Rob Kernahan.

And this week we're gonna be talking to James Trezona. He's the founder of Rooster Punk, a marketing agency who specialize in digital and the author of the book, humanizing B two [00:01:00] B.

James, it's great to see you here. Do you wanna tell us a little bit about yourself?

Yeah, so we founded Rooster Punk back in 2012, but my background was actually in tech. So my first big role, we scaled up a human capital consulting agency. went digital, fell over, broke, learned the hard way about load balancing and stuff like that, then went into the marketing of technology and then marketing technology itself.

Fantastic. And you've got to tell us, where did the name come from? So the name, we we were born out of after 2008, 2009 happened. We wanted to be a force for good. Founding mentors for so good. So we looked around for symbols and things we thought were interesting. Now, my family have always been in sort of social positive enterprise environmental, and what I hated about it was it always looked a bit anti fun.

It was like, you can't go on holiday, you can't eat meat. And we were like, [00:02:00] actually doing good should be cool. And so we found a symbol. So roosters are on the top of churches. The reason for that is they're a semi religious symbol for good because they face the dawn and are positive, but also they're cocky, right?

So the idea was a positive future, a clean future, a more... Equitable future should be awesome, not dull. And so Rooster Punk, punk music, anti establishment, we're trying to go against the status quo, change things for good. And so that's Rooster Punk and we can buy the URL. Which is absolutely important in this day and age.

You have to come up with a mix of words in an unusual fashion because pretty much everything else is gone.

So marketing, I think. At least my perspective on this is perhaps not empirically true from working in enterprise is that marketing was often one of the first departments to think differently through the use of digital and in terms of things like at the moment we're [00:03:00] You know, say broadly B2B, maybe there's opportunities to go B2C and certainly marketing agencies were very fast to respond to digital tooling and the possibilities of scale in communication.

Before we get into some specifics, I wonder if you had any reflections on. the disruption that you've seen in marketing and and whether you think it was maybe an early mover. Yeah, it certainly was. Although there was disruption everywhere. So my background was I was in tech and then I moved into marketing of technology, but also technology marketing itself.

And what I saw was, so I was working with Deutsche Bank. And as they're trying to go digital, but Tesco's HR, the HR director in 2000, she didn't have a computer. She refused to have a computer. Similarly, then when I went over... You could get all her emails printed out. They



didn't have email. So this is the HQ of Tesco, non food.

Where I was working, did not. So we, basically what [00:04:00] happened was the big chain, Asda were acquired by Walmart and there was suddenly, Oh my gosh, the Americans are coming. And they understood Walmart was technology enabled. So they went from having no email, it was this kind of very basic system to going wall to wall Microsoft's office in a year.

It was the most incredible impact on culture. So that was the last tech project I did, which was quite hectic. Then I moved to agency side. So I went to New York. Quite a world famous agency called Saatchi. And I was the tech guy. I was the only person in Charlotte Street who knew, I remember trying to explain what a server was to a room of people, just looked at me.

And the, I remember the managing director of team Saatchi, which is the agile, more innovative end, saying to me, we were pitching to a young Norwegian. com entrepreneur who's setting up a very early social media, social network. And he said to him, but what are you going to do when the internet goes away?

Cause it's a [00:05:00] bit of a fad. Seriously, we did not win that pitch. And Similarly, the people working there, I remember, talking to people who had first class degrees from places like St. Martin's, Best, and they'd go, we don't want to work on banner ads. And so there was a huge resistance to change.

And actually what was, I then moved into another agency, which again was a traditional agency, and we started to change and we suddenly realized, and it was about culture. As much as skills and actually getting people to understand the possibilities and the potential that marketing enabled us. And so we went from a small agency of 15, we were acquired, got to several hundred people really using marketing automation and marketing technology.

And that was huge. And I spent my life going around the world, explaining to clients that actually you can buy this technology. It's really good, but actually the biggest [00:06:00] change is not just culture, but also organizational change. You'll have to change the structure of your organization to make this work.

