

System Dynamics at Capgemini

OR49, Edinburgh, 6th September 2007

BUSINESS

COLLABORATIVE BUSINESS EXPERIENCE

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- Introducing Capgemini and what we do
- The market need for a System Dynamics offering
- How we use System Dynamics and how it fits with our business

■ Examples & Applications

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- Systems thinking to develop a performance management framework
- Systems thinking to develop a city benchmarking framework
- Other examples
 - Human Capital Measurement at a major UK retailer
 - Acute Stroke

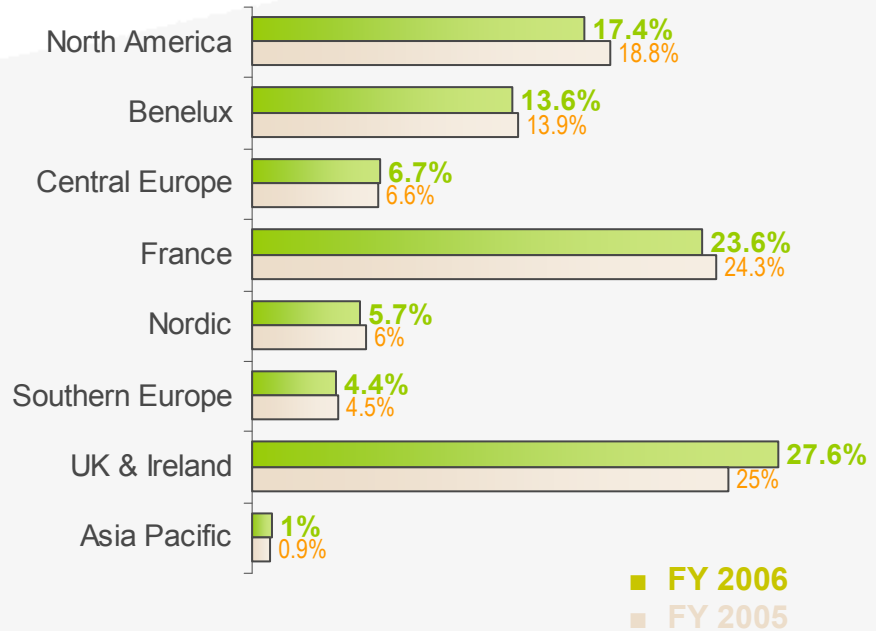
Capgemini – a major global service provider

2006 Revenue and personnel

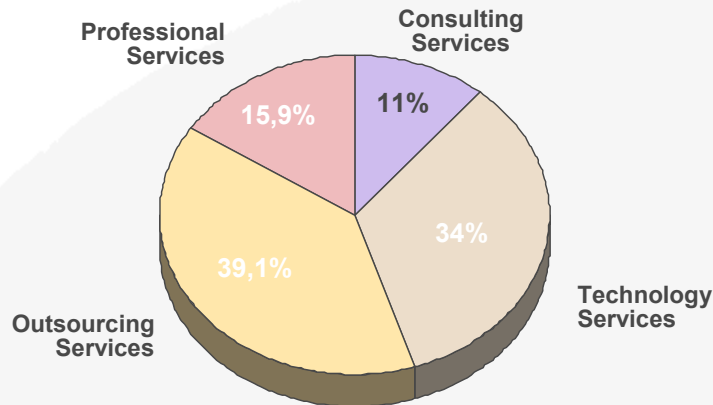
- 7.7 billion euros
- Over **75,000** people worldwide

