

# How to become a truly global company

The road from an IT perspective

# Who is Geert

## Some key words

- Dutch
- 4 masters; 1 bachelor
- Car manufacturer, Tax Department; Road Authorities; Capgemini
- CIO Infrastructure Services Capgemini
- Transformation
- No consultant



# Capgemini; 44 countries and 100 languages

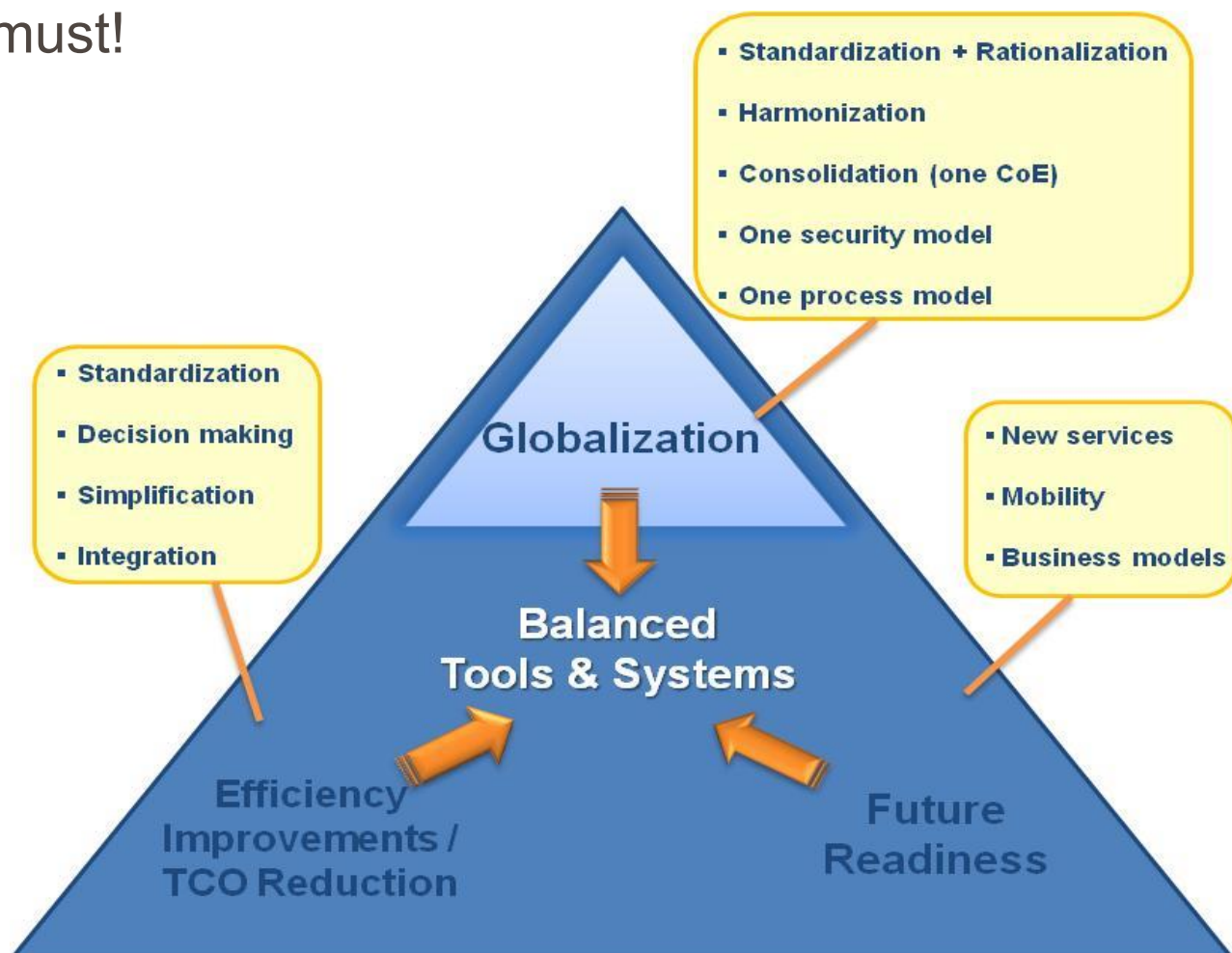
(As of December 31, 2012)



