

CLOUD REALITIES

CR103

Cloud on the rocks [AAA]:
Transformation into a
product-driven enterprise



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[00:00:00] Record, my dad put a shovel in the electricity wire. So that's the reason. And you know, now you know it's my dad's shovel. So, uh,

Welcome to Cloud Realities and original podcast from Capgemini. And this week, uh, AAA episode where we are going to complete the cloud on the Rocks series by looking at the transformation to being a product based organization. I'm Dave Chapman. I'm Esmee van de Giesen and I'm Rob Kernahan.

and I am delighted to say joining us is one of our pals, Jasmine Booth, who is Principal Transformation consultant head of product delivery at Capgemini. Ja, your title's like, um, she sells seashells on this show. Yeah, I know. It's very long. Yeah. You didn't even realize. How are you doing? Tell us a bit about yourself.

Wonderful. Thank you. Very excited to be [00:01:00] here. Uh, finally, I've worked with, uh, Dave and Rob for, for a long time, and this, they've finally invited me on the podcast. So would, would you say too long? No, no, never. Never. But you would, I mean, well, not for me obviously, but for Dave, you can tell us when he is gone.

It's fine. We know we, we worked with Dave a long time. Me and EZ and Marcel catching, we just go it Robert's here, everybody. Robert's here. How you doing? How are you doing? I'm doing all Dave. Actually, you know what's happening today? Switch to is getting delivered. Switch two new Mario car. I am very, very excited about this.

I am pumped today, so now it's bigger. It is bigger. And now I assume that you're excited about the frame rate. Am I right? Oh, 120 hertz, buttery smooth gaming. That is the nirvana. If your monitor can't do 120 or your tv, get a new one, good cable. Plug it in when you get all that work in, Ooh, it was the game like Mario Kart, which is very fast [00:02:00] and frenetic.

High frame rates are the differentiator in the gameplay experience. Now, would you say that, Mario, I think, I think I've got some insight into this, but would you say that Mario Card is your favorite game? If somebody put a gun to your head, it's, it's, well, I mean, that's a bit extreme, David, but, uh, for, uh, a series of games mm-hmm.

I would say it was my first big gaming experience on the Snaz way back when, first Mario car. I've smashed 'em all out the park. I'm very excited. It's been like a decade waiting for this one, so it, it is absolutely there. The only other game series that I have absolutely properly enjoyed at the same sort of level as the Grand Theft Autos, which is just like seminal in the sort of what Rockstar have done with, you know, and then it went on to Red Dead and GTA six unfortunately delayed, but out next year.

There is a big conversation going on about frame rate as well. 'cause of the amount of compute power required behind the game. Yeah, yeah, yeah. Yeah. Us nerds nerds, US nerds. Look at this a lot. Esmee here. [00:03:00] How are you doing ez? I, oh hi. I am back again because when you started to talk about frame rates, I just checked out.

You just, I wondered why you just left to get a coffee or something. Uh, yeah, I'm actually just happy that things are working again, everything with plugs and electricity because, uh, you know, we've got a quite a old house and we're trying to restore, uh, like the lightning in the garden. And then my dad, you know, he's very handy, but you know, age there, there's a, oh yes, I'm now at the point that I, you know, do we have to say that he's a bit too old to do it?

Ah, moment. And he loves to do all moment kinds of chores around our house, which is lovely. But then he just. He was very enthusiastic and he just said, no, this is just an old cable. And I thought, no, it's brand new, but hey, no, it's useless. And then he actually just put the shuffle in there, uh, which caused, uh, the micro, no, the, the, the, um, uh, fridge stopped



working.

And now, uh, sometimes my lights start blinking in my home office. So, um, you might want a [00:04:00] professional to look at that if I'm brutally honest before, but I think I'm standing on end when you walk into a particular room. Yeah. I think I'm gonna keep it a secret for him because I don't wanna break his heart.

Oh. Oh. Well keep us informed on that. See, see where you get to it is a difficult moment, isn't it? Maybe you just do it quietly. Yeah, yeah, I think so. Yeah. And maybe just lay in a fake one and let him restore that one. And then, you know, the, uh, you've reminded me of the time my dad was being helpful with me brother, and my brother had put lights down the outside of the, the grass for the driveway and he was all, all connected up correctly. Everything, you know, looked quite cool at night. And then me, dad got on the lawnmower and then just drove over the mall and smashed them all.

Alright, moving on. Jazz. Lovely to see you. Sorry a second on to get on. I, I kept saying we should get jazz on one of these AAA and Rob was like, nah, why? I go, David, David [00:05:00] Chapman, you liar. I mean, he would do that just because he is given me so much work to actually do that. He's the mom's like, I can't, I can't.

And he was also like, he goes, no, I'm, I'm the one who knows all about product on this show.

So, uh, okay. On that note, Robert tears up. So cloud on the rocks. And what does that mean? So when we are thinking about correctly designing our organization, there are things that are very difficult to deal with and get in the way. And a lot of people avoid them. The big rocks, they walk round them 'cause they're hard to smash up and get rid of.

Uh, but actually you have to do these things if you want an effective product-based organization to be able to leverage the power of cloud and all the things and data and ai, et cetera. And so those rocks are, well, we've broken them down into three episodes. So the first episode, if you remember with Georgia, was around governance and risk, which are the two rocks that actually if you don't deal with them and how you discharge [00:06:00] responsibility. You prevent autonomy. Um, so we went there.

Then we had the second grouping, which was around all around financials, which we did with Jess and Chris. And that is about if you don't rewire your finances to allow this type of organization to, to exist and thrive, then you just get lipstick on a pig. And then the last set are all about the product itself, which is the thing that we build that creates the outcome, the experience, et cetera.

So that's around things like demand management, in interaction with business, how we deal with capacity differently, how we work differently as teams, and how we protect the human in the loop and try and defend against things like cognitive overload. So when you bring all those together, these three episodes will basically form the, if you did that, then you should end up with something really good at the end of it.

Very good. Then. So on that note, let's delve right into the world of product. So let's start maybe with what is a product jazz in this sense? How would you define it? And I think that's always the hardest question. 'cause I think that, and that's the [00:07:00] question I get the most, is like, why there's much harder one, there's much harder ones coming.

Yeah. This is the kickoff one. This is gonna be a fun record. Yeah. Yeah. This is the basic one at the start, start. I mean, product means a thousand different things, right? If you, if you go into a supermarket, the shelf, you know, the, the things on a shelf are technically a product. But I think in our world we're always talking about digital products.