2006 Geographic revenue distribution

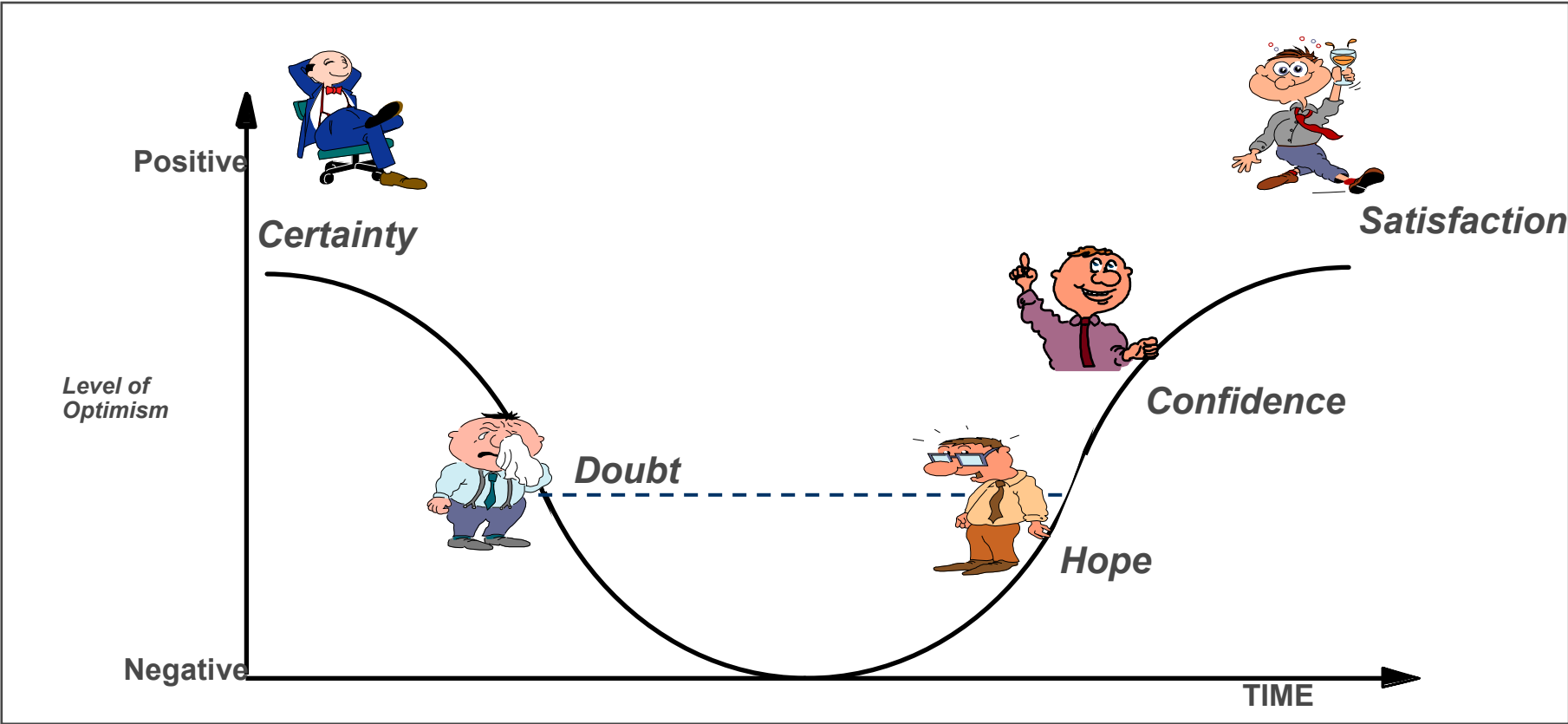
- 81.6% Europe
- 17.4% North America
- 1% Asia



