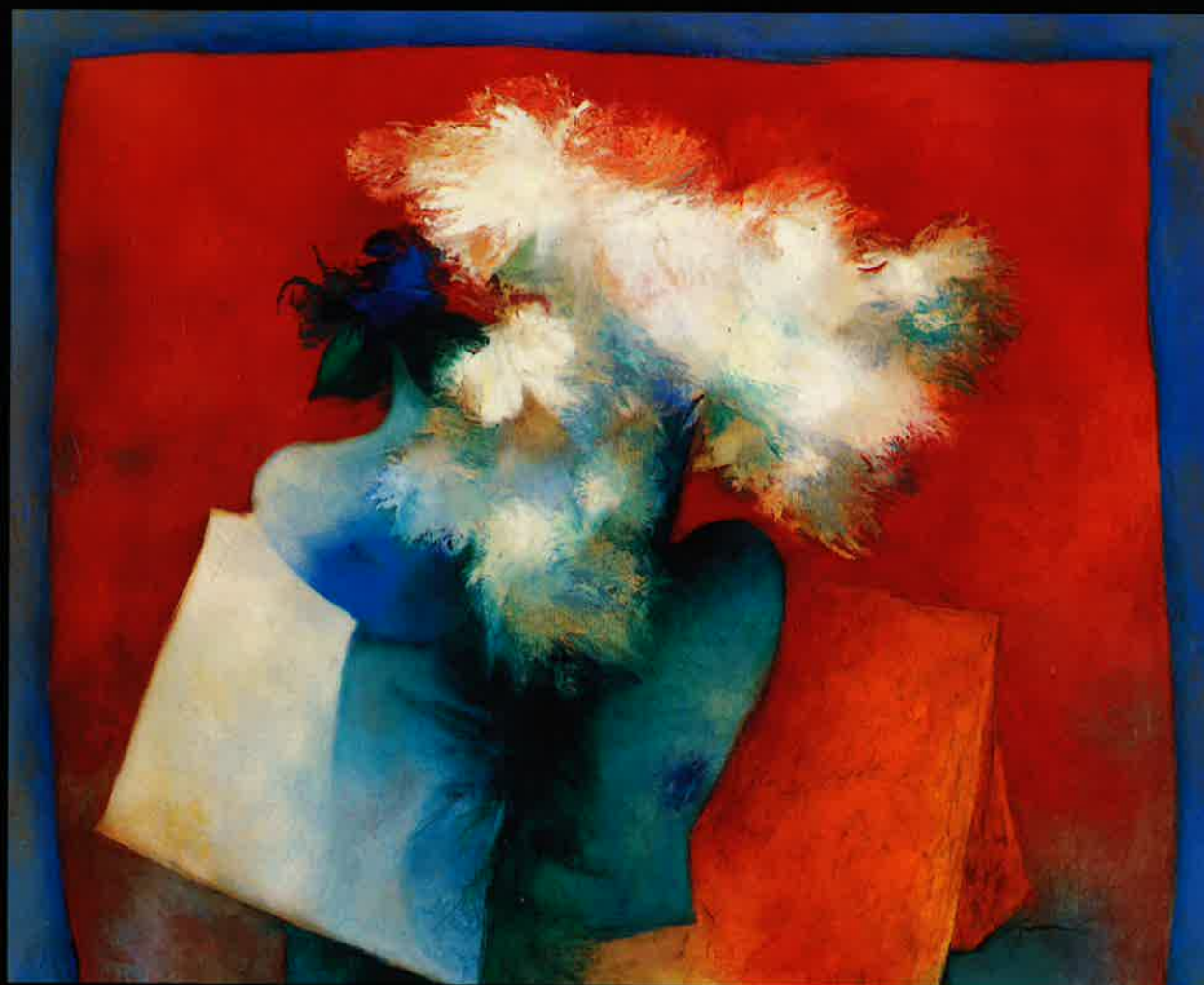


1990



Annual Report

  
**CAP GEMINI SOGETI**  
EXPERTISE IN INFORMATION TECHNOLOGY®

# Annual Report

## Cap Gemini Sogeti

### 1990

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International Edition

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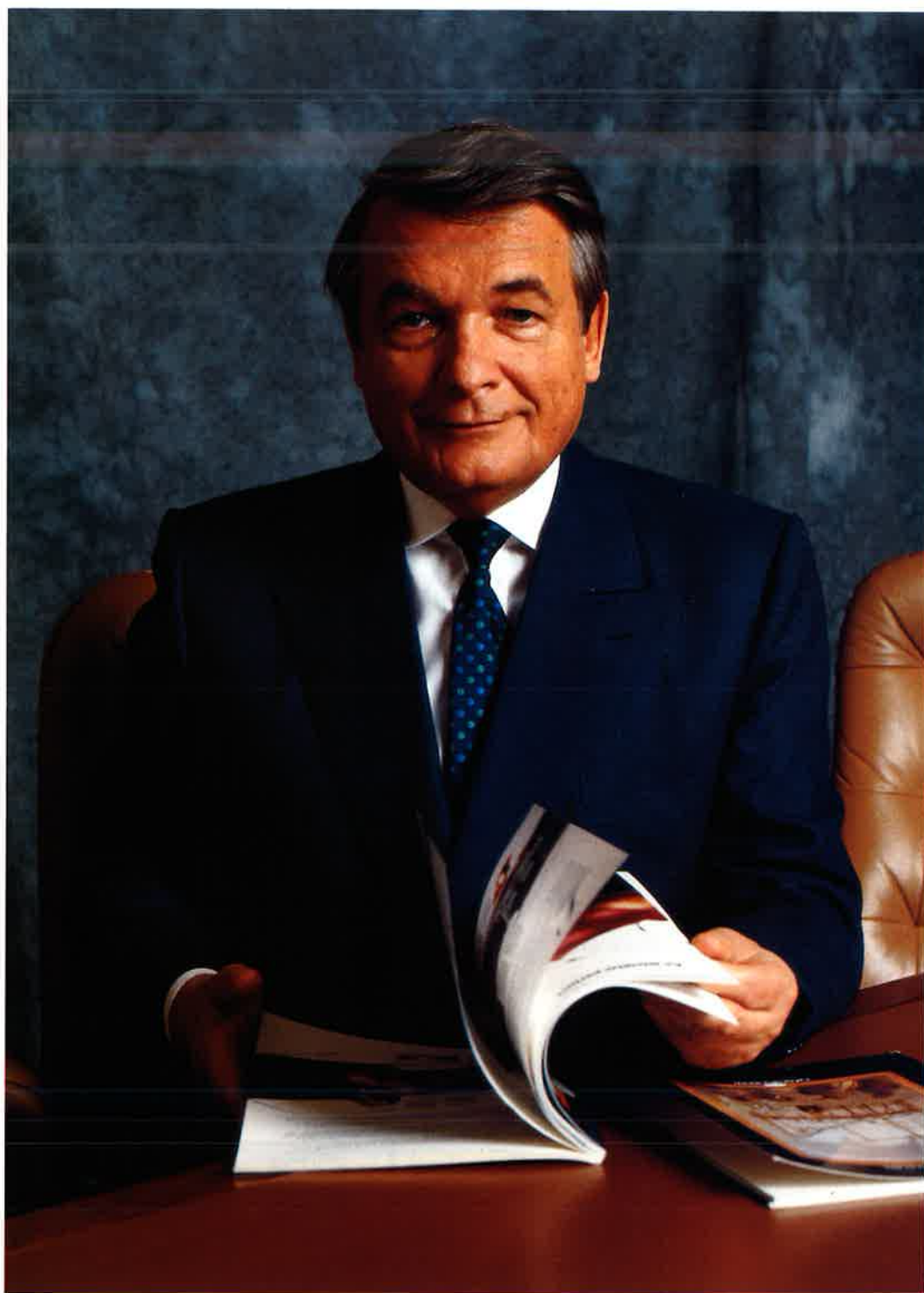
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# Letter from the Executive Chairman

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**I**'m not sure if it's true that history keeps accelerating. Still, one can't help noting that after a very hectic, eventful 1989, 1990 likewise turned out to be a year of tremendous upheavals.

Now that the Gulf war is over, and the anxieties which gave rise to it brought under somewhat more manageable proportions, the most striking event of the year was probably the reunification of Germany. Concluded at a speed that left all observers breathless, the monetary, economic and social union of the two Germans — in addition to the near total dismantling of the Iron Curtain, which for almost half-a-century had also divided Europe in two — has profoundly altered the balances of power that were gradually shaping Europe in 1993. Just a year-and-a-half from the date fixed for the opening of borders between the twelve members of the EEC, many earlier certainties are now being reappraised, while many new difficulties — as well as new opportunities — have come to light. At the same time, and in all the strategic areas of the economy, the Japanese threat has become more pronounced. This could have one positive consequence: making it less of a heresy today than yesterday to espouse the idea of a “grand alliance” between the United States and the new Europe.