So something that we, something that is created using technology that will ultimately solve a problem or provide some form of value to a, to a user. Um, and sometimes that can be a bit intangible because, you know, a product could be, um, just one application or a product could be a, a set of applications.

You could add hardware onto it, right? You could add many things into it. So it, it can tend to be a bit amorphous. Um, but, but that grouping is important I think. I think for me, I. It creates some use, either as you say, by experience or some outcome for a, a, a process. But there's something that you want at the end of it.

So it's not a, something in the middle. It it that it has the hole associated with it to say [00:08:00] at the end of this product doing its job, something useful will have happened is a way to maybe break it down for some 'cause. Um, I, I often see people create products and you go, well, that's not technically a product.

That's just part of something going on in an ecosystem. Or even worse, they created a product which was actually a, a process of the creation. And they say, well, that's the product. You go, no, 'cause that will die in a year and products are supposed to survive and thrive. That's the whole point, isn't it?

They're there, they, they, they stick around. So, so yeah, it's a, for many it's a, it's a, it's a, it's, it's quite a variable conversation. Let's try and get a little firmer than that then. So is it to do with the measurement of the thing and the output of the thing? Or is it the thing itself. That's very existential.

That's what we're all here for. I mean, I mean, that's probably one of the, one of the best times you've actually ever homed us in on the podcast. Dave, I'm quite impressed. I mean, I thought I'd start today. I mean, you're actually doing your job today, which [00:09:00] is, which is good. Thank you. Thanks very much.

Thank you. We, we thank you for your service to podcasting. I, I come here to try my best. Robert, what, what I love about this question is, it's a really hard question, what you've just said, and you've put yourself as, I'm not going to get involved in the answer. Hmm. This isn't my first rodeo. I've what you've done there.

I see what you've done there, Dave. I'm like, clever. Clever. Dave, this is all you backpedaling to try and avoid answering the question. Is it, I, I'm hoping by the time, if I just babble enough, you'll forget you asked the question and we'll move on. I, I, I've, I've almost forgotten the question at this point.

The, the listener of me going up, what are we talking about again? Yeah, exactly. What are we talking about? I think, I think, I think it is, I think it's both, right? Because I think it links back to what Rob said is that the product is, the product is the value that the product creates. But, but that, you know, that doesn't exist without the, the actual thing itself.

Right. But you've gotta focus on both. The reason I did probe it is because I think these [00:10:00] sorts of things are at the heart of why people struggle with this stuff, right? Yeah, yeah. So, so they'd be like, oh yeah, we want like a Spotify model and we want to have products, but they're coming from like a legacy environment.

So then they go, well, is the product the mainframe? Like, is what the mainframe does, is that the product? So should we put a, a product team around that? And that's not the case, is it? No, no, definitely no. So in, in a virtual environment, the product can be an aggregate of different things, which is quite contextual that.

Then is the, is the product at the top of that, the outcome? So like, look, um, you know,



this product is a, is a widget that will drive this other thing, or is it something that can be consumed in its own right? So I suppose there's a product creates an experience or an outcome. So if there's a human at the end of it, it provides some use to you.

So think of the most basic [00:11:00] thing as a, an app on an app store. That's a good example of a digital product, which is I access it, it has an interface, it provides an experience, it drives an outcome, right? But in more complex business world. Things like supply chain, the concept of planning or distribution or the logistics or claims, cash and reconciliation.

They provide a business process. Outcome products can be used to serve those outcomes as well. So is it useful to the business or the human? That's a good way to think about it. And does it create a whole thing? So not part of a thing, but a whole thing. So if you take your mainframe example, that in itself won't serve the business.

There'll be interfaces in feeds, experiences, interactions, et cetera. And how you design your product model is how you define the domain that's going to create something useful. And that's, that's why. Where does that lead service then? Yeah, I was [00:12:00] gonna say, I literally was gonna say because experience that, that's where you always have that conversation then is, is products that then leads to service.

And especially if you're, if you're looking at public sector, that tends to be how they structure themselves is much more that we deliver end-to-end services. And my examples are all, you know, the government might deliver an end-to-end service of, um, you know, delivering a court hearing or, or, you know, managing a, an animal disease.

And actually that's the end to end. But then that service is served by multiple products that, that come together to deliver that service. And so, you know, your gov. Uk, um, website form that you start to fill in your, your case management system. All of these are products that then then pull into that service construct to take it forward.

And so you can start to then have the layers. And I think it depends on, on, you know, every organization I work with will structure their product service platform component. You know, all of this in, in a very different way. Mm. Um, but you can, the, the key thing is just getting to a level where you [00:13:00] have discreet things that are giving value to a user and, uh, that can be managed by an autonomous empowered team to, to, to get there.

I think that those are the key things you then need to get in place. And the important thing around that, isn't it, is it is the sort of, the definition of it as a, as as like a single standalone unit that, that interconnects with other units, but can be managed in a vertical Yeah. In a verticalized way. If you think about change domains, a good product design.

Uh, captures change within a product area. So if I want to do something, I want to keep it within a product. So if you've got a change that the business are constantly requesting and it's splashing itself all over your operating design and products, you've got a bad product design. If the business is requesting change and it flows cleanly through a product.

Then you've got a good product design because business change is being served by that. And then, um, that then presents the service back to the, or that, [00:14:00] that component of the service, I should say. So you can, there are certain telltale signs of a bad product design and how change gets done. And the interaction model associated with that change is the first place I go to say, if this change occurred, show me the interaction in your organization.

And when you get loads of handoffs and conversations going on, you go, well, this is not the design for you. You're trying to contain change. Not trying to proliferate communication to get change done. So, so autonomy is a, is is one good critical success factor of, of good



product design. It's the other thing I think that gets quite complex when you, when you start to think about this is the skillset that's required then in that product team.

So Jas, walk us through top to bottom, what are, what are sort of case study level. Organization would look like for a product. Yeah, definitely. And I think the key thing here, and linking back to that point is, is that the team needs to have all the skills within it in order to [00:15:00] be successful and ideally should have as, as few handoffs as possible to other teams so that they can, they can deliver change, you know, as, as quickly as an empowered, as as they can.