2006 Business mix



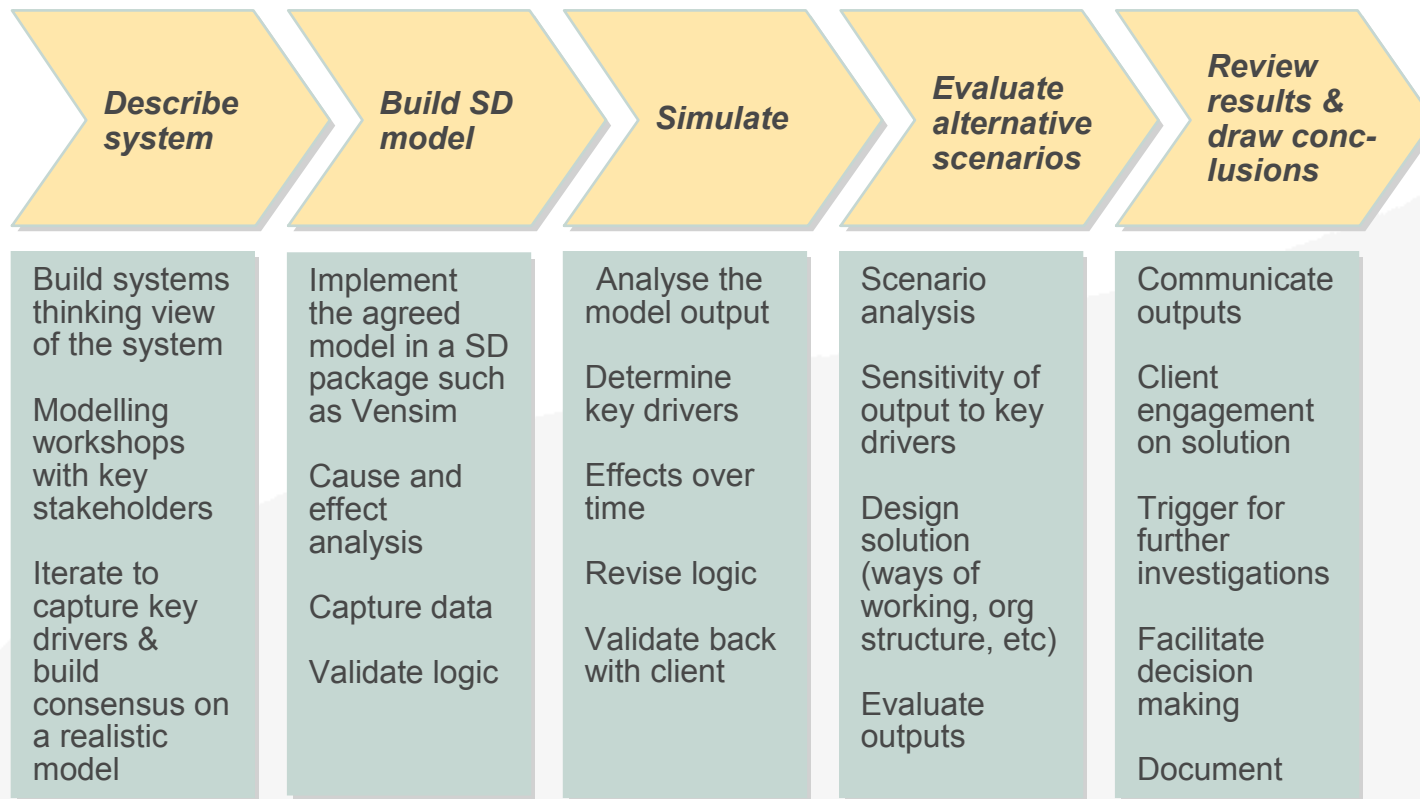
The Emotional Cycle of Change – core to Capgemini Consulting’s business model



The *Business Case* for System Dynamics

- There has been a shift in the transformational consulting market towards smaller engagements
 - Falling public sector ICT budgets
 - Greater accountability and thus demand for greater efficiency
- What hasn't changed is that big organisations face diverse problems, but now they need to solve them more quickly and cheaply
 - If / when there is a problem, clients expect us to work through it with them to understand it better
- System Dynamics – a useful tool for the Collaborative Business Experience
 - Clients respond well to systems thinking models that they can understand and comment on
 - Can be used in high level discussions before engagements, as well as in delivery

The lifecycle of a System Dynamics project is structured and delivers insight to clients quickly



This approach fits well with Capgemini’s collaborative approach, enabling extensive client involvement