And all that happened in about 2005 to 2010. There was this massive increase in marketing operations, marketing tech people. And it was, People talk about disruption a lot, but it was jaw dropping because it felt like the world had been completely turned on its head. Let's just, if you can, let's just dig into that because I think it's a, it's an amazing example of a profession that has really been thoroughly digitized in a way that actually a lot of other professions haven't experienced in the same way yet.

So let's take marketing operations as a, as a. as a start point. And maybe if you could sketch out, what was it like, what's the before and after of the situation? If yeah. So marketing operations wasn't really much of a thing. You had producers doing complex execution of work, but suddenly you had building websites.

You had, if I [00:07:00] give the example where I've we were focused on was marketing automation. And slide two, when I presented used to be market automation doesn't work. Cause the name's very misleading. You think it's automated. It's not because what you need to do is front load your effort instead of just creating a campaign, which is, websites, some emails, some.

Ads, you need to think through every potential decision tree, create a whole load of automated emails across different personas, create a huge amount of thought over a long period and forces you to think long term and that a front loading of effort across quarters,



which often marketers didn't even have budget for was incredibly hard.

So marketing operations were not just about doing on the need of complexity. They're also having to change behaviors, even down to the way things were financed, measures and resulted, [00:08:00] reported on. I think what you articulate there is. Is significant in the sense of, yes, it's technical and new tools coming in, but what it's actually trying to do, what it's actually doing is fundamentally changing day jobs on a very sort of micro level.

So what I used to do before, I'm now doing actually 10 different things on a daily basis. So the change is like right down to everybody's desk. And it sounds to me like people are actually doing different things as well. It wasn't just. Hey, I'm now doing a faster version of what I did before it's actually different.

And there's a reason it's different. I wonder if you've got a view on what that, what, what that difference was and what drove it. So some of it. So we, Poxwell Gamble, P&G was a big client of mine. We had amazing data on the consumer level of how install promotions were effective, for instance. And but suddenly as things became digitalized and we were dealing with people in an interactive fashion.

[00:09:00] We had that in real time. We had the role of planning, for instance, strategy planning changed to really having to understand the experience and the all the touch points. Hu huge complexity. And so instead of really coming up with a quite linear fashion, advertising used to be quite linear. You get to do a bunch of res research.

take a brief, write a brief, brief it to creative, execute, rinse, repeat. Suddenly you're having to do that the whole time because your data points will continually change. So you were responding in a much faster fashion to the market. Yes. And across, And demographic patterns, which we remember upstairs, my first agency, we had these books and books about the demographics and telling us right here, really TV driven to suddenly having at our fingertips, the ability to look at heat maps of how people were looking.

Eye tracking software on a web page or install, et cetera. And that fundamentally changed what we did day to day. And now [00:10:00] the trouble is, there's a big challenge with all of this. You can get a bit lost in the data. And misled. And misled. There's like great quotes around, not everything that matters can be measured and not everything that can be measured matters.

And it's very, so the rise of marketing operations, again, I talked about, said. Part of what they're having to do was reorganize structures, not just execute. They're doing things differently, but also you end up focusing sometimes on the tool. Humans are biased towards novelty. So we go, great. I've got this machine learning algorithm.

It's wonderful. That's going to. Do our job for us. It's no, you're still dealing with people, both internally and externally, you still need to create excitement internally. You need to get the sales team excited about this quite hard to get them excited about a machine learning algorithm engine driving website.

What are we saying, even with such a catchy name? Exactly. And So human element, the fact that I'm [00:11:00] not just talking about the customers I'm talking about, especially in B2B, it's the people, it's the sales people, those teams, when she's on the phone, when she's engaging with a customer through a chat body, whatever that is, whatever that engagement is, you have to think about how do you make it satisfying for.

The individual, the staff. The marketers. How do you make this a really interesting job



rather than a job which feels like you, you're just essentially looking at computing. Yeah. Scores and following what they're telling you to do. Where's the room for creativity and innovation? And culturally it's hard to balance those two things.

Not possible. It's really hard. Have people saying that's all driven by data. As Einstein said, data shows us what's been, imagination shows us what can be. Indeed future realities. How does it enable human connection? And how do you get the balance between, yeah, I feel like I'm talking to a big audience because I'm putting stuff out on Twitter, for example, versus I actually know that I've landed something on somebody [00:12:00] because I've seen their reaction.