Mm-hmm. So we start at the top, we start at the product manager. So having someone that truly owns the product and, and that is, is, can be very difficult because that person needs to take in all of the input from the business, from the users and from the technology to actually determine the product vision, the product roadmap, what are we building, how are we building it, and how can I prioritize and, and drive that forward?

And the skillset of the product manager to have that in that full view can be challenging but also. It can be difficult in organizations for, for that product manager to be truly empowered for them to truly be able to deliver all of the different things that they, that they want to do. We then have that kind of supporting engineering, uh, engineering function that, that goes alongside in terms of, you know, in a, in a perfect world, having, you know, [00:16:00] uh, dev testers that can, that can come in, that can support the, that can support the product manager to create the, the product in the right way and to bring that, that technical and engineering expertise.

And then you can really adjust that product team depending on the technology, depending on the product itself. You know, do you start to bring in more analysis? Do you start to bring in, um, you know, specific data functions? Do you start to bring in different areas like that, depending on, on what you need?

Um, but really getting that product manager in place and empowered is really then what will drive that, that team to success. Mm-hmm. And in the skill sets that you've just gone through there, I guess there's a couple of things I wanna dig into. The first is. Are those skill sets, transferable skill sets from a, a pre-product organization, like say an ITIL structure organization?

I, I'll come back to the, the transition between the two in a, in a bit more detail in a second. But first of all, are the skill sets transferable? And then secondly, this becomes a multifunction team, right? This isn't just a, [00:17:00] an IT team in the traditional sense of it. Definitely. Yeah. Yeah, no, a hundred percent.

I think, I think in terms of the, the transferable skill, I think the, the most, the most difficult part of it is actually the, the cultural and the behavior shift that needs to happen as part of this, because I think in terms of, you know, does someone, you know, if you take a traditional project organization, do you have people that understand the technology?

Yes. Do you have people that understand the business process? Yes, you have all of these, these aspects and that knowledge that can then be brought into a product world. But actually it's that real shift in mindset and shift in behaviors to one where actually, you know, we're focusing much more on value delivery on.

Speed on empowerment, on, you know, different ways of managing risk. And actually that is the shift that most organizations find much harder to, to convert people through. Yeah. Yeah. Whereas actually the, you know, the skills in terms of actually, you know, what a pro,



you know, how a product manager works and how they [00:18:00] can, you know, construct a roadmap and how they can, you know, dissect a, a user story tho those are easily taught and, and are often there, but really pushing that change through is, is the hardest bit.

Well, let's come back to that change in a second because I, I, I think it's like a linchpin thing you need to do. It's like you can, you can restack your organization in the product teams. You don't get that right. It doesn't work and we'll, uh, I want to, I want to come in, come back to that in a second.

Before I do though, where I was also going with that was that the, the team needs to be a mixed business and technology team, doesn't it? So the, the notion previously of it, like having service managers or something like that, that almost air, air gaps it from day-to-day business conversation. Again, if you, if you don't resolve that and have the product team stretching between.

It and, uh, you know, it infrastructure development all the way up into business decision making. It, it's also likely to be less [00:19:00] effective, right? Yeah, definitely. Definitely. And I mean, that's what you see in true product organizations. The whole concept of it is gone, right? You just have the product. There is no, yeah.

Yeah. You know, and I've, I've said this on multiple clients that we, that we work with. You know, you're throwing away your, your old department, right? We are just this new product organization, we are together and everyone needs to be cross-functional across all of the areas. So yes, you know, your business areas need to become more technology, you know, get more technology expertise, which, which can be done and, and, you know, it can be adaptive, but also our, our technology really needs to get much closer to the business.

So really stopping to have those lines, you know, really changing that, that those structures that you might have in place in terms of, you know, like really rigorous front doors or, you know, like kind of BRM type type models, where actually you really kind of. Separate the two organizations. All of that disappears in in this model and they come together and there's that thing I'd be interested in your view on.

It's we have to kick the [00:20:00] tech teams to become more business focused and do something useful for the business and avoid doing tech for tech's sake. But there's this thing about conversation that has to go into the business that says you need to be aware that your future business model will involve technology.

It is probably technology. It's the classic, we're a software company and we happen to build something. What's your view on the acceptance of the, who's first to move it fund to come up, but the business come who, where have you seen the enthusiasm from the business go? And what sort of cycle do they go through when you're basically saying you've got to become tech savvy now because it's your future.

Yeah, and I mean, I think it obviously will depend on the client and the organization. I generally, and, and it might just be a a a because of where we sit, but generally we see the change coming from technology because fundamentally as part of technology, we have people that are like, no, I want to get more involved.

I want to understand and, and drive it from, from a forward perspective. I think from a business perspective, there sometimes can be reticence in terms of, uh, am I now taking on [00:21:00] more risk for something I don't really understand? Yeah. Am I taking on something that maybe isn't particularly stable and I need to, I need to own that.

But also getting, getting that understanding from a business perspective that actually when



you get much closer to technology, we are not, we are not saying to you, hey. Suddenly you need to care about what security patch goes in on the seventh day of the month and what this component means. Mm. It's not that at all.

It's actually just getting much closer to a product roadmap and a product way of working of, of deciding what the functions of this technology is and what it does. And I think getting, getting people to understand that differentiation between the really techy stuff that actually will carry on, right.

With the, with the tech team versus actually the business. Just, just moving into this more product layer is so important. I think to add onto that, it is, it's also very powerful if you hear C-level say we're gonna be a tech company, you know [00:22:00] what we do in essence, you know, we used to do non-tech, or tech was the department that helped us with whatever, but we're gonna be in the future.

We're the tech company that, you know, drives, uh, God knows what, uh, insurances or. Maybe even in public sector, right? We're, we're a tech company that delivers value to every citizen in our country, et cetera. I think that's crucial to Rich Instead of having maybe a business leader that is tech savvy expressing we need to be more tech, but it needs to be, I think in, in C level and also A CFO needs to be tech savvy and, and the entire C-level team F for sure.

It actually nicely bridged there because I think one of the other critical success factors is getting the financial model right around these things, right? And I think we, you touched on transition a little while ago and you talked about the shift of empowerment in the changes in delegation being one of the more difficult things of that transition, but getting the financial model right alongside that I think is, [00:23:00] is equally critical, isn't it?

Yes, David. That's what we explored on the other AAA with Chris and Jazz, is that the four A product should survive and thrive. To allow and be self-contained and have autonomy. So the outside governance has to be there. But if the finance isn't aligned to the product structure, and this is where the CFO really needs to rewire their p and ls, then it's very difficult for the product manager to be able to achieve the outcomes that we've just all discussed about, about why a product's useful.