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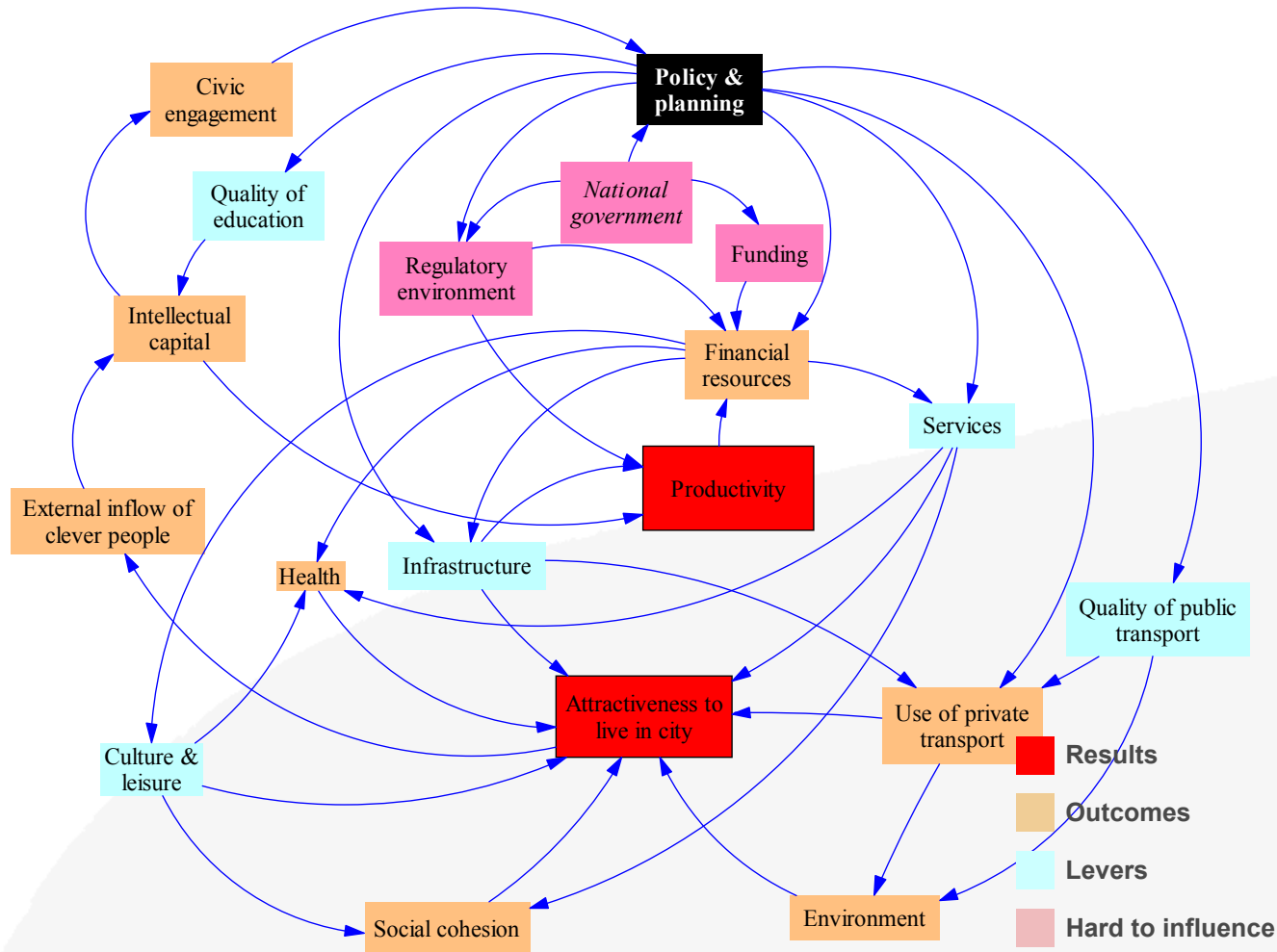
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