Yeah, it's a great question. Because that complexity, even with simple click, yeah, you can understand what a click is or actually, can you, is it a real click? Is it a, some of the fun click and accidental click, is it a bot? So there's actually a huge amount of complexity, even in the relatively simple to measure things.

And actually some, it does come back to some of the softer stuff. I just ask speaking to your customers, because sometimes we can get so obsessed by having incredible toolkits, which are supposed to tell us exactly how our customers behaving and the digital body language. We forget to just speak to them.

Yeah, exactly. There are, as a human, you can have a conversation there somewhere. You just need to ask your customers rather than trying to work out and piece together a load of tech to tell you whether it was it the banner ad they clicked on three weeks ago, and then the piece of content they downloaded two weeks ago.

And you do an attribution score. How do we, should we just ask the customer? Now they, They may have been perfect [00:13:00] in their recollection, but what they think matters. They think it was the ad they saw on TV, which by the way, you have no data for is what made them love the brand and created mental availability.

So what digital does is it's great at creating kind of physical availability, your ability to actually interact with a brand and get stuff in Amazon and order things, et cetera. But mental availability is driven by fame. It's driven by you occupying somebody. So campaigns aim for fame. Significantly, three times more effective than ones that just try to drive leads, because what you want to do is create memories, stories, all right, storytelling.

Humans are all about storytelling. They occupy a place in our brain. If we understand the story of what you're trying to tell us and why it matters, why it's relevant and show some empathy or understanding, then when you actually think about you're online next, or you're in the store, then you activate.

Now you need to be there. And so it's the balance [00:14:00] between the two. It's absolutely understanding all of it. And that's the bit that's hard is doing both. What would you say either from personal experience or just something you've admired is a particularly good example of that? Yeah, I think IBM is a great example, does some really good stuff.

This is for the good, mostly some bad stuff. So IBM, their brand move, and again, they've been incredible recreating that company, Big Blue. And that moved towards SmarterPlanet. Huge. And again, it wasn't just marketing. It was actually a business move. And what they then did was they used data and they did some contrarian things like they had these ads, which were tons and tons, lots and lots of copy, loads of writing.

But the same time, for instance, a great, and so I judge on a few awards, one of the awards that kept winning was at the Wimbledon. So one of the things that, remember 3d printing



was everything, everyone was all about 3d printing. So what they were using at Wimbledon, so doing hospitality at Wimbledon, and they were using [00:15:00] data on the players to predict who was going to win the game before the end of the game, significantly before the end of the game.

And these were, the final, so close matches and they got them all right. And they, what they were doing was printing 3d printing. The the actual trophies before the game is finished, got them all right. And it's just showing the power of predictive intelligence in a really interesting, innovative, creative way and risky.

I could have got it wrong. Where I want to move on to next then is something we just briefly touched on. And of course it's over talked about at the moment, and I don't know whether it's. going to become, the next second life or whether there is something bigger in here. My instinct about this one is that it probably is bigger, but I'd love to hear your thoughts on the metaverse.

So not specifically meta itself, e. g. the rebranded Facebook, but more the possibility of metaverse. And are you seeing anything interesting yet emerging in your [00:16:00] field. And I think it's interesting to come at that from a marketing point of view, because marketing technology has spearheaded a lot of digital change over the course of the last 20 years, let's say.

So what's the current conversation on Metaverse and where's your head at? Yeah, it's a fascinating one. And I think knowingly. there's an awareness that's being probably overhyped. are talking about 5 trillion by 2030, now, but the truth is, even though I do believe it is overhyped, it's nevertheless, there is value and it does drive things forward.

And I think the consensus in the marketing community is look, there'll be some cool things that happen in the metaverse in the short term, but they will be a bit gimmicky. But what does drive is some really interesting stuff underneath that, things like the ability to move between worlds. It's boring stuff.