In this world in action, Cap Gemini Sogeti is also on the move, and 1990 was as animated for the group as it was for the rest of the globe. To measure the changes that have taken place, it's enough to compare the situation a year ago with what exists today. In just one year the group has:

- increased its total work force by nearly 40%, from 13,500 on December 31, 1989, to 19,000 a year later;
- gained a leadership position in the U.K., when it had been practically absent from this market since 1975 and the “shared areas of influence” agreement between Cap Gemini Sogeti and its former British partner, Cap U.K.;
- doubled its presence in Germany thanks to the acquisition of SCS, the German subsidiary of SD-Scicon;
- added facilities management to its range of services, the result of painstakingly acquired expertise in this field by its new subsidiary, Hoskyns, and the decision to develop this business in the other countries of Europe (France and the Netherlands to start);
- invested (up to 34% of the capital) in the creation of a “consulting group” by its parent company, Sogeti. This new entity now contains three internationally known firms and already includes more than 1,000 people, 800 of them management consultants.

Had it not been for the invasion of Kuwait (which took place just after the back-to-back finalization of the SCS agreement on July 13 and the Hoskyns agreement on July 18), and for the ensuing stock market crisis, the group would have added another striking event to this list of “1990 highlights”: the more-than-likely success of a financial operation, which had been scheduled for September, and which would have enabled the group to increase its shareholders' equity by about FF 2 billion. Because circumstances made it impossible to carry out this transaction following the July acquisitions, the group was forced to sustain large interest expenses throughout the second half of the year, appreciably lowering its annual earnings. Minus





these unanticipated expenses, the result would have been approximately the same as last year's record-breaking figure (namely, 7.4% in net profitability). Even with them the outcome is entirely honorable, since the profit margin is close to the 1988 figure, which was a record up to that point.

Does this mean that the large acquisitions made in 1990 have no influence on group profitability? Of course not. When to our own revenues we add a large percentage of less profitable new revenues, then naturally this consolidation will show a lower total profit margin during the first years than would have been obtained prior to this operation.

Also, if we add the financial cost of the acquisition (which, in this case, breaks down to a decrease in income from the amounts invested or an increase in the cost of the loans), then the decline is even more substantial. Thus, the impact of the Hoskyns acquisition on our 1990 consolidated financial statement was 1.2 percentage points in net profit.\*

Does this mean therefore that we should not have made these acquisitions? Again the answer is certainly not. We cannot expect a group such as ours to develop at a pace greater than the market's — or to consolidate its positions through the process of concentration this profession is currently engaged in — by relying solely on internal growth to gain market shares over the competition. Acquisitions are essential as well. And when they involve profitable companies occupying important strategic positions, or when they provide the group with specific, much-needed skills, which might take a long time or be very hard to attain otherwise, then such acquisitions tend to be much more costly.

An appreciable change in dimension, access to two new activities (consulting and facilities management — one just “upstream” the other just “downstream” of our traditional business), the achievement of a leadership position — in terms of volume as well as quality — in the British market, where it

was imperative that the group gain a foothold soon: all these “events” substantially justify our impression that 1990 will go down as one of the most important milestones in Cap Gemini Sogeti's already lively history.

But our history, too, has its own momentum. It is barely 15 years since the group published its first Annual Report, and that document quoted revenues that even we ourselves have some trouble keeping in mind: an average work force of 1,893, consolidated revenue of FF 226 million and net profit of just over FF 8 million. Fifteen years later, the average work force has multiplied by 10, revenue by 40 and profit by 76. Of course, no one imagines we can continue at the same pace for the next ten years, and besides, no one expects us to. But our ambition remains to rank among the two or three leading worldwide corporations in a profession that will not stay for long as “fractured” as it is today.

Since circumstances are somewhat more difficult now, obviously the challenge is all the greater, and what is needed to meet it is still more imagination, more courage, more conviction and more pragmatism. We will have to complement the battery of new people with substantial capital and solid alliances. As in the past, this will have to be accompanied by a little bit of luck and a lot of overtime.