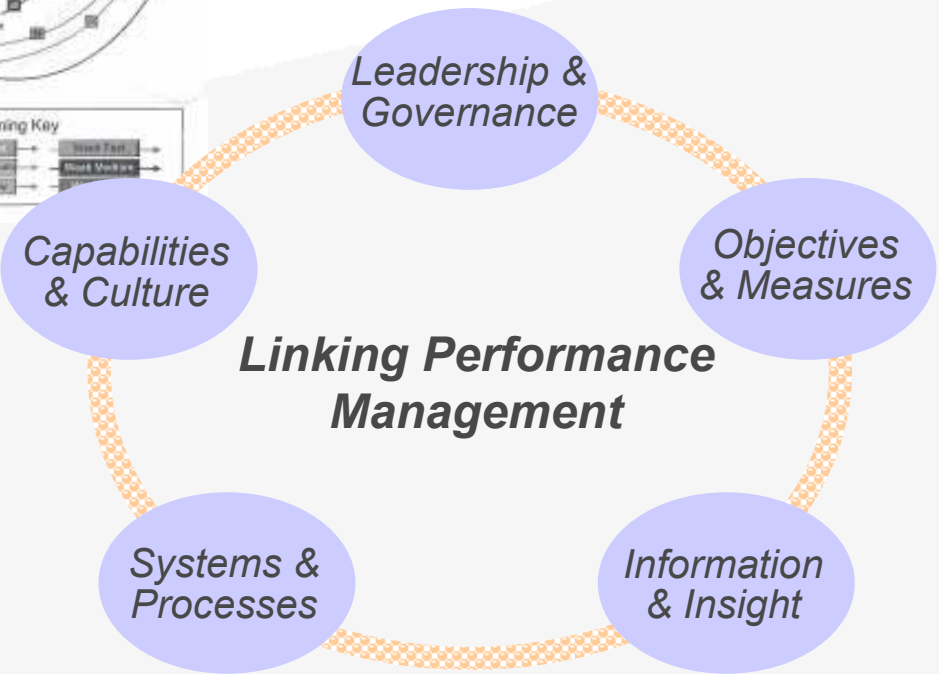
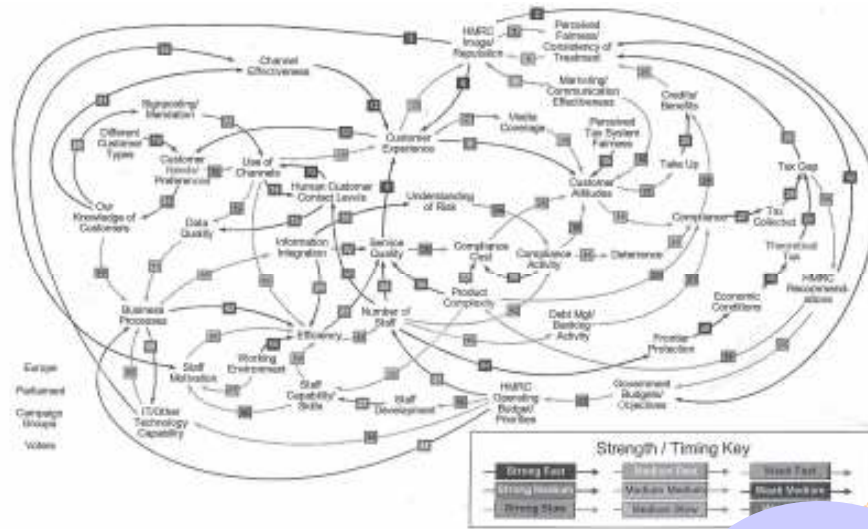
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System Dynamics & Cities