This is often the truth, right? The big change is the not sexy stuff, like multi automation, all that kind of stuff. I changed the world, but people don't talk about it that much. They're talking about [00:17:00] mobile. So it's the boring stuff often, which gets overlooked. And that's where you see the change because actually about bringing together, and I see these pendulum swings as forward.

And actually, I love Neuromancer, it's one of my favorite books. But people are unlikely to be living their life in this kind of 3D reality. But the augmentation, our current reality, the ability to use blockchain as an authentication, and not just in terms of me as an individual, really important part of digital marketing, big problem we have is our ability to be accountable.

And to prove data, whether that is our influencers, scorers, whether they're actually bots, whether actually the numbers are right and actually metaverse as it starts to use things like blockchain more, and I think actually start to get this unification around things like identity, which actually helped to solve some of marketing's biggest problems, right?[00:18:00]

And all of that, as I say, it's less about the sexy stuff of me living in a 3d reality. It's more around actually authentication of individual personas. And of course, it's not just personas, it's actual, it can be objects and yeah, exactly. And and obviously currency. in some way. So it does set up a platform.

I think when you come at it from those foundational building block point views, I think I've got huge opportunity in them. How do you think it translates to gaming worlds, say Fortnite



and the sorts of. Tie ins and stuff like that, that the gaming companies do around things like outfits and objects that avatars have got to my mind, the metaverse is that is the connection of all of that stuff because it's amazing how sort of Gen Z certainly admit, and you may be elements of millennial and Gen X, I'm not a hundred percent sure put real value.

In the sort of the outfits that they've got in fortnight, for example, so you can imagine like a Gucci tie in with fortnight where [00:19:00] there's, only 10 versions of that jacket, that jackets in NFT. Yep. There've been a few of those launches already, and that is pretty sexy. And that's an evolution of just saying, look, the brands want to be.

Where there is social value, where the cool kids hang out, cool hunting, all that good stuff. So absolutely that's happening. That will continue to happen. But actually I do think the really interesting stuff is the geeky, maybe boring stuff, which is less obvious. Yeah. It's less about the Gucci outfit in, in Fortnite.

. But it's more around things like. Solving the problems we have as marketers around how do we actually target people and really without having to infringe on their privacy. So much of marketing is wasted, right? You see so many ads, which are irrelevant. As a marketer, that is horrible. It's not just bad for the customer.

We always talk about customer experience, right? But the customer, the heart of everything. And then we bombard her with irrelevant ads, whether that's in Fortnite or whether that is in driving down the motorway. It's the classic case, isn't it, of I'm looking for a new bag. So I go on and I [00:20:00] search about and I find the bag that I want.

And then I buy it. And then I get six months of ads on bags after that. Yeah. And you're not even bought the bag for yourself. You bought it for your mum. Indeed. We have that at the moment being followed by actually bag ads. So actually the ability for marketing to be become much more one to one, much more driven by music as a consumer.

So the metaverse actually, because you have that ability to, understand who that individual is and the ability to take your individual data. So it allows you to then, rather than having to recreate and maybe be misunderstood, but also to prove the effectiveness of advertising, which is a huge problem.

So suddenly, actually, I know that I'm serving to the right people, not a bunch of bots, because actually blockchain, NFT, whatever it is proving that I'm doing this stuff. So accountability, the ability to actually cooperate. So it's good from a marketing, Marketeer's point of view, because it's heartbreaking to know so much money's wasted, but it's brilliant for a customer.

[00:21:00] And this is all about experience. It's about creating, but the ability to make the experience more authentic, more personalized, more meaningful. It's not just about selling more stuff. If we worked with Expedia in the past, looking at their recommendation engines, what was fascinating was it wasn't so much, it was about selling more stuff, basket add ons.

It was about the customers having much better holidays. And that was brilliant. And that's, we, there's so much, and not just for the customer, is that lovely? It's wonderful for the marketing team to say, now that we understand who could help the hospitality industry also understand their customers better, everybody wins.

Is that what you're referring to when you talk about the human aspect and humanizing B2B, for example, in your book recently? Exactly. Cause we talk about what our principles and the first five principles is people, not products and products important, but you've got to start with a person and whatever.