Finally, there will have to be a captain and some dedicated lieutenants to man the ship but, for the time being at least, I propose that we keep the crew we have now for a few more years.

Grenoble, April 6, 1991  
**Serge Kampf**

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\* Without Hoskyns and the burden of the financial expenses pertaining to this acquisition, our 1990 profitability rate would have been 8.0% and not 6.8% (verified in the comparative proforma table on page 17 of the “Notes” to the 1990 Consolidated Financial Statements appearing in the booklet accompanying this Annual Report).

P.S.: Although a purely internal event, I would like to note here one that took place in 1990: the “XVIIth CGS Rencontres,” held in Marrakesh from June 7 to 10, attended by 550 group managers. The working theme of this meeting was a definition of our strategic directions for the 1990s. Many of the actions pursued during the second half of the year (engagement in facilities management, development of the consulting business, rapid reinforcement of our presence in Germany and Great Britain, etc.) were the direct outcome of these discussions which, in terms of depth and quality, made these Rencontres the most fruitful and perhaps the most important of any CGS has ever organized.





*The blue cup*



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# Strategic Information Technology Myth or Reality?

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Annual Report Cap Gemini Sogeti 1990

For the past ten years, trade magazines and industry seminar groups have been beating the drums for companies which have used information systems to win positions of strategic advantage in their respective lines of business. The examples most frequently cited are American Airlines, American Hospital Supply, Bank One, Citicorp, Dun & Bradstreet, Federal Express, McKerson, Merrill Lynch, Frito-Lay and United Airlines. In fact, the first two are paraded with such frequency that the organizer of a recent conference in the United States was applauded when he announced that they would *not* be mentioned by the scheduled speakers!

Back in the real world, however, we are entitled to wonder just what has become of the underlying concept. Heralded as a revolution, the “strategic information system” was set apart by its goal: to score points against the competition. Deeply rooted in Harvard Business School professor Michael Porter’s theories of strategy, its advocates praised the merits of information technology in reducing costs, differentiating the products and services offering, encouraging innovative thinking and bringing corporations closer to their customers. But with passing time, neither theory nor practice have made astounding headway.

Should we conclude that “strategic information technology” is becoming a forgotten media myth? Not at all! A recent study has demonstrated the receptivity of large European corporations to the strategic IT concept. Many of them have set up study groups to investigate its potential. Why? Because their competitiveness is becoming increasingly dependent on the spread of information technology.

In an economy whose watchword is “change,” business must ceaselessly strive to adapt (Section 1). As a critical factor in the change process, the information system is at the very heart of strategy (Section 2).





# The Corporation in a Changing Environment

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*In an age of electronics and the free flow of information, developments in a given economic sector or country quickly spread throughout the world.*

*The race for size, restructuring and the search for alliances are shaping an "economy of change."*

*Change management is its "open sesame."*

**T**he '80s witnessed an upsurge of the global economy (jolted by the oil crises of 1973 and 1979), a cap on inflation, unrestricted financial markets, deregulation and the resurgence of the "manager-entrepreneur." The speed of these changes will probably accelerate in the '90s. In an age of electronics and the free circulation of information, change in one business sector or country propagates quickly around the globe. In an economy characterized by change, business is confronted with a continuing effort of adaptation.

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## "An economy in motion"

For the corporate world, the leading trends are the race for size, the search for new alliances and the growing power of information as an economic resource.

### 1. The race for size

The OECD (Organization for Economic Cooperation and Development) is forecasting increases in GNP of 1.9% in the United States, 2.5% in Europe and 3.8% in Japan for 1992. In the wake of the high growth cycle of the past decade, a pause is necessary to stabilize newly-acquired positions. After ten years of breathtaking financial acrobatics,

business is facing up to the shortage of liquid funds heralded by the U.S. balance-of-payments deficit and the drop in Germany's and Japan's surpluses (\$18 billion for 1990). Along with reducing indebtedness, corporate restructuring, aimed at adding weight to certain key sectors, is becoming a matter of high priority. These targeted market niches include:

- **Biotechnology:** Requiring large R&D expenditures, involving complex manufacturing processes and subject to strict regulation, biotechnology must concentrate on high added-value products. Whether dealing with living organisms, energy transformation, new materials or information processing, this field is going to force progressive change in production methods in chemicals, pharmaceuticals and agribusiness. As a result, biotechnology is being taken over by giants such as ICI, Bayer, DuPont, Hoechst and Rhône-Poulenc.