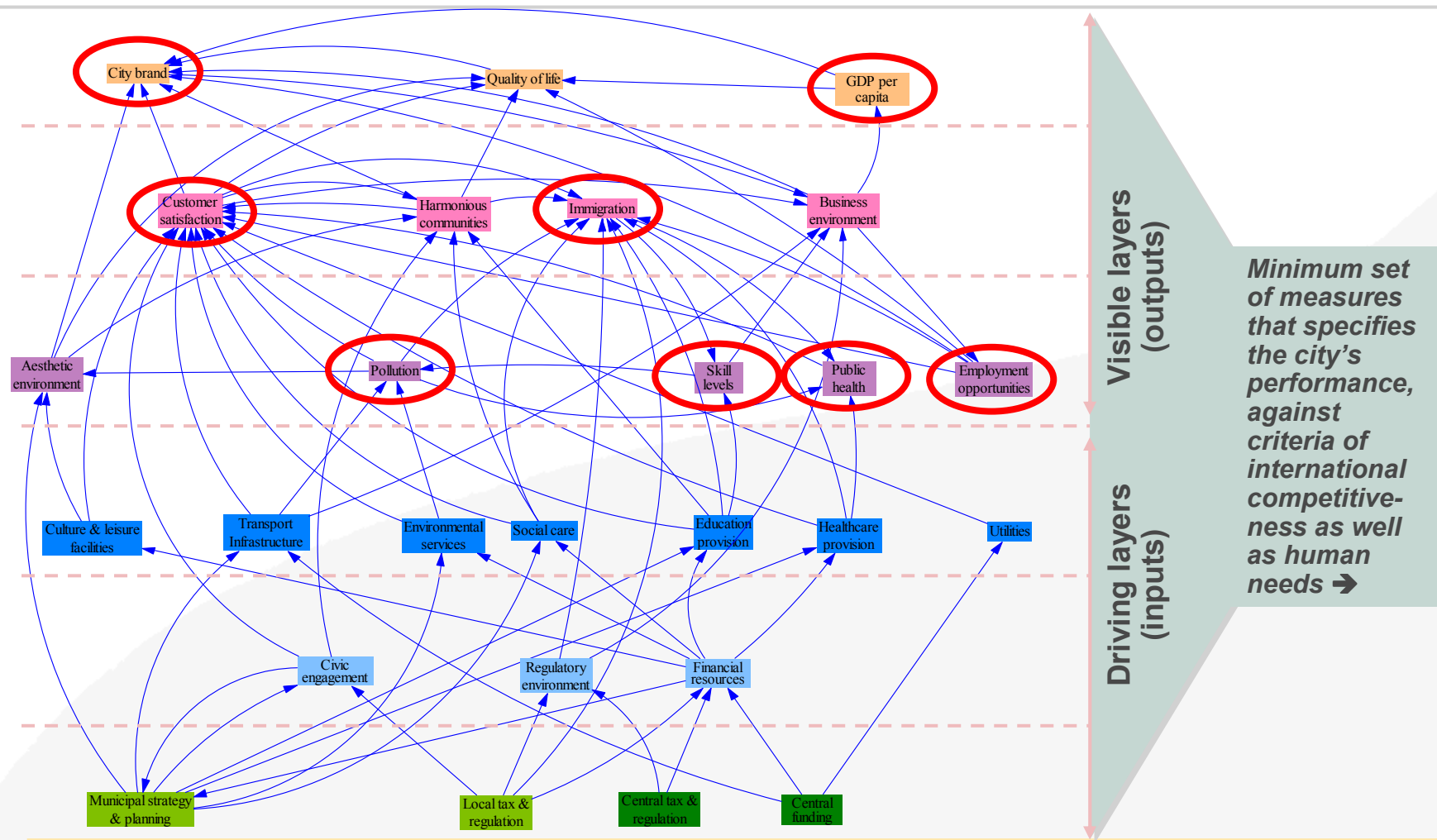


- CG working globally on a learning programme on urban issues for cities & key industry players
- Complexity of cities is well-known to lend itself well to system dynamics-type analysis
- Such models provide an excellent trigger for discussions with senior clients

Performance management

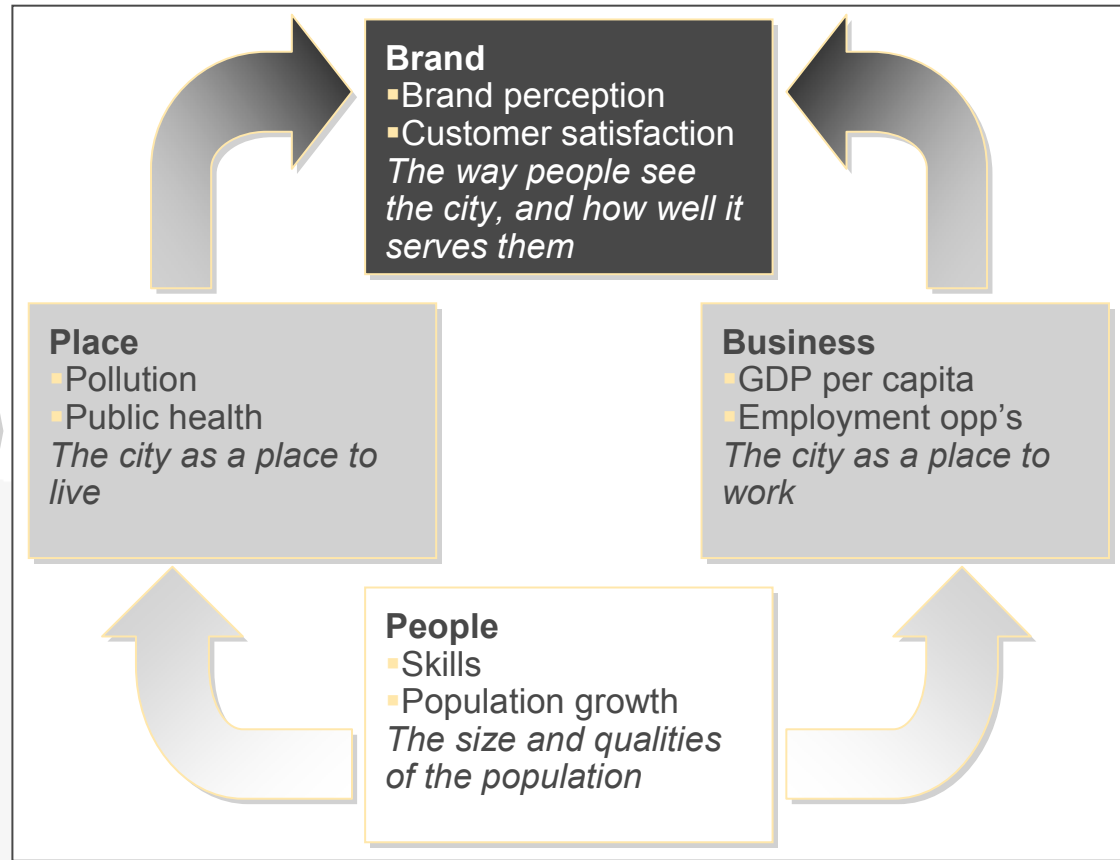


System Dynamics to develop a benchmarking framework (balanced scorecard?) for cities

