

Our solutions for the Intelligent Industry



The future of industry is intelligent

What's happening?

At Capgemini, we are pioneering what the future of industry will be. We call it Intelligent Industry.

Intelligent Industry means leveraging digital technologies such as Cloud, Edge, AI, data platform, 5G, IoT and digitally transformed Products & Processes of industrial and technology companies to address ever increasing market requirements.

The rise of new digital technologies has significantly impacted the product and asset intensive industries. It has:

- changed client expectations (mass-customization, shift from product to experience
- increased competition among traditional market • players (reduced time-to market, product innovation, operations flexibility...)
- seen the arrival of new competitors, bringing disruption by leveraging data & platform,
- created stricter regulation & conformity requirements (cybersecurity, data protection...),

Our clients hence need to anticipate, react and transform to this new context, to keep their competitive edge.

Driven by a data-centric approach, Intelligent Industry allows companies to market on one hand a new range of intelligent products, solutions and associated new services. On the other hand, it helps them to get new insights that unlock new areas for improvement of operational performance and agility, bring innovation, reliability, speed-to market and deliver exceptional experiences.

Capgemini has the global scale and capability to help leading companies across the world go through this industrial revolution. This guidebook illustrates some of our **Solutions for** the Intelligent Industry.

Why now?

Digital is rewriting all the rules. And key technologies are converging at speed: AI and deep learning, analytics, blockchain, cloud and edge computing, cybersecurity, 5G, IoT and data engineering.

These next-generation technologies are enabling new business models, autonomous decision-making and agile operations in every sector. And through smart connected assets, products and services, smart factories and smart operations, everything becomes intelligent.

Intelligent Industry is about pioneering new ways of designing, manufacturing, operating and experiencing products and services, powered by data. It is happening NOW.

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Pioneering Intelligent Industry in every industry, fostering new benefits

DIFFERENTIATED PRODUCTS

- Hyper-personalization and mass customization, enabling unique customer experiences
- Manufacturing on demand, so only what is needed will be made

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INNOVATION IN BUSINESS AND REVENUE MODELS

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- Continuous data flows make it easier to create and optimize value through a product's useful life
- Innovation of new products, services and associated revenue streams, with monetization of internal and external data
- A shift from transactions to alwayson customer relationships via 'as-aservice' business models, turning single manufactured products into platforms at the centre of new service-providing ecosystems

SUSTAINABLE INDUSTRIAL FOOTPRINT

- Better data and application of IT means more productive use of fewer resources, less waste, and a true end-to-end product lifecycle and, ultimately, economy
- Makes the energy production shift towards renewables easier and faster

ENERGY AUTOMOTIVE LOGISTICS MINING OIL&GAS PHARMACEUTIC FINANCIAL AEROSPACE DUCATION

EDUCATION COMMERCE TEXTILES HEALTH MEDIA TRANSPORT UTILITIES

GREATER AGILITY AND EFFICIENCY

 Smarter factories, high visibility operations, agile plant, and optimized and repeatable processes, make industrial businesses knowledge-driven, continually competitive and highly responsive

Fully connected supply chains and service management enable faster times to market

ZERO DISTANCE

Between companies and their customers, improving customer satisfaction

The ability to see in real time what needs fixing, and how customers are using products, to produce better versions

ACCELERATING THE AUTONOMOUS JOURNEY

- Ensuring driving automation systems are safe to operate, thanks to datadriven architectures, robotics, AI and ML at scale
- Smarter decisions: from activation of accurate, deep and timely data analysis
- Leading to better productivity, predictability and flexibility in operations

Intelligent Industry is powered by data

With the Intelligent Industry, everything gets intelligent. It will impact the whole value chain from product design and engineering, manufacturing and operations to services.



POWERED BY DATA, PEOPLE, AND PLANET CENTRICITY

Data is at the heart of Intelligent Industry

are unlocking the value of captured data and allow reinventing the business and operating models.

INTELLIGENT PRODUCTS & SYSTEMS

Once composed of purely mechanical and electrical parts, products and systems of today have become smarter fostering a move towards as-a-service model. With added embedded software and connectivity, they are now sources of data enabling greater uptime, reduced costs, improved efficiency and real-time feedback loops for continuous improvement and new business models.