- **Telecommunications:** The public and private telephone switching sector — which combines transmission equipment and terminals — is dominated by global players: ATT, NTT, NEC, Alcatel and Siemens. With research costs running 10% of sales, new partnerships are inevitable.

This is demonstrated by reciprocal investments between Alcatel-Alsthom and Fiat, or the discussions taking place between British Telecom and IBM.

- **Computer-integrated production:** With 1990 sales of approximately \$60 billion, this market





*Two vases*

embraces all of the technologies involved in the automation of industrial production. Three centers of concentration have emerged: the leaders of U.S. industrial data processing (IBM, DEC, HP), the Japanese electrical engineering industry and the European mechanical engineering, auto and electronics sectors.

These examples serve to illustrate that the race for size is going to continue. For business, determination to expand is more than a natural biological drive; it is a means of acquiring competitive advantage in an increasingly-specialized and increasingly-concentrated market. It yields the critical

mass which eases access to capital, to information and to the most advanced skills required for further expansion. This race for growth necessitates the continuing adaptation of information systems.

## **2. The search for alliances**

In Europe, 5,600 large companies are quoted on the stock exchange (in contrast to 2,800 in the United States). The effects of competition are quite likely to reduce the European number by half. Instead of taking the merger/buyout route (which cost \$220 billion in 1989), companies are now more likely to enter into alliances. Renault and Volvo,





*The alley*

Boeing and Deutsche Airbus, GEC and Siemens, Daimler-Benz and Mitsubishi are merely the trailblazers in this approach. In a recent survey of 300 European managers, 60% of the respondents believed that partnership was the key to growth of their activities, as against less than 30% opting for acquisition. Some of the reasons given:

- Establish footholds in strategic European markets such as automobiles (Honda-Rover) or data processing (Fujitsu-ICL).
- Spread the cost of research programs (electronics, data processing, defense, etc.), investments in productivity or develop international commercial networks.
- Limit the constraints of internal integration, financial risks and image problems inherent in any takeover.
- **Gain time**, which — in an era characterized by a speedup of technological and marketing innovation, by the near-instantaneous distribution of knowledge and by increased demand in terms of service quality — is not least among the factors of competitiveness. A study of 1,000 business partnerships indicated that only half of them were

looked upon as “successful” by their participants, and that 40% of them lasted less than four years. An established criterion of success is the complementary nature of people, organizations and ways of thinking, as well as the interconnection of the partners’ information systems.

### **3. The growing power of information**

Businesses and individuals alike have entered the information era. Ninety percent of new jobs created in the United States involve the creation, processing and marketing of information. Information has become a lever for management and innovation. It is a valuable resource; none of its potential should be wasted. But information is not an end in itself. Its true value accrues only to those who exploit it. Hence the need to accelerate its dissemination within large organizations. This is the price of responsiveness, which in turn is based upon information systems.

Given an increasingly-complex environment, management of information has become an essential function for:





*As a result of growing complexity and uncertainty, IT management has become an essential corporate function for decision-making, organization, production, control and communications.*

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- mastering uncertainty, in light of changes in the environment and new market requirements;
- monitoring the effects of technological breakthroughs on companies, their market shares and their competitors;
- developing logistical management, highly sensitized by new requirements for flexibility and quality;
- providing each individual with the resources he or she needs to decide, organize, manufacture, review or communicate, pursuant to targets of innovation, responsiveness and simplicity.

If it is to be innovative in a competitive marketplace, a company must incorporate increasing quantities of knowledge and information into its products and services to gain added value. This is sometimes termed the "economy of intangibles." There are two aspects involved. To begin with, you must sell more products that are better-made to more customers who are increasingly demanding. But you can also sell *differently*, for products themselves are increasingly indistinguishable: whether a washing machine, a garment or a car, manufacturing represents only a small share of the selling price. The remainder goes toward creation, design, marketing, related services and communications.

Breathing new ideas into product design or services is a sure path to growth. The worldwide IT market is a good example of this ascendancy of the intangible: **the share held by software and services, long marginal, is growing at twice the rate of hardware.** Customers are no longer as much interested in technology per se as they are in the intelligence that it contains, or that they can extract from it.

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## Continuing adaptation to change

Subject to the pressures of events, of markets (and, of course, shareholders), managers must subject their strategies, organizations and operating methods to critical review. Theory and analysis give way to creativity and action, with the sole target being the demand for results. Faced with the challenges of the marketplace, management of change requires the working of new levers of action.