So whenever we're looking at technology, whether it's talking about cloud computing, remember back in the day doing utility computing, grid computing, and all these kind of [00:22:00] actually it's about how does it make sense? People more effective. How does it make people more able to do their jobs, live their lives in better ways?

And you've gotta focus on that. Then understand the how's and what's, it's how you make people feel. It's the experience you give them, and you can create friction in a positive way. Wonderful book by Sun u just recently is about friction and the positivity of friction. Exclusivity is a good example of that.

Oh, is that the same as if you want. buy a pair of Nike Jordan ones, you have to go into a raffle, that kind of thing. Exactly. But even more so you have to prove that it's not just a raffle or queuing up outside the Apple store. It's an issue. You have to do a number of things, chase around the internet.

There's things like cookie trails to, to actually find enough clues to then, and it's interesting. It's fun. And it's not just impediments for the fact it's part of the brand Ikea. Some people hate IKEA. It's all about friction because you have to put the furniture together [00:23:00] yourself, but some people love that friction.

It's interactive. It's part of the story. It's a bit like when you're forced to walk through the IKEA marketplace. Yes. That's friction which often we find frustrating, the sweet aisle at the supermarket, but actually when you're a bit more enlightened and you understand the consumer and her needs better, you can introduce.

The experience, and you can start to create experiences, which are improving her life. And that's what, and it's not just millennials and Gen Z's, we talk a lot about, millennials want experiences, not products, the less fixated on stuff and more about how they're living their lives. That's not just the generational thing.

That's true of everyone. It's been a fascinating look at that because I think from a digital disruption and say cloud driven change perspective, marketing is such a good. Industry to look at because you've had that underlying operational change. So the stuff that just makes what you do better, bigger volumes, bigger audiences, and more efficient, but that is coupled [00:24:00] with, if you hadn't done that, there is no way you're going to keep up to speed with the level of innovation in how your consumers.

And customers are actually living their day to day lives. If you imagine using old school marketing techniques in some of those early meetings you discussed, and be thinking about blockchain and the metaverse at the same time. And that is such a huge leap. And I often talk about, say, some of the big leaps that Netflix made as an organization, for example, going from logistics to streaming to content creation.

You couldn't, you wouldn't necessarily be thinking at the point, you're thinking, should we put a streaming platform and that ultimately you're going to end up making the very films that you're streaming. And it's a little like that for marketing, isn't it? In terms of it's such a progressive series of steps that have been taken as a profession.

I'm sure not always easy. But it's thoroughly transforming what you guys do. Absolutely. And I think what you're seeing is a convergence [00:25:00] also of the role of marketing or number of roles in the organization towards we're talking increasingly about the human experience, which is transcendent of thinking about just the customer.

As a silo, actually, how about prospect experience? How about the experience of staff? How about the experience of suddenly marketing? We're not just sitting in a silo trying to deliver



ads to sell stuff. It's actually, we are trying to influence experience. And so that progression and the ability to influence using things like behavioral psychology techniques, as well as technology and things like the ability to use really clever.

AI or ML algorithms. Actually this is about coming together and recognizing it all wraps around people and you can start to become individualized and that value, which you're adding to the customer's life will also add that to your staffs also add that to your partners, everyone who touches the organization.

And so you have certainly have a transcendence of the role of this [00:26:00] ability to create an amazing experience that goes way beyond marketing. A fantastic place and a big question to end on, which is how we like it. So thank you very much, James.

So what has your research found us this week? This week is going to be about Twitter. Elon Musk has bought Twitter. Oh, and the world takes an inward gasp of breath. Yes. Yes. We need to mention this, right? Because this is quite disruptive. So after months spent trying to undo the deal he initiated, Elon Musk has paid 44 billion to the same day, he

fired several top executives. including the CEO, the CFO, the chief counsel, and the policy chief, who Musk has suggested cost the platform to favor liberal [00:27:00] political views. And that day, he also changed his bio chief twit and tweeted, The bird is freed. And by the sounds of it, a lot of the workforce are going to be as well, aren't they?