Products and systems have a lifecyle extending from specifications to

verification & validation, then handing over to manufacturing and supply chain activities and then being supported after sales.

INTELLIGENT OPERATIONS

Intelligent Operations cover managing connected assets, smart factories, intelligent supply chains and complex systems (cities, transportation networks, utilities...). Digital technologies and Data are transforming the design of factories and systems, their core operations, their workers and their supply chains. This enables moving from **intuitions to** insights driven decisions.

INTELLIGENT SUPPORT & SERVICES

Intelligent Connected products have transformed the product support and services landscape. Now there are two aspects to this field:

- An enhanced aftersales / MRO (Maintenance Repair & Overhaul) services following the purchase of a product,
- New data driven services related to the use of a product, and to usage rather than product ownership.
- In most sectors, hypergrowth is expected from the new data driven services world, generating new revenue model with higher margins. This new service market expands the traditional value chain.

IoT sensors, stronger connectivity, cheap storage capabilities and higher computing power

In the Intelligent Industry, the three pillars of products, operations and services rests on three foundational concepts – digital inside, digital continuity and digital convergence

Digital Inside

Digital inside is the combination of Technologies (semiconductors, sensors and software) embedded inside products And associated **Data platforms** This enables generating, collecting and analyzing product, operations and services data. Data driven Insights are enabling new "as-a-service" business models.

Digital Continuity across the value chain and within the ecosystem

Digital continuity refers to a single, connected, and consistent source of data across the value chain - within the company (from inception through manufacturing to decommissioning) and across the ecosystem (suppliers, customers and partners), thereby fostering greater efficiency and new business & operating models. It will enable a full or partial virtual description of a physical object (digital twin) at any time of the life cycle (digital thread).

Digital Convergence of technologies

As the Information Technology begins to impact the core business and operations, traditional barriers between the different technologies are being broken down. The convergence of technologies happens at three levels.

Within the Information Technology (IT) world, between Business IT (ERP, CRM) and R&D, Engineering & Manufacturing IT (LIMS, CAx, PLM/ ALM, MES)

Between IT and Operations Technologies (OT) which includes machines or sensors

And between the legacy world and the "Digital world" (Edge technologies)

Products and Systems Development

Product development has shifted from largely mechanical engineering to true multi-disciplinary systems engineering. Products have become complex systems in which embedded software acts as an augmented operating system interacting at high intensity with a multiple sub-systems and numerous sensors and actuators. This evolution in product and system development is radically reshaping the ability to optimize product performance, to simplify product lines, to design safer products that can operate even in hazardous environment. At Capgemini we incorporate digital technologies into the process to make core product engineering more efficient and smarter.

SERVICES

- Systems Engineering
- Mechanical Engineering & Physics
- Electronics & Embedded Systems
- Products & platforms software
- Modelling & Simulation
- Product & System Testing
- Value Analysis & Value Engineering

KEY ENABLERS FOR THE INTELLIGENT INDUSTRY

- Framework for agile product development at scale
- Modern PLM systems and methods including Model Based Systems Engineering (MBSE)
- Advanced technologies for simulation and automation, including AI and ML
- Digital approach for safety critical product development with MBSA (Model Based Safety Analysis)
- **60+ labs** (Capgemini and clients)

CLIENT BENEFITS

Controlled cost and optimized management of product variability

Optimized product performance

Development of new functions (automation, hazard protection, extended operational field)

Enhanced safety and reliability of product performance

Address new geographic market and regulatory requirements



For the new generation of nuclear powerplants, we have developed, set up and deployed complex measurement systems (lasers, particles spectrometers) in a highly regulated environment.



For major healthcare companies across the world, we manage endto-end design, developement and upgrade of medical devices like blood apheresis, cardiac imaging, glucose monitoring, robotic surgery, etc.



< CLIENT STORIES

For a major European Railway Manufacturer, Physical design of rolling stock components and smart systems integration enabling the development of new generation of High speed trains for a better safety and reliability.

Intelligent Products and Systems



Products and systems are now smarter and data-centric enabling greater uptime, reduced costs, improved agility and real-time continuous improvements.

Software Product Engineering

To reduce the risk of being disrupted, every company needs to become a software products company, with new revenue, business models and 0 distance with the end users. Capgemini is in the forefront of this transformation : our software engineering capabilities cover a large spectrum including full stack development, cloud native software, legacy migrations, building software-as-a-service products and incorporating new technologies in analytics, AI and ML. We foster an ecosystem for new players.