### 1. Market challenges

A lasting competitive advantage is the goal of any strategy. In a fast-moving environment, strategy must focus on innovation, responsiveness and simplicity.

#### Innovation

If it is to win, the strategy of change must be innovative. It is no longer sufficient to decentralize industrial activities to cut costs, to set up quality circles, adopt just-in-time delivery methods and study Japanese rules for human relations management. Innovation must take the place of imitation.

The challenge before a modern company lies in a sufficiently subtle understanding of the players and forces in its environment to extract the opportunities intrinsic to each market segment. In other words, one must move from a "product" system to a "value" system. Faced with a diversity of products and services, the customer has two criteria for choice: the quoted price and the anticipated benefit. Through innovation, this benefit is enhanced, value is increased and strategy chalks up a victory. There is no shortage of examples for this, from the



*The innovation, responsiveness to clients and personal initiative so valued by contemporary managers depend, to a large extent, on the flexibility of their information systems.*

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Polaroid instant snapshot to 3M's Post-It notes to Renault's "Espace" concept (the car designed by Matra and distributed by Renault which inaugurated the monospace segment and went on to become the worldwide leader.) The "secret"? Current and prospective analysis of the value anticipated by the market. This value then becomes a criterion from the product design stage onward, and is factored into the entire process of manufacture, distribution and promotion. All of this requires a massive commitment at the highest corporate level, quick action and a pooling of skills from the various disciplines involved. The goals of alternative strategies are to gain ground over the competition and, above all, to shift the field of combat to one's advantage.

#### **Responsiveness**

Global competition and speed of change demand quick reflexes. Responsiveness is the engine of competitiveness. During the past 14 months, Toyota has added six new vehicles to its line of 59 models. Over one-half of the products manufactured by Siemens, and a quarter of 3M's product catalogue, are less than five years old. Technological cycles have been reduced from five to three years. Businesses have to give priority to:

- listening to customers in order to satisfy demand and detect potential needs. Demand is defining the product to a greater and greater extent. Today, for example, the object being financed determines the financing process in the auto, real estate, data processing and aircraft industries, with manufacturers and distributors acting more and more like bankers in order to get closer to the end customer;
- independence in the choice of resources to apply to given objectives, personal initiative, creativity, adaptation to market requirements and formation of partnerships between product design and distribution functions;



- flexibility of command, information and control systems and manufacturing processes in order to respond faster to sales opportunities or to be first in seizing technical advances.

These are all vital functions, obtained through fluidity of information, integration of systems and the allocation of concrete responsibilities to people. Take Sony, for example. Integration is the sole







*Regatta*

means for attaining its goal of reducing product manufacturing and distribution time from 50 to 20 days.

#### **Simplicity**

Paradoxical as it may seem in a complex world, the quest for simplicity is a key to success. Simplicity is a condition of survival at every level and in every task of a business. It is the key to solving

problems of cost, time and quality. Complexity need not be fatal, even though the speed of change, multiplicity of players, interlacing of processes, immensity of knowledge, diversity of skills and variety of products are all connected, making decisions harder to reach. There is a way out, however: flat organizations in which functions (design, manufacture, logistics, distribution) are integrated by means of information technology.

## **2. Levers of change**

To meet the challenges of the market, corporations must optimize their resources, with **people** and **information** in the forefront. The pivots of change include specialization of activity, customer-oriented organization, exploitation of available skills and reconfiguration of corporate functions.

### **Specialization of activity**

The struggle for market shares, the mobility of components (capital and labor) and the quest for profits are all threatening the existence of the diversified company. The criterion of a company's performance is its creation of added value within its market, and this criterion is being met most easily by those firms which concentrate on their specific lines of business. Even an institution as venerable as Société Générale de Belgique could not escape this truth. A failed buyout attempt in 1988 put the group on a crash diet. Its original nebula of 1,200 companies was consolidated into a new group concentrating on a handful of key sectors: metallurgy, energy, chemicals, cement, sea transport, armaments and finance.

This concentration by line of business is accompanied by specialization according to market sector, obviating the need to integrate the time, type and cost of specialized skills. These skills are imported as needed from outside sources — hence the term “outsourcing” — the principle being “to each his own job.” Resistance to change, which is only natural when structures and people are being affected, is easier to identify and correct when seen from a fresh vantage point. The growth of consulting and services in the areas of strategy, management, organization, human resources, information and communications all bear testimony to this.