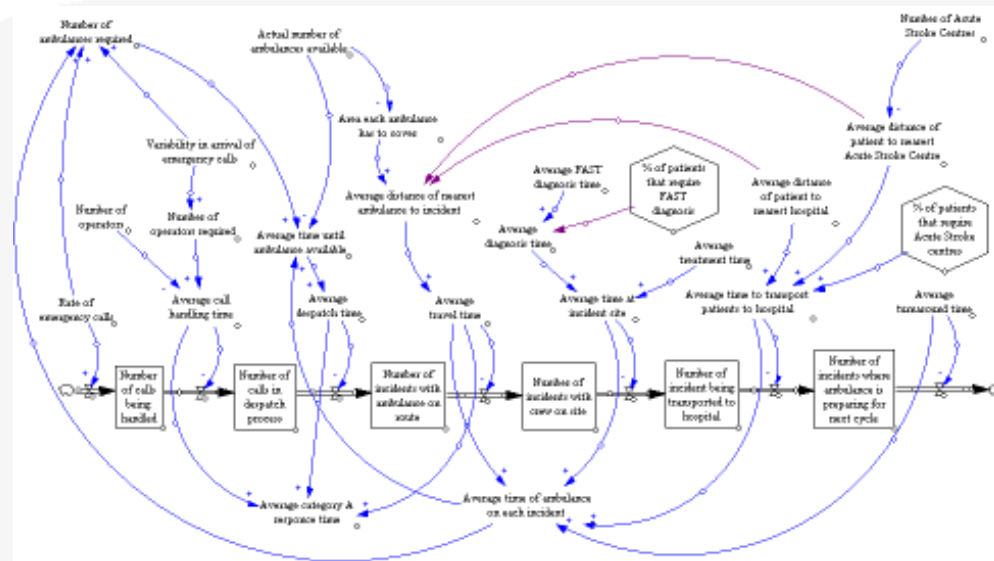
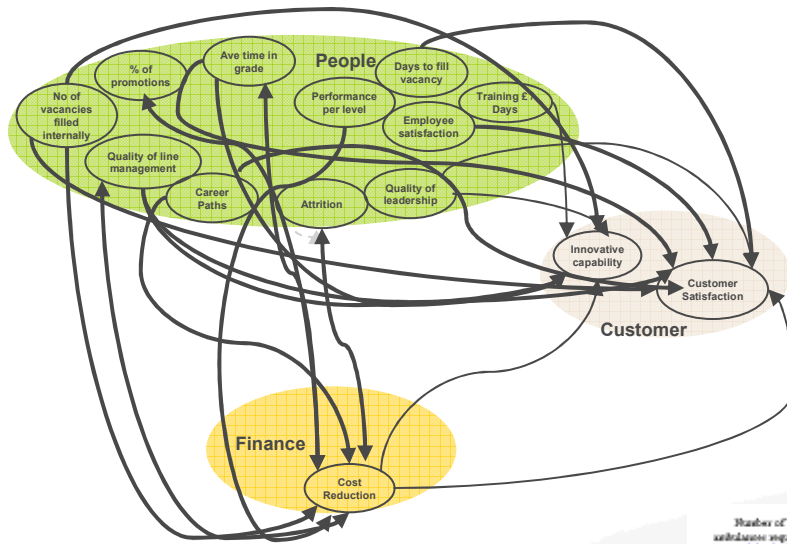


Systemic thinking is the best way to ensure the selection of the smallest set of criteria that comprehensively specify city performance.

The emerging framework



Finally, we have also used systems thinking techniques when approaching clients in retail and health



Lessons learned

- Treat data gathering as a nice-to-have
 - It can scare clients off, particularly early on in a relationship
- Spare partners and clients the complexities of the software itself, but ensure you validate all input, models and output
- KISS – Keep It Simple
 - Clients need to be able to understand our thinking when taken through it step by step



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