SERVICES

- Technology and Product Portfolio Assessment
- Product Development
- Platform Engineering and Consolidation
- Product Re-engineering and Modernization with
- Cloud native
- Mobile first
- AI/ML
- Blockchain
- Security
- Social software integration

KEY ENABLERS FOR THE INTELLIGENT INDUSTRY

- New age software engineering process incorporating Design Thinking, Agile, DevOps
- Data and analytics tools as a mandatory basis
- Product Line Engineering principles and standards

CLIENT BENEFITS

Enabling new revenue streams and newer business models especially around Software-as-a-Service

Faster time to market with continuous innovation approach

Improved client intimacy

Lower cost of product development

Rapid ramp-up on new and evolving technologies



For a leading industrial engineering software company, development of plant, marine and 3D design tools, along with cloud and mobile apps.



For a large cloud computing and virtualization technology compan, development of cloud native applications, automated IaaS (Infrastructure as-a-Service) and PaaS (Product as-a-Service) solutions.





Design and development of a wellness platform for health monitoring using wearables and other systems in the ecosystem

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Intelligent Products and Systems



Every company needs to become a "software company" to reinvent its businessmodel and avoid being disrupted. This transformation towards software-as-a-service products enable zero distance with the end user.

Connected Products and Systems

Technology is revolutionizing products into intelligent, connected devices. The products solely composed of mechanical and electrical parts, have today transformed into complex systems with the combination of sensors, microprocessors, software and connectivity in myriad ways. Every business is working to leverage the landscape of IoT and connected products – connected vehicles, smart healthcare, intelligent buildings, etc. Building connected products involves multi-disciplinary engineering for electro-mechanical, hardware, embedded software, connectivity gateways and software platforms for the device to connect to its ecosystem.

SERVICES

- Product, Portfolio and Technology Assessment
- Product Roadmap Development
- Innovation Garage to convert existing products into smart products
- Development of Edge Devices, Gateways and Edge computing solution
- Device Connectivity and Security Solution
- Device and Edge Analytics Development IoT Platform Services
- End-to-end Multi-disciplinary Product Engineering

KEY ENABLERS FOR THE INTELLIGENT INDUSTRY

- Strong technology partnerships with best IoT, Cloud and firmware providers
- Industrialized factory model using agile and DevOps approaches
- Digital technology assets: X-IoT, MQTT Bridge, Conversational UI framework
- Digital convergence of crossfunctional, multi-disciplinary teams and integrated engineering tools (ALM - PLM)

CLIENT BENEFITS

New revenue streams by building services platform around the products

Zero distance for continuous customer feedback

Build product differentiation

Faster time to market

Lower cost of product development

Minimize disruption in existing product lines



For a leading supplier of building fixtures and fittings, smart and IoT enabled bathroom fixtures to improve the efficiency of facility management operations.



For a leading car maker, design and development of connected car platform, safety systems and user experience.

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For a leading medical devices company, development of the next generation connected healthcare and blood management products.

Intelligent Products and Systems



By leveraging the landscape of IoT, products and systems are now connected fostering new business models for our clients, with cost optimization, minimal product lines disruption and better end user experience.

Smart Factory

Factory is at the heart of the product lifecycle, between engineering and customer services. More than ever before, smart factories leverage digital technologies to gain significant improvements in productivity, quality, flexibility, and service. We target efficiency by design before entering into physical operations, effectiveness in operations leveraging data and advanced analytics as the factories produce, and deployment at scale moving to systematic deployment to realize the full value of smart factories.