They do something for the business that's tangible, well then you need to fund them so they're able to achieve that goal. So finance doesn't flow for the product to the product, then that's a problem. And CFOs who keep layer cake funding where a product has to pick and choose its funding from role place, it's incredibly difficult and just hinders everything and slows up.

And so that's if, if you don't get the finances right, products don't work. Full stop. So I think that brings us nicely to [00:24:00] a bit of a summary around if you get the autonomy right. And the autonomy and the empowerment, right? Yeah. The right skill. Balance connected in an operating model that allows that to be a multi-skill.

So, so both business and digital skills in the tower and then the financial model, right? You stand a good chance of that autonomous unit of product working. But of course that happens within large scale landscape changes. So let's actually talk about that transition and let's take it from a point of view of a traditional ITIL organization, which are generally quite centralized.

So functions get pulled together. That's often for skills, reasons, or efficiency reasons, but it can create a lot of handoffs and you have to have process that link all of those things



together. And it can be that then that creates a tick speed, uh, whether that's a good tick speed or a bad tick speed, by the way, across an organization.

When you shift into product, you go into this more verticalized, [00:25:00] autonomous set of structures, how on earth do you start to approach something like that? It's, it is, it is a significant organizational, financial, and cultural shift. Right. You were, you've just literally some, there are whole careers in the question you just asked there, Dave.

I mean, that is my whole career. Yeah, yeah. You've basically just asked a career question. Exactly. What do you do, Jasmine? Which is right. Yeah. Yeah. Why don't you just go through a, when they're like, what do you do? Do you get that? Do you get that? When you work in our industry, I'm asking the right people.

No, and well, no. When you work at just, just a side point, when you work in that industry and you go to like a barbecue or whatever, a soiree and somebody says, oh, I'm a policeman, or I'm a, you know, a, a plumber or whatever, and they go, what do you do for a living? And you go stuff. Yeah. Literally. Yeah. If you ask any of my friends, I'd be like, ah, like it was, it was an expansive, but also very niche question.

You know, like they, the, I, I dunno what they do for a living, but they talk a lot. Yeah, they do talk a lot. Exactly, exactly. In abstract terms. [00:26:00] Yeah. Right. And that is it. That is it. Because it is like to, to do that transformation is. It, it covers so many areas and it can't be underestimated in terms of the effort that is required and the buy-in that is required and how this is a real significant kind of cultural shift.

And so I tend to, you know, structure the programs or the, well, the transformation in a, in a way to, to kind of kick off the big building blocks. So actually what, what is this future vision we're trying to get to? What is the value and the vision that we want to unlock? And if we can, if we can pin everyone to that and we know the benefits, then that will really help to then pull everything alongside behind.

But you then need to really take. Take each individual trunk and start to think about how we can transform it. Some of the things we've already talked about, finance, what does that look like? What is the governance redesign? What is the team redesign? What is the strategic roadmap redesign? How do we structure our value streams or our [00:27:00] product teams in a way that makes sense?

And then really the, the biggest bit is then how do we bring, how do we upskill people and bring people along that journey in order to, to deliver this? And so really it is. You know, like I say, it takes up all of my time and, and it, and generally it will, will take months, months and years to, to deliver and to, to do this properly.

But actually you have to take it in the round. You can't just go to somewhere and say, oh great, I'm just gonna pop a product manager in this team. Uh, and we're product now job jobs up done. We're a product dog. Yay, let's go. And actually, uh, I mean that was a joke, but actually that happens, right? Yeah. Yeah.

It does happen. Yeah. People restack their IT organizations into these inverted commerce product teams without the empowerment and without the financial support for the situation. Uh, and things don't go great typically. Yeah. And that happens more than you think. And, and not even the, not even like, oh, we're gonna put a product manager in.

Oh, we're gonna take an existing role. We're gonna take a project manager and we'll just [00:28:00] change, uh, we'll just change a couple of letters. Yeah. There's a, there's a very interesting dynamic that occurs in organizations that actually, um, causes a massive issue,



which is products create a power base change.

Yeah. Mm-hmm. So traditional IT organizations have heads of service and, uh, support financial lines, and they have programs and they have financial lines. And when we talk about rewiring the org, you are basically giving power and control to what is the product manager. Mm-hmm. And being able to discharge responsibility through their organization to create an outcome.

So you're basically taken two power bases and converted them. And what happens is, in the conversation in the organization is people understand that power bases are shifting and change. So for. Traditional thinkers in more of the ITIL sense, although ITIL is attempting to catch up, although hasn't really made it, they start to see that shift happening and that puts lipstick over on, on, on the pig.

Basically. That is the, you're not really creating the foundational change [00:29:00] that's needed and changing the power base to create the right outcomes. And it's a, it's a power play political situation that starts to unfold in front of your eyes. And, and the organizations that have the bravery, and I'll use the word bravery to change the power base, are the ones that are successful and the ones that just don't want to upset the people to say, actually, your role's going to change.

I think, um, don't succeed. Well, well, let's, let's just pick that scab a little bit and, and why that doesn't work. Just to illustrate the point. 'cause I think it's, it's a critical one and when you see organizations are not fully committed to this change, this is why it falls over for me, which is. Often the ch, you're doing this change because you're trying to improve your productization and reduce your time to market for new capability and change your delivery method from being large scale waterfall to constant incremental change.

And you get situations, don't you, where [00:30:00] they move, they move to the cloud, and then they move into one of these structures and they're like, well, they haven't got any faster. I'm like, well, okay, you just walk me through the approval process. Then they're like, yeah, yeah, no, we set it out, we set out a roadmap.

Then we go to a governance group and then that governance group tells us whether the roadmap's right, and then if, then we go back and we iterate the roadmap. And then when we've done that, then we go and go. We have to write a business case for one of the first things. 'cause then we have to go to the person who's holding the purse strings.

That's the issue right? Yeah. Yeah. And, and I just did a, I and, and one of the clients that I just worked in, we, we did a governance analysis and really looked at it, and it was something like to go from idea to live. It was more than like 50 boards that you would have to go to right in order to get there, because that was the amount of governance that that had got into place.