Yeah, that's the news today. Yeah. Recent news on that, which seemed exceptionally brutal. Yes, very disruptive and brutal. Yeah, he's really going to change that company enormously. So what do we think the impact in terms of the product itself and James to use a lot of what we were just talking about, the experience of Twitter.

What's really going to be the outcome of this, do we think? I'm not exactly sure, but I do read online that there are a lot of people and companies worried about the way it goes now and the direction that it goes, and also from a marketing perspective. So James, I'm curious, what do you think that is going to happen?

Yeah, it's fascinating. I was posted about this [00:28:00] yesterday. Okay. Because I'm a sort of a Musk fan in that have a test and I think he does some incredible things. But I've also got some real reservations about him. But one thing I would say about Elon is he plays a long game. He his vision when he wrote his manifesto three around test, he said, yeah, actually I'm by building a car company, which will die out because the car, longer term is I want fewer cars on the road because they'll be driving themselves.

Robotix. And so the car industry will die a horrible death. That's not somebody normal statement of a CEO of a car company. So when you apply that long term, he's all about trying to save humanity. Now, whether you agree with his methods or not, planet B, maybe let's focus on this planet.

He's doing some really interesting stuff, which a lot of people are not so aware of around augmenting human. Intelligence brain to brain communication, et cetera. So if you look at it with that lens, the obvious short term thing around Twitter, everyone's talking about is freedom of speech or suddenly letting everyone.

Yeah. [00:29:00] Trolls back on Trump back on, et cetera. But I think you have to think, okay, what is he trying to do long term? I know there's some conspiracy theories about, he was just trying to do it to distract people from why he might want to get rid of the Tesla shares. But I think there is a long term.

piece here where he's talking about society and the role of freedom of speech in society



in the long term. And he wants to own a piece and influence that as part of his belief that intrinsic to how humanity moves forward successfully, we need to have the ability to have freedom of speech. Now, whether that's going to work or not, I don't know.

But also the outcome of it is you lose your blue ticks. Unless you want to pay for them, shall we? Yeah that's going to be the outcome. Yes. Yeah. Are you going to let yours go? Are you going to let yours go? Are you going to pay the fee? I'm very proud of it. So I think I'm going to pay the fee. I hope it will go down.

Yeah. A bit more. Look, we [00:30:00] like to end every episode of the show by asking the guests what they're excited about doing next, which could be anything from an exciting new project through to, what meal are you going to cook on Saturday? James. What do you want to do next? Yeah, it's a big project.

So in our first lockdown, we wrote Humanising B2B, our book really. It was about, because my business partner and I, we're both huge bibliophiles, but we love reading and there was so much really interesting new marketing understanding and neuropsychology around storytelling around just how we work.

We wanted to try and. Sort of compendiumize that, that writing books, interesting experience. So we're looking to one of the reasons I like doing podcasts because I'm intimidated by writing a book. Nevermind reading, reading a long one, nevermind writing one. Yeah. But suddenly, when you have every evening, you've got nothing else to do other than watch Netflix, right?

So it was much more possible. So we got our book out. So next project is which is starting now actually is. Looking at the next one, which is going to be about human [00:31:00] experience. Because what we realized is the storytelling and humanizing is great, but it's about the lived experience actually, because people say, I love the concept of humanizing, really mean?

Actually what it is really about is creating experiences, creating, helping and passionate about the environment and passionate about society and equality. And if we start to try and pivot towards, having a more empathetic and compassionate understanding of how we create better experiences for.

people in society and how we help one another. Sounds great. Really sounds great. So thank you, James, for being on the show. Thanks to our producer Marcel, our sound and editing wizards, Ben and Louis, and of course, to all of our listeners.

We're on LinkedIn and X, Dave Chapman, Rob Kernahan, and Sjoukje Zaal. Feel free to follow or connect with us and please get in touch if you have any comments or ideas for the show. And of course, if you haven't already done that, rate and subscribe to our podcast.

See you in another reality next week[00:32:00]

About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of over 360,000 team members in more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2022 global revenues of €22 billion.

Get The Future You Want | www.capgemini.com