SERVICES

- Industrial IoT, Connectivity and Device management supported by our expertise in Edge to Cloud and upcoming 5G
- New Manufacturing Operation Management platform enabling Planification / Supervision / Hypervision / Industrial control systems with real time monitoring
- Enhanced workers with digital devices and latest technologies to ensure autonomy and safety
- Flow simulation and production line simulation with brownfield and greenfield management

KEY ENABLERS FOR THE INTELLIGENT INDUSTRY

- High connection of PLM, Digital Twin, MES, ERP
- Research & innovation investments in immersive technologies, Artificial Intelligence, Industrial IoT
- Fully owned digital assets and solutions like PredictEAP, IoP, Andy3D
- Labs in secured premises for clients and partners
- Methods (SaFe agile, IAF, portfolio management, dedicated connectivity methodology) and Delivery & engagement models (Rightshore model, fixed price and SLA models)

CLIENT BENEFITS

Smooth disruptions and improved productivity

Connections between machines, plants and suppliers in an end to end, secure and repeatable process

Autonomous and optimized operations

Staff efficiency leveraged by innovative and agile solutions

Evolution of manufacturing organization without any down time



Digital operators at an aircraft manufacturer's plants have access to remote expertise leading to reduction in the intervention duration by 35% and in lead time by up to 85%.



With engineering analytics and IOT, a leader in mining sector is able to run more efficient, smarter and safer operations, in a "connected mines" environment resulting in 75% cost savings in maintenance lifecycle and converting weekly reporting to real time dashboarding & monitoring.



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MES enhancement for a medical devices company enabled 80% scrap reduction in first six months, 20% reduction in labour hours for production, 75% reduction in new employee training efforts.

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Leverage the power of data and technologies to deploy a flexible and intelligent Operations Platform enabling greater performance, costs optimization and faster decision-makingin an innovative environment.

Plant Engineering and Industrial Control Systems

In a constantly changing market, plants need to easily adapt to demands and evolving regulations. They need to ensure safety and security for the operators and help operations to be optimized in a reactive and proactive way. Because plants are not a "one shot project", industrial stakeholders share the same stakes: design / build / run sustainable plants, eradicate unscheduled downtime, improve efficiency, take better and more intelligent decisions on a long-term basis.

SERVICES

- Multi-disciplined engineering services: general installations and layouts, mechanical / electrical engineering, instrumentation, fluid and HVAC systems
- Industrial Control System: PLC, SCADA, MES (Manufacturing Execution System),
- **Long-term** definition and implementation, secure and at scale evolutions

KEY ENABLERS FOR THE INTELLIGENT INDUSTRY

- **3D engineering technologies** with digital twin expertise
-) Simulation tools for operations and maintenance phases
- Connectivity of plants, production lines and assets, **inter-connexion** with enterprise systems through IT
- **Mobile solutions** between teams on site and at remote locations
- **Cybersecurity** approach

CLIENT BENEFITS

Production never stops while a new system is implemented

Work unit engagement or fixed prices secure the budget

Only one supplier will manage the full V-Cycle

Standardization: solutions are scalable to easily replicate from one to another plant

Mobility and user experience approaches to leverage the first power of engineering



In the aeronautics sector, we used flow simulation to redesign the industrial and logistics processes for an existing plant and helped a leading aircraft manufacturer improve its production rate by 25%.



We operate for 10 years an electrical engineering service centre for a strategic research installation in the nuclear sector. We manage a 24/7 service and are responsible for the quality and security of all the cables, networks, electrical connections to ensure long term safety for employees.



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For a major Energy stakeholder, we designed and set up a new nuclear waste treatment control system. Operations never halted thanks to a clear and diligently completed recovery plan.

Intelligent Operations



We design, build and run sustainable plants with endto-end and secure scalable solutions for the physical design and digital control systems of a factory to maximize efficiency and reduce unscheduled downtime.

Asset Management

Industrial companies amass huge amounts of data from their assets (products, machinery and field equipment) under operations. Intelligence across the asset network is the key to customer centricity and operational efficiency in our connected world. By applying advanced analytics and digital continuity of engineering data, intelligence is used to manage and optimize the asset lifecycle. The highest manifestation is to strengthen monitoring and develop predictive maintenance that allows for continuous improvement over the lifetime of an asset.

SERVICES

- Asset lifecycle Management
- Engineering Analytics
- Visualization and modelling
- Remote asset tracking and monitoring
- Predictive Asset Maintenance
- Robotics & drones
- Digital workers, AR, VR and remote collaboration

KEY ENABLERS FOR THE INTELLIGENT INDUSTRY

- Fully owned digital Assets: X-IoT, Andy3D Remote, Asset Revamping, PredictEAP, ReflectIoD
- Multi-disciplinary engineering for hardware, connectivity and software systems
- Interoperability of engineering systems with the ERP backbone for asset planning
- Collaboration and cross-innovation with leading IoT and asset management platform companies
- **Rightshore Delivery Model**

CLIENT BENEFITS

Improved efficiency and yield management

Predicitive maintenance

Asset downtime reduction

Maximized manufacturing process turnover

Increased staff productivity and safety

New revenue streams and customer-centric operations



Leading energy company improves remote monitoring and maintenance of the safety equipment at its nuclear plants with our IOT enabled solution.