In order to really take something through the task, you have to be a level four architect to get through that. Hey, Robert. Oh, Jay one. One of the, one of the things that, that governance boards, masks, um, in, in, in, in organization design is your interaction model. [00:31:00] Is is not correct. Therefore, people come to governance boards to have the conversations that shouldn't be happening at governance boards to get decisions made.

So governance boards, when communication pathways are bad, everybody just creates a meeting where everybody has to turn up. There's no shared responsibility. There's no delineation of of authority. It's basically we all have to be in the room and collectively take the risk together. It can also be a mask for not enough capability to make the right decisions.

Yeah, yeah, yeah. Capability to make the right decisions. And so if you see this type of



situation, and then what happens is, you know, you know it's bad, but then what happens is people don't. You are creating effort in the organization, so not everybody can turn up at the meeting to be able to make the decision at the governance board.

So the governance decision gets delayed. So not only have you created a situation that is masking poor communication design within your OR organization, but you are also then exacerbating it by, by having to create these massive [00:32:00] delays. Because everything must be a consensus. Have you ever heard this phrase at a governance meeting, let's come back around this again next month.

Exactly. What is That was a good conversation. Was a really good meeting. Yeah, yeah, exactly. Exactly. And that's it. And you know, and then that's the thing. It's next month, it's then you've gotta get on a waiting list to then try and get into something and then suddenly you, suddenly you're just sitting there and, and you're blocked.

And I also think it's, it's a, an in. Inability to manage risk in the right way as well. Yes. Yeah. 'cause often you see, you know, oh, why have we got this board? Oh, well once upon a time this one project did this one thing and it went wrong. So now every other project has to do this. Yeah. Dave. Dave one's accidentally set fire to the microwave in the kitchen.

So 50 people have to meet once a week to discuss something, to review my microwave etiquette. So, lot, lot, lots of moving parts in this ez what's your take on the cultural change? Well for me, and I think this is very interesting 'cause I've been wrapping my head around this in the last [00:33:00] weeks 'cause there's quite an unease tone going on at the moment around transformation consultants, agile coaches, uh, you know, what do they really bring?

And I think that's been growing, growing since the past two, three years. You know, are they really trying to. Change something. And I think that this isn't finger pointing because I'm, you know, I'm, I'm working in the field myself. Well, it's a bit, it is a bit though. So I think it's to all of us to try to do wasn.

It wasn't as, something change wasn't, it's not as rough as your sideswipe on itel Rob. I know. Sorry. If, if, if you're an IT expert, I apologize. Well, I don't apologize actually. Sorry guys, but I think, you know, is, is the drop, is it to fix, is it to optimize or is it to really hold space to make it uncomfortable Holding space to really dig deep into the power bases, as you just mentioned as well.

And I think that is the, the holding space and, and tuning your own instrument, I think is, as a, as a change agent in whatever role you have is key. And you can never, never [00:34:00] stop learning to, you know, make sure that that instrument is clear and that what you bring to the table is actually changing something, or it's opening up a conversation instead of you using your own power base because you feel responsible of the change or, or the success of a transformation.

But then I think the essential question is what is the, what is a successful transformation and who are you? You, yourself as a person to state that you're able to, to make it a success. You know what I mean? There are, there are two things in that that resonated with me. The, the first was the, the personal responsibility that you have.

Yeah. In, in these sorts of new structures. I'm not suggesting that anyone ever did this, but you can sort of hide in some of the other big constructs and maybe not be as good as you need to be. Mm-hmm. Because governance will kind of mask so many different things. But then in this structure, when you're asked a question, you're expected to be able to answer it.

You're expected to be able to move on it. You're expected to keep your [00:35:00] skillsets,



you know, kind of up to date your, your credentials and credibility up to date. And it's, you know, to put it crudely, it could be a lot more effort. So if you looked at that as being effortful, rather than, I'm really excited about doing these things.

It can be a difficult individual journey, can't it? You, you, you hit a, a very good point about the personal responsibility. I like to believe in my head, in happy land that everybody comes to work to do a good job and is highly motivated, but in, in real land, in real world, unfortunately, the behaviors that you describe there, um, Dave, are I exist, okay.

Can't do anything bad. It's just the, the reality of the world we live in and where motivation truly comes from. And so what I do think is this organizational change exposes that like you're calling out and that's a, a big uncomfortable moment for a lot of people that actually we make decision making and [00:36:00] empowerment much more efficient.

We expect smaller groups to be able to push forward with things and take the risk and yeah, that can create a SA squeaky bum moment in the, um, in the reality of the day to day. Do you see that in practice, jazz? The what needs to be done to get the individuals who are going on this journey, many of which perhaps never wanted to, or, you know, they're, they're sort of, they're, they're within a change rather than managing this change, I.

Is there a high level of resistance to it, typically? What is it? What is what, what's the mix of it for you? It is, and it's, it's difficult because ex of exactly that it is change and, you know, change is always fundamentally difficult for, for a lot of people. And I think it's, I think a lot of it also comes from the unknown and just comes from what, what does this really mean for me?

And what does this really mean in terms of how I work, what I do, what changes? And especially because when you're going through this type of change and this type of transformation, you, we can have a lot of ambi ambiguity [00:37:00] whilst you are going through. So, you know, we don't have all the answers for how everything is gonna work.

We don't have all the, the insight and that can therefore make people feel quite uncomfortable and, and resistant because they know how everything works at the moment. They know what board they have to go to, they know what process they need to follow and we are saying, Hey, actually we're gonna change all that and this is what it means.

And so I think really, I. Alongside, like I said, alongside giving the, the training and the upskilling and the all the other nice things that we do to, to get people ready to work in this way. A lot of it is about really making time and space for people to go right. Things are gonna change. You need to, you need to kind of behaviorally, culturally be, be ready for this and be ready to go on this change journey and, and, and manage that throughout.

But that is a difficult thing to do. And often, as you will know with, with a lot of, of, you know, general transformation is the people bit, is often the bit that's ignored or, or not done. [00:38:00]

Okay. So I think we've explored the. Complexity of this. Lots and lots of moving parts, both difficult individual shifts, difficult business relationship, resetting, and then obviously quite a bit of landscape and financial shifts. So the, it's, it's very holistic. It's talk about why would you bother, so there's so much here.

Like what, what, what makes it better to be in a product centric organization? It's a very good question. Again, you should follow them today, aren't you? I'm fire. I am, I am. You are. You are clearly bounced out bed this morning with some vigor and verve. I'm liking it. It the va, the VO is strong. Lots of bees.