### **Customer-oriented organization**

Response to change is impossible without organizational adaptation. During the '80s, managers were judged on their ability to prune and flatten out their organizations. Now they must identify growth-generating strategic activities within customer-oriented structures. Ideal operational modes are autonomy, speed of response and flexibility of





*Chamber music*

reconfiguration. The old hierarchic model — a hold-over from the early days of assembly-line organization — is giving way to the network, which gains in efficiency as a result of the capillary action of electronic information systems. This structural flexibility is the result of a handful of decisions for:

- reducing the number of hierarchic levels in order to encourage initiative on the part of operational personnel, abbreviating decision-making circuits and restricting central responsibilities to harmonize operating methods (whether involving development, finance, risk and key-personnel management or corporate image);
- integrating all of the functions inherent in creating value to satisfy customer requirements, encouraging initiative, reducing delivery times and deadlines and involving all concerned;
- setting up autonomous units equipped with all necessary functions (marketing, management, communications), dedicated to a single target;
- stimulating information channels to remain

attentive to outside market prospects, mobilizing reporting, accelerating skill transfers and disseminating clear management tools and procedures.

#### **Recognition of available skills**

Skills must be recognized and exploited to spark new ideas and create the multidisciplinary teams that stimulate creativity.

**Resistance to change** is linked to the corporation's human dimension and with the natural inertia of structures. Habits, after all, contribute to the comfort of the species and are surrendered only at a cost to the individual's intellect, emotions and motivation. Few people find this price acceptable. Information, clarification, solidarity and training are required to create a spirit of mobility. What is true for individuals is even more so for human organizations. A survey of British CEOs showed that the success of privatization was hampered by resistance to change, primarily on the part of middle management.



*Through its ability to process information and facilitate communications, information technology is an active partner in organizational change and skill recognition.*

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Executives are increasingly being confronted with this sort of problem: change of shareholders, elimination of activities, adoption of new technologies, all of which must be explained to their personnel. The significant implication of "people" in added value is prompting companies to make regular inquiries into employee morale. Over 45% of all large European businesses now conduct opinion surveys on attitudes toward working conditions and career advancement prospects.

The creation of added value is facilitated by the existence of **multidisciplinary teams**. Because creativity is stimulated rather than ordered, because there are no longer any disciplines that any one person can master, because the solution to a problem often arises from the way in which it is expressed, innovative companies give preference to individuals over structures. They create multidisciplinary teams to deal with a project; they offer joint recognition to those who make and those who sell.

For managers, "do as I do" must take precedence over "do as I say." Negotiating goals, performance-related remuneration, profit-sharing, project variety, à la carte careers are all preconditions for nurturing brainpower.

Other continents, other customs. In Japan, Nomura's R&D teams work with "idea generators," "idea promoters" and "idea killers." More intensive and efficient, creativity is thus more marketable. All of these precepts are essential for exploiting the internal "skill sanctuary," the crucible of competitive advantage.

#### **New configurations for corporate functions**

Incessant change is further increasing the complexity faced by managers. Geographic dispersal, the separation of production and review functions, the decentralization of sales activities vis-a-vis the administrative nucleus, extending interaction with the outside world (customers, suppliers) are prime subjects of strategic and organizational decision-making. In a wide-open global market, the battle of innovation is neither waged nor won through any single component of the value chain (design, manufacture, distribution, promotion, sales), but instead through the way in which they are combined.

Examining these combinations is a complex exercise as there are many possibilities which, by their very nature, are constantly changing. This exercise reveals another need: a company must have a system yielding coherent, pertinent and rapidly-accessible information. Yet it is not possible to gather, consolidate, check and provide access to information at a single point. Through its processing capability and communications facilities, information technology has a critical role to play in the implementation of a new approach to corporate configuring.





# Information Systems, Strategic Factors for Change

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*The “interconnected world” is now a reality, and companies have to start thinking differently about information technology. As a critical factor in the change process, the information system has become a component of strategy.*

**D**riven by innovation, technology is being disseminated throughout the corporate world, transforming information systems into critical factors for change. These systems are becoming determining factors in the implementation of new business strategies, making the quest for competitive advantage dependent on a few key components.