# Business situation






## Need for change

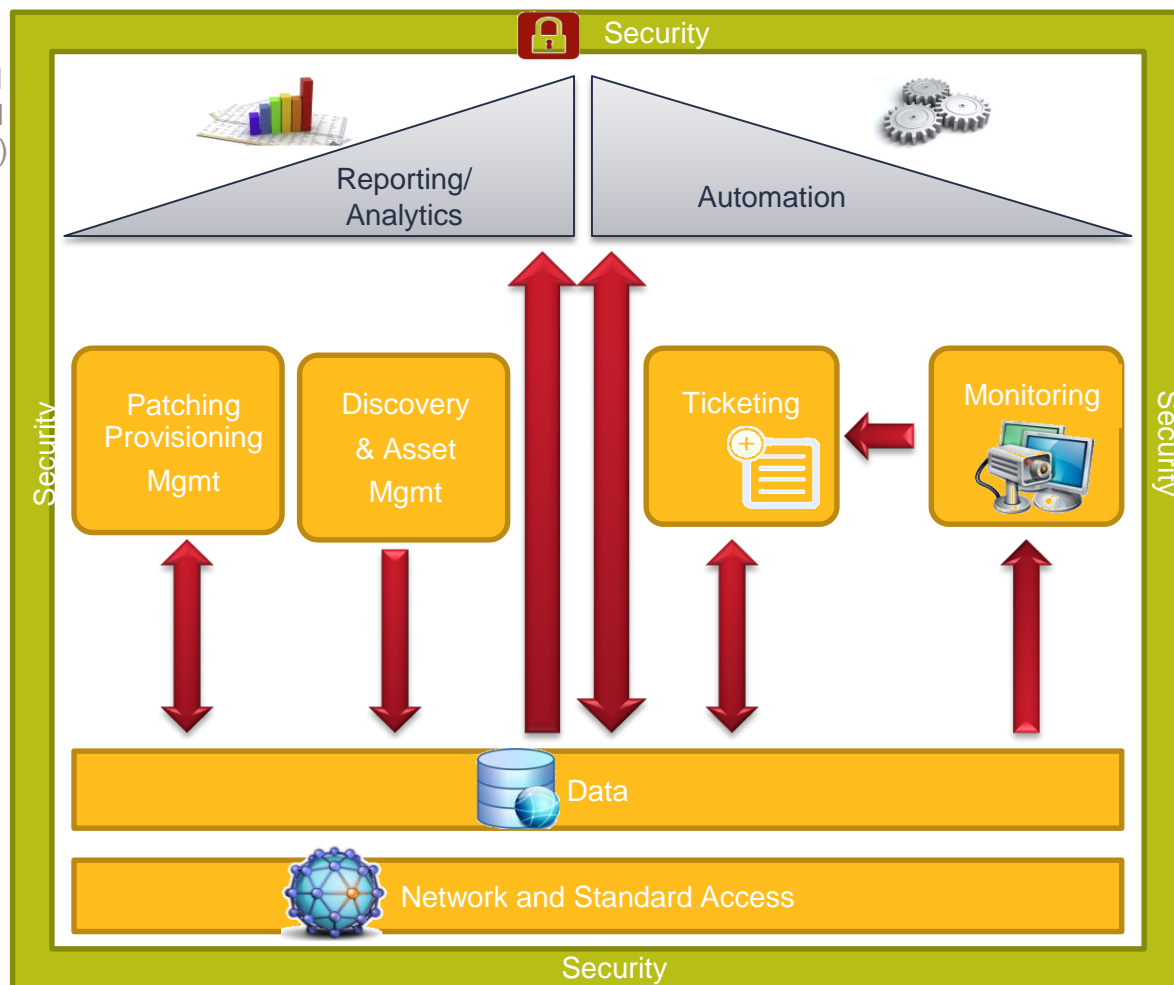
- Market demand; It's a must!
  - International and global
- Right shore
- Efficiency
- Future ready



# Business situation

## Transformation areas / steps (tools view)

1. 
  - First we need to have a solid foundation on which we can build the construction. We need to have reliable **Data**, **Network Available** and the network **Standard Access Method (SAM)**
2. 
  - Then we need 2 pillars added: **Ticketing System** needs to be built and **Monitoring** applied
3. 
  - Then to keep the construction in balance we need 2 additional pillars: **Discovery & Asset Mgmt** and **Patching and Provisioning Mgmt.**
4. 
  - **Security** has to be assured at all times on all levels of construction.
5. 
  - Once all the stages are completed, it is time to place a roof, consisting of two elements: **Reporting/Analytics** and **Automation** to increase productivity.