Lots of bees. I'm sure Bees. This has got nothing to do with the fact that Ja and I at the moment are wrestling with all of these issues on a day-to-day basis. So very top of mind. Very, very top of mind. You mean you are observing, uh, jazz deal with them, [00:39:00] Dave, as I'm sure that's actually the case anyway, but look at the question questions.

I'm driving from it, Rob. Yeah, yeah, yeah, yeah. Uh, you're very good at the questions, Dave. Yeah, let's leave it there. That's very much right. What does Einstein say if I've got a really, really difficult thing to solve? I spend 75% of the time on the question and then 25% of the time on the answer. Very nice, powerful question.

Very. Alright. Alright, Mr. Uh, Mr. Motivator, you're on time, Robert, so if you do all the things that we've said. Right, and you arrive at the top. We've created an organization that actually, um, is much better. A couple of things happen. The first thing is the business actually get from it something useful. So you go back to your comment about the ERP wars and all that stuff that happened in the nineties where actually it screwed up the business and made a right fat mess of it with technology.

Mm-hmm. This is pivoting to it and technology is now the enabler that makes the business stronger, faster, better. You [00:40:00] should. Get better growth out of the areas you should be able to access new markets better. You should be able to pivot faster to changing conditions. So when things side swipe us that we didn't see coming, we can adapt much faster.

And overall, your efficiency and efficacy is increasing. That's why you do it. The reason we can do it is the enablement of things like cloud technology that decouple us and allow us to be independent, go fast. But at the end, when you achieve massively parallel agile, which is what you're seeking, you get this organization that's super efficient and super quick and that's why you do it.

Now in the middle of that, what are the measures? How do I judge it? Well, once you've gone through it, if you speak to anybody on the other side of this journey, they'd wax lyrical about why would anybody think of doing it in any other way? Getting through that, as we've just discussed is the tough point and making sure you actually.

Get to the enablement at the other side is, is, is, is, is quite key. So corrupted product models will [00:41:00] fail, get through it. There's a, there's another there. It's not a nirvana. Right. But it's just a lot better. And if you've lived in that world and you've seen it, you go, I'm never going back. Well, and I think it's maybe worth exploring something you touched on there just as a bit of a sidebar, which is like, why now?

Like why was it bad before and why is this better and why didn't we just move to it before? And, and, and you touched on it a bit for me, which was Cloudification. Yeah. So what Cloudification did, is it, is it removed lead time? So there was no need to manage in such a linear fashion. It changed architecture.

One of your favorite subjects, Robert. So it allowed things to be more granular. It's the only important subject as well. Get it right. A lot goes right. Get it wrong. A lot goes wrong. That's what I always say, Rob. I. You know, you're always right, Dave. You know what I always say? You're always right, but you, you bang on.

It was, it was we have to create organizations to operate the machinery and the technology that we need to use to get the job done. [00:42:00] Mainframe era, we need to wrap organizations around that technology client server. We had to do it in a different way with long lead times. Now with cloud, we get compute on demand.



Ev you know, it's the TechVision compute everywhere all the time. Crouching tiger hidden dragon type thing. There's compute whenever you need it. 2024 techno is, no, it's 25 1. Dave, I think if you Excellent. Check correctly and uh, so the cloud era. Has enabled us to rewire our organizations to be able to achieve these outcomes much more effectively and efficiently.

You could have done it in the past, but it would've been incredibly expensive and clunky, and now it's cost efficient and much more well, much easier, basically, to get access to the compute as and when you need it. And that is the fundamental enabler that has enabled us to say, oh, we can build our organizations differently now.

So Janice, what are the things that you need in place? Really, we talked a little bit about some of the things like autonomy and blah, blah, blah, but let's just go a level deeper. What are the things that you really need to be getting right to get this stuff done? Yeah. [00:43:00] I think the key thing really is, is getting the leadership buy-in and the vision in order to make this change.

And that involves getting the buy-in, not just of a specific part of the organization, but getting the buy-in across. All of the different areas. You cannot do this and you cannot do this successfully if it is only an IT driven change. Uh, if you don't have the business alongside of you don't have finance as like we talked about, then you will not be able to actually drive that change.

So in terms of the areas that we need to be successful, I think there's a few key areas that we need to focus on. So really we need the demand to make, to meet the business needs and meet the business requirements. So we need the, the business and the, the change roadmap to be in place so that we can then actually.

Deliver against that. And within that, we need capacity within the teams in order to, to make that efficiency. I think that [00:44:00] interplay between demand coming in and making sure that there's a, there is a pure and useful demand coming in that needs to be then shaped, and then the capacity slash, I guess finance you have then to actually deliver that thing, the heart of, that's the backlog.

Right. So people use that term a lot. Backlog. What's a good backlog? Jazz. And how and how does that function properly? I. Definitely, and I think it, I think it links really closely to the roadmap and what, what is that roadmap, that vision that we can see moving forward? So at your, at your highest level, you have your roadmap.

It then it then decomposes down into, into maybe a value stream backlog, maybe then a product team backlog. And the aim there, we really with that demand is to, is to have that golden thread from your strategy objective through the roadmap, through the backlog to the teams. And I think by structuring in that way, you have a consistent view and a consistent ability to restructure and to change priority based [00:45:00] on what is happening.

Mm-hmm. And I think if we look out into the world today that we have. Things change so quickly. Now we're really in this world of uncertainty. And so by working in this way with the backlog, with the teams that are able to, to adapt really quickly, it means that actually we can say, Hey, you know, look, here's our backlog.

We need to reprioritize it today. Hey, we need to change this, this, um, this roadmap, and we need to, to put this first because actually we can adapt much quicker to two changing needs. Uh, and that really drives that product way. You remind me of a, of a fun conversation I had with somebody who's learning products and they were from a service background and, uh, I said, well, of course something might happen with the product and we might choose not to



fix it because we deem a priority sits elsewhere.

So we know there's a problem. The users are coping, everybody's aware of it. We'll, we'll, we'll we'll get to it maybe, or maybe we won't get to it and this and this bit. Well, but not we have to fix everything. And you go, well, you don't have to [00:46:00] actually, you might say that feature's gonna replace it anyway.