Predictive asset maintenance enables an aeronautics company to evolve its operations from preventive maintenance to condition-based maintenance saving costs and improving worker productivity.

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Predictive asset health solution and analytics backed remote monitoring reduced downtime alarms by 99% and saves over USD 100 Mn per year for leading mining group.

Intelligent Operations



We connect distributed assets and leverage the generated data to monitor and optimize the asset's lifecycle. Immersive technologies and predictive maintenance models aim at fostering continuous improvement over the lifetime.

Intelligent Support & Services

Intelligent Connected Products provide insights to stakeholders within client's organization, their endcustomers and third parties in their ecosystem. By leveraging digital technologies (Connectivity, Cognitive, AR/VR, AI/ML), product support becomes more efficient and valuable. Some examples are:

- Remote deployment, commissioning, diagnostic and monitoring of products
- Engineering Analytics led Product improvement
- Service Enhancement and Operations optimization
- Monitoring End-user experience and product performance for defining new products.

At Capgemini, we enable our clients to build and run the Intelligent Support and Services. Thus, we drive efficiencies in product support and growth with new business services by leveraging data and insights

SERVICES

- White labeled Remote Monitoring, Product Support and Sustaining Services
- Serviceability Solutions
- Product Life Extension
- Digital Technical Content Management Services
- Product Security Operations Services
- Regulatory Compliance services (QA-RA – EU MDR, Remediation)
- Analytics Center for "Insights as a Service" for stakeholders

KEY ENABLERS FOR THE INTELLIGENT INDUSTRY

- Product Lifecycle Automation framework comprising of lifecycle automation tools (EvoQE, HTAP, OneShare ...) and intelligent triage tools (Resque, Jarvis ...)
- Digital continuity ensured by IoT, modern PLM systems, Systems
 Engineering methods (including MBSE) to enable virtual simulation
- Strategic Partnerships and collaboration with the best in class Technology Providers (IoT, Cloud, PLM...)

CLIENT STORIES



For a leading data storage technology company, we manage legacy products ownership including sustaining engineering services and end of life support.



For a mining major, we provide engineering analytics centre to provide insights and analytics as-a-service and support field equipment in remote mines.



Virtual Train solution: The Smart Engineering solution using AR, VR and mixed reality to validate train systems

CLIENT BENEFITS

Analytics-driven systematic feedback on product to design and manufacture team

Increased visibility and efficiency in product operations drive cost efficiencies in Support

Extension of product life

Enable new business models powered by data

Enhance end-customer satisfaction

Intelligent Support and Services



We support our clients to run the smart product based services from product commissioning to maintenance with speed, reliability and customer centricity.

Digital Inside

The current age of Digital Transformation is powered by the smart connected devices and things at the core of this smart connected devices are the, silicon based electronics components which form the heart and brain. These miniature system on chip (SOC) allow us to bring together wide variety of components, sensors, processors, actuators, and тетогу.

At Capgemini we work with the top technology companies in reimagining these components that are at the heart of Digital Transformation. As a part of semiconductor engineering, we provide high quality engineering services for silicon systems/ boards, platforms, product, provide ASIC (Application Specific Integrated Circuits), SoC and FPGA (Field Programmable Gate Array) design services globally.

Some of the key services are:

- IC design and validation, •
- End-to-end solutions for derivative and legacy ٠ chips,
- User-centered experience design for ٠ embedded applications
- This makes us one stop shop for end-to-End • Silicon, System and Software Services.

Client Stories

For a medical device company, we designed and developed an Electronic Stethoscope : High level design & detailed design for hardware & firmware; innovative design incorporated accurate auscultation, high speed computing & digital signal processing.



For a global automotive tier1, we designed and developed of central control Engine Control Unit (ECU) and seat massage ECU comprised of retractable display and multiple slaves connected. It supports pressure sensor and control for 16 values.