# The complications 1/2

## ■ Technological

- A system integrator is not the same as a single client. Most solutions are for the latter.
- Integration / connectivity with current landscape not easy
- No single tool landscape possible.

## ■ “Partners”

- Local focus / My P&L / My bonus
- Paper and headquarters are far away.
- No Vendor has and end to end solution

## ■ Money

- Greenfield or migration; Greenfield is cheaper but not possible
- Bare bone or luxury versions; Can we afford everything we need





# The complications 2/2

## ■ People

- New tools are not self explanatory and not always in the right language.
- The Turkey problem. People tend to see change as a threat not as an opportunity.
- Global ≠ Offshore
- International collaboration is complex. Being really global and not single country everywhere. Not losing local intimacy.

## ■ Legal

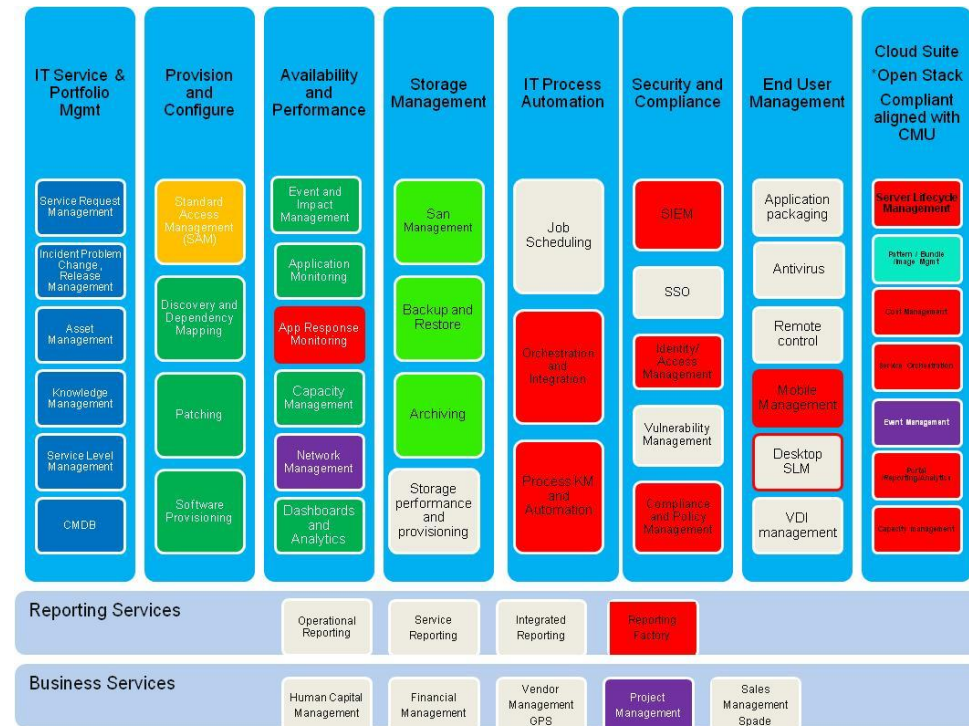
- Workers councils and privacy / labor laws don't like or don't allow the movement of labor and data.
- Contractual demands are blocking standardization
- US ≠ World

## ■ Cultural

- Local behavior fills the gaps in tools and procedures. The invisible glue.
- Cultural resistance. Yes does not mean I agree.

# The solutions 1/2

- Technological
  - Co development is needed.
  - Accept limitations to integration
  - Recalibrate your roadmap before every decision.
  - Define upfront an exit strategy
- “Partners”
  - Governance and good relations needed. Real participation is needed.
  - Get some skin in the game.
  - F2F meetings. Knowing each other really helps
  - Build a Tools Framework





# The solutions 2/2

- People
  - Upfront training always pays of.
  - Involve your people. (easier said than done)
  - Use growth to move people to new positions
- Legal
  - Read your contracts (supplier and clients)
  - Early involvement and discussion with workers councils and unions
  - Make the delta explicit visible between countries to bridge the gaps on Privacy
- Cultural
  - Always difficult to solve.
- Money
  - Take the calculation and then double it; You always need more products and more functionality
  - A clear choice is better then no choice, but it won't make you popular.

# Take action now!

- Next steps:
  - Validate what partners do you need.
  - Validate what partners do you have.
  - Which complications and solutions should I use for my own organization
  - Do I need an international partner or a global partner.



Questions?