And we're just, and it's that thing about that uncomfortableness to say, no, no, there's an SLA, you have to fix it. You know, it's a, it's a priority too. It gets done and you go, well actually we might choose to use that capacity in the model differently. Right. Um, it's, it's a conversation between the business and the, in the product that says, actually we, we prefer you get that out than we, you know, we don't care that it's green and it should be blue.

And that, that for me was always highlights to me this point about No, no, that's one of the big differences is you, you make a conscious decision to do work or not to work, not based on some commercial basis, but where the benefit really lies. So I think in that then there is the service relationship to backlogs as.

Portfolio. How, how does this sit alongside portfolio? Is this a replacement of a portfolio function? Is it a, uh, an enhancement of a portfolio function? No, I think if you have real good portfolio, like in a value management office on sea level, that's where your roadmap should come together with [00:47:00] your strategy, with the outside, with consumers, with customers, with whatever's dealing on the outside.

And that should triple down and cascade all the way down to your roadmaps and then into your teams and, and, and, you know. In the end should be the feedback loop. Mm-hmm. All the way back again. What do you see happening with the product, with how it's being used, how services are being rated and that should, you know, go back into a continuous loop?

So I, I think one of the most things, that's what I see happening is that you have a PI planning, for example, with all your product teams and then maybe management is already, you know, they are just, okay, so now off you go and then, you know, the teams start working, but they should be on top of strategy and next prioritization the next day as well.

They should also start, you know, working, but they're ahead of time. And I think portfolio is very difficult as well. You know, to have a good, clear, epic statement that's discipline, that's very hard work. And not just for one hour, but continuously doing that as a management team and as a leadership team.

[00:48:00] That's, that's a skill. I think is, uh, is, is very underestimated and very difficult because if you have a clear, epic statement, then you can have that autonomous teams working on it and understanding like, okay, so this is what we're, we're heading towards. Maybe this feature could add up or maybe we could tweak this or that.

And I also wanted to add, we, we forget to kill the product. So we built the product, we run the product, we own the product, but we, we tend to forget to kill the product. Yeah. You know, you should be very also. Open to if the users are not using it or there's another replacement, you know, in the, in the company, in the service, you should be able to say, we're gonna kill our product and we're gonna do it nicely.

And not in a legacy kind of way that's been dragging on for years. You should also close that as a team. Like, okay, we're gonna shut it down and we're gonna kill your darlings. Do that neatly kill your products, kill darlings. It's, it's absolutely imperative. And, and one of the, the least well done aspects of product management, [00:49:00] I think is sunset.

We haven't really touched on product management on, on this show, but we might do in



season five I think is, is actually talk about product management itself and a little bit more detail as opposed to the actual operating model itself, but, we'll, so we'll come back to that at some point later in the year.

Robert, the humans. Humans. What about 'em? Humans inconsequential to our success. No, go on. They are our success. Yes. What, what aspect of humanity do you want me to delve into? Dave, from Robert, where it says teamwork and cognitive overload is what I was hoping you'd jump into. It's thinking about the human in this loop that's very, very important.

And we have this empowered structure. We have this autonomy, so we go, ah, the human should be happy. But actually you get this quite a lot of diversity that can occur. Um, and it can put a lot of pressure on particular people who are like single points of, um, contact or potentially failure within that design.

And we need to be [00:50:00] really aware that that might be occurring, analyze it and not be afraid to change the way we operate to make sure that the humans get the support and what they need. A lot of product organizations create hugely frustrated. Because they've been trying to carry too much burden through the model because they're motivated to make it work.

And what they're masking for is bad, or um, org design. So you always have to be observing for how are people communicating? Are they doing too much work? Are they overly stressed? This is not what we want. Because a good product team is one where everybody is able to do their job effectively with the right tools at the right time in the right way.

And that they're getting space to think and they're getting space to be able to adapt if they need to. And I, I've seen somewhere there's like two people in the product who basically carry the whole thing. And it's like, that is bad for lots of reasons. Not least the fact that you're stressing out two humans who don't deserve to be [00:51:00] stressed.

The other aspect of me that that is, is something that we talked about earlier in the transition, which is if you as an individual are moving from an ITIL mode to a product mode and you're transitioning skills maybe, so not only is all of that happening about whether you get the team balance right and things like that, but there's also an individual aspect to that, to that cognitive overload, isn't there?

Jazz, definitely. Definitely. I think, I think personally kind of taking your accountability and understanding your role, and really it kind of goes back to what Rob was saying earlier in terms of the effort and the motivation that you need to bring in order to make this successful, I think needs to drive out of, out of that.

So maybe to bring us to a bit of a conclusion in this conversation, Ja. A couple of things really, like based on your kind of real world [00:52:00] experiences of, of running through this on an, on more than a number of occasions now, what are some of those reflections and how does that inform where I should start?

I. Oh good. Good question. Um, I think, like I said earlier, the key thing here is really about finding the part of the organization where we can make this a success and where we can really start to quantify benefits so that we can really start to expand it and sell it elsewhere. Because really only when we can see it being effective somewhere in an organization will then people really start to believe it and buy into it.

And selecting the area in order to do that can be challenging. But I think the key thing is. Finding the, the right people, the right buy-in, the right leadership in that space so that we can then drive that change. And it might be uncomfortable in that space, and it will require



saying, Hey, actually in this space where we're gonna start to drive this product model, you know, the, the governance is gonna be different.

Maybe we're not gonna follow the current governance framework. We're gonna go totally out of [00:53:00] the, out of the box and start doing things in a, in a totally different way. Or actually we're going to, to, to restructure these teams or, or work in this different space. And I think that you, you need to be comfortable with doing the uncomfortable thing in that space and then really have the dedication, the time, the patience, and the, the energy behind it to do this.

I also think that it. Can be hard to do it without getting someone in who has that external perspective, who can really bring these insights. It's hard to transform yourself. Um, and so therefore, how can we bring, you know, someone to come in to go, actually this is, this is what it looks like. This is the, the areas that you can focus in on.

And this is where I see this opportunity. Uh, I think it's really important.

So I think we, uh, I [00:54:00] think we did that justice, didn't we? I think broadly we did, yeah. Had a good conversation there about closing out on our big rocks cloud. On the rocks. David, cloud on the rocks. Well, I mean, Robert, you, you love that phrase. So explain to everybody now what on earth it means. So when we look at building better organizations.

There are big rocks that we need to smash and get rid of. However, they're very uncomfortable rocks to deal with and a lot of people will walk around them and find ways to bypass them, but it creates corrupted structures and then you just live it in a, in a horrible hybrid place that isn't exactly what you do.