Unlocking the value of captured data thanks to data centric technologies and platforms fostering greater agility and greater customer satisfaction.



For a global industrial automation product company, we redesigned existing module with different processor for performance enhancement. We also customized the Programmable Logic Controller (PLC).



Digital Continuity across the value chain and within the ecosystem

Products need to be considered as a system of the physical product, its manufacturing and operating environments.

Digital continuity refers to a single, connected, and consistent source of data across the value chain, from engineering to support and services, as well as across the ecosystem.

Everyone working on a given product has a view on exactly the same version of data and model. This creates a full or partial virtual description of a physical object (digital twin) at anytime of the life cycle. This digital thread (record of all the stages of a manufactured product) enables :

- A visualization and simulation of the asset in extended enterprise model
- The virtualization of a technical or business process, fully or partially eliminating manual activities.

Companies then use that data to make better informed, real-time decisions thereby enabling them to increase manufacturing productivity, reduce time to market and maintenance costs and find new sources of value to improve the products themselves.

Digital continuity is enabled by consistent use of different methods and tools such as Product Lifecycle Management (PLM), provided by our key partners Dassault Systèmes, Siemens, PTC, Microsoft, Schneider Electric, Rockwell Automation etc... Capgemini works with the clients and ecosystem partners to orchestrate solutions, by customizing and implementing the platforms and integrating tools to enable their operations.

There is also a move towards offering new services associated with the connected products and systems that clients manufacture. Moving towards as-aservice model on top of connected product platforms will create an ecosystem designed to generate value for clients and their end customers.

Client Stories

Design and implementation of a new generation PLM (Product Lifecycle Management) system for a leading aerospace client. PLM enhances product data continuity from design to manufacturing internally and with the ecosystem with industrial ways of working through safe and agile methodologies. It also enables to standardize and improve processes.



A modern PLM landscape for a leading energy company, enabling detailed design of next generation nuclear plants, including complete integration of authoring tools (3D PDMS, CATIA, etc.) and migration from legacy PLM systems.





Every day, families design their kitchens on a 3D simulator provided by a famous furniture supplier and integrated by Capgemini illustrating continuity with the ecosystem, here the end customer.



We enable users leverage a full or partial virtual description of a physical object, whenever and wherever needed, increasing collaboration, efficiency and responsiveness.

Digital Convergence of technologies

As the Information Technology begins to impact the core business and operations, traditional barriers between the different technologies are being broken down.

The convergence of the technologies happens on three dimensions.

The first one is about converging the "business" and "engineering & manufacturing" worlds within the "Information Technology" (IT) world. Business systems cover the likes of enterprise resource planning (ERP), finance and customer relationship management (CRM) systems. Engineering & Manufacturing tools cover the likes of design, manufacturing and operations management (CAD/ CAE/CAM, PLM, MES).

The second one is about converging "Information Technology" (IT) with "Operational Technologies" (OT). OT is the crucial front layer that makes products, machines and the plants work – the hardware, software and sensors used in daily operations. IT and OT have traditionally been operating in two separate domains. With the Intelligent Industry, they are now converging.

The third dimension is about converging the "Legacy" world of devices built with limited

intelligence and connectivity, with the "digital" world (IoT, platforms...) connected and data-centric. More and more companies are transforming their portfolio with next generation technologies while they still need to maintain the legacy systems developed in the past.

All this convergence will enable end-to-end data continuity. Every company will effectively become a digital company, with business tools, systems, machines, processes, applications, people and data smartly connected in real-time.

Client Stories

Creation of an integrated portal and repository for design and commissioning data including data from authoring tools used in complex green field project at a big nuclear energy player.



For a major aircraft manufacturer, we leverage 3D design tools to visualize and simulate their robots and embedded controllers in the plants.



Model Based Systems Engineering (MBSE) on existing industrial systems for a leading aerospace company. MBSE supports an increase of the production rate by analyzing the current manufacturing plant configurations co-related to production rate requirements.



We help to reduce the technology barriers across domains, processes and systems. This enables complete digital transformation of industrial and technology companies.





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About Capgemini

Capgemini is a global leader in consulting, digital transformation, technology and engineering services. The Group is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year+ heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. Today, it is a multicultural company of 270,000 team members in almost 50 countries. With Altran, the Group reported 2019 combined revenues of €17 billion.

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