So we've explored it over three. So we talked about the need for better governance and better risk management, and that's the bit that surrounds the US and how we operate. So allowing empowerment, getting rid of the 50 governance boards, getting smaller groups of people to make decisions, but do that in a way that's appropriate.

Right. So, you know, we still need to be aware that some decisions might be risky and we want to control 'em a bit more than others, but allowing the variation [00:55:00] to be in the system for that to be effective. Then we discussed the big one for me, which is the financials, which is for an organization to work its financials need to change because an organization looks like the financial model that drives it.

Uh, go. You don't change the financials, you just get, um, lipstick on a pig. And then we've dis uh, explored the product itself, which is the thing that creates the output, the experience, et cetera. And that's things like, how do we deal with demand from the business? How do we integrate the business? How do we make sure our capacity is efficient?

How do we make cross team collaboration effective and making sure we protect the humans and don't drive cognitive overload? So those are the seven rocks we've explored over three episodes, and these are the most difficult challenges to crack. But when you do crack 'em, you get to that much better, um, place that we've, we've basically discussed and described.

So be bold, be brave, take the difficult decision and do actually put proper change in. And don't just avoid it because it's the easiest thing to do [00:56:00] on the, uh, on the afternoon. Gr I mean, great guidance. And what I've said to folks on a number of occasions during these transitions is change requires change.

It isn't as simple as restacking an organization, it is as deep as talking to your board about how you change delegation of authority. Yeah. How you change financial delegations. And if you don't be bold in the way that Rob says, you ain't gonna get the sort of outcomes I think



that you, uh, that you probably desire.

Es what are your reflections on the, on the big rocks? I think it's, it, it touches upon like a small part of the complexity. Uh, and I think we see that throughout the show as well in all our conversations that it, it's so complex. It's hard to, to wrap your head around it or use words in it. It's the same way we've been talking about with Jka Karma as well, with change of culture.

Yeah. Right. And using language and the way, even the way we talk about it, right. The way we explore this during this conversation [00:57:00] as well, it, it, it helps it shape, it helps us, I think, understand stuff and at the same time we're using our words, our vocabulary and language. So, uh, for me it's also a way of, of being curious all the time, the change and the change and to be iterative.

And for me, the main thing is. Are you ready to let go of control? And if you're not, then maybe you should not start this journey. So, uh, yeah. 'cause it's quite a, quite a, it's the same now we have, I hear DevOps all the time. Again, I don't, I don't know if it's a wave or if it's just, you know, uh, it, well, we want DevOps.

Okay. Okay. And then the same question appears, are you ready to let go of control? Are you ready to, you know, let others decide? And I think those are the questions about emotions. Those are the crucial ones. And I hope we see that happen more often to have those conversations. Now, now, David? Mm-hmm. As is the AI information age that we live in.

Mm-hmm. I actually got [00:58:00] in intelligence age, Robert, uh, the intelligence age. Mm-hmm. I actually got AI to write a haiku about the rocks and the success is, is it inspirational? This is gonna be, this is gonna be the inspirational quote at the end. As we, as we end our up. This is, this gonna be, when history looks back on, this is what, remember this is the moment. This is gonna be the moment. This is the very thing. What were you wearing? Yeah, yeah, yeah. What were you wearing when you heard this? Haiku? Yeah. Where were you breaking rocks in Twain Progress hu from Stony veins. Performance is gained. I mean, that clears it all up, doesn't it? I mean that, that's, I mean, glad you came Jazz.

Yes, I'll take that with me as I can. All right, look, we end every episode of this podcast by asking our guests what they're excited about doing next. And that could be something in your personal life. You've got a great restaurant booked at the weekend, or it could be something in your professional life or [00:59:00] a bit of both.

Jazz. What are you excited about doing next? Um, I am excited about this weekend. We're going for afternoon tea on a steam train. Oh, that sounds very nice. Which one? Think it's gonna be great fun. My grandma is visiting at the moment and so we're off, we're off for the train. Um, and it's through, through down in, um, west Sussex and it's right by all the wineries as well, so very nice.

Is it the Blue Bell railway? Yeah. The Blue Bell railway, correct. Yes. I have been on, I did the Christmas one. Did you, did you And and is it a cream tea? I. I think so. Uh, so do you just, we just need to ask, oh yeah. This is an important, which, which order do you do? The jam and the cream. I'm a jam first. Cream second.

Come on jazz. Exactly, mate. Exactly right. It's the only way Cream is not a replacement for butter. Correct, correct, correct. And you need to be able to on, did you two have this conversation? [01:00:00] Sensible minded. Prior the end, you asked just a massive asked, you asked it, but like we go like, uh, so yeah, Ja and I started, you know what?

You knew I'd ask it though. In the unlikely event, Rob asks you about cream teas. What, what



happens is there's a briefing, there's a pre-briefing we do, just to discuss the conversation. Do you do a, a post pre-briefing, which isn't PS If Rob says any of the following, make sure these are your answers. He's the trigger point.

He sounds to trigger him on the pots. I mean, I think that ended very well. If you would like to discuss any of the issues on this week's show and how they might impact you and your business, please get in touch with us at Cloudrealities@capgemini.com. We're on on LinkedIn. We'd love to hear from you, so feel free to connect on DM if you have any questions for the show to tackle.

And of course, please rate and subscribe to our podcast. It really helps us improve the show. A huge thanks to Jess. I sound an editing with Ben and Louis. Well, our producer, Marcel is yet again on a holiday. He's climbing, God knows [01:01:00] what type of mountain he climbing. Some big rocks. Yeah, yeah, yeah, yeah. Some big rocks He's, he's taken it a bit too literally and actually gone rock climbing.

He's gone rock climbing. I think he misunderstood the theme. And of course, thank you to our listeners for holding on. See you in another reality next [01:02:00] week.

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Capgemini is a global business and technology transformation partner, helping organizations to accelerate their dual transition to a digital and sustainable world, while creating tangible impact for enterprises and society. It is a responsible and diverse group of 340,000 team members in more than 50 countries. With its strong over 55-year heritage, Capgemini is trusted by its clients to unlock the value of technology to address the entire breadth of their business needs. It delivers end-to-end services and solutions leveraging strengths from strategy and design to engineering, all fueled by its market leading capabilities in AI, generative AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2024 global revenues of €22.1 billion.

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