---

## The information system: a critical factor in this process

Advances in electronics have significantly altered corporate management, and have become a critical element in the change process.

### 1. Electronics: the engine of innovation

Contributing to the perplexity of decision-makers everywhere, innovation in information technology is continuing on its dizzying path. Developments in semiconductors, microprocessors and biotechnology are accelerating, with advances in one technology having automatic impact on the others. These new developments all help to solve existing problems and expand the limits of human action. This is true not only in the sciences but in the economic world as well, through the opening of new markets. Related activities include information processing, electronic sales and ecological monitoring, among many others.

The following are the major areas of advancement in electronics, described in some detail in Cap Gemini Sogeti's 1989 Annual Report:

- **miniaturization** of components, making storage capacity, the expert's calculating power and software reasoning available to any office worker;
- **speed** of information transfer, reducing transmission times by a factor of 10 (and soon by a factor of 100), permitting interconnection of virtually all business microcomputers to corporate mainframes;
- **image processing** which makes any information medium accessible to the computer, clearing the path to the paperless office.

For business, innovation in electronics provides a logical medium for the processing and transport of information. This is characterized by distributed intelligence (thanks to continuing improvement in price/performance ratios), central control over databases, wideband networks, high transfer speeds and extreme flexibility of configuration.

### 2. The technological corporation

A powerful force behind efficiency and innovation, technology facilitates the work of individuals, increases corporate responsiveness and penetrates the products themselves.

This dissemination of technology within the corporation is in response to user expectations. To increase their efficiency, users want new resources for acting on information: access to trillions of data items, computer-aided design and drafting, document handling, simulation, knowledge transfers, etc. The 40 million PCs installed in 1990 will be joined by at least 110 or 200 million more before the end of the century. Personal computing will then account for 75% of the installed base in contrast to 35% today.





*Marina*

Information technology is used in sales, finance, distribution, logistics, manufacturing and administration. It has changed the banking landscape, moving a substantial share of bank activity "outdoors" (75% of all cash withdrawals are now performed at automatic teller machines). "Sit-down" banking functions are reserved for analysis of customer needs and selection of appropriate products from an expanding service offering. The French Caisses d'Epargne, for example, now manage a portfolio of 80 products, in contrast to only one in 1980. In the insurance industry, "paperless office" applications are increasing administrative productivity, which can be improved by 30% in some cases. A productivity tool, information technology also provides office workers with training on their company, their customers and their products.

Information technology has also moved out of the corporate confines, linking the company to the outside world of suppliers, associates, customers, government and shareholders. The era of the "interconnected world" is beginning, with speed of reaction the key asset. The information and communications system becomes at once the corpora-

tion's nervous system and the structuring agent for its activity. In the air transportation and leisure industries, real estate and health, the development of networks is increasingly disassociating the production of value from its distribution.

Thanks to their competitive nature, dedicated networks and value-added networks are turning corporate information inventories into valuable commodities, breaking down the fences of commercial "hunting preserves" and stimulating the boom in electronic sales. Some forecasts are estimating that catalogue buying will account for one-half of all purchases in the year 2020. Closer to home, the experience of Marks & Spencer is a good illustration of the impact of technology on the corporation's basic activity. This company began issuing its own credit card over two years ago, very quickly becoming a major player in this area. Then, thanks to the quality of its customer database, it successfully expanded its range of services to include broker/dealer transactions in the shares of publicly-traded companies.

Electronics is also permeating products themselves. According to *Fortune*, the 1989 Lincoln Con-





***Because most organizations rely on the responsiveness of their information systems as a key factor in determining efficiency, IT is gradually becoming a true management tool.***

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tinental was programmed by 83,517 lines of computer code, at a development cost of 35 programmer-years. Onboard computerization now represents 20% of the cost of a passenger car and 30% of the price-tag for a jet fighter.

### **3. Information technology: a critical factor for change**

Long an essential cog in the machinery of society, information technology has introduced wide-spread change into corporate life and has become an important management tool... certainly one whose limitations must not be overlooked.

**Information technology is a major source of innovation in business.** Following the automation of administrative procedures, applications are proliferating in all areas. Moving from the back office, the computer is now taking on customer service. This move is not without repercussions on the working organization and conditions. In the industrial realm, for example, the increase in the technological sophistication of equipment, allied with far-reaching structural and IT integration, is distancing the production operator from "his" machine, since he now controls a global process and not a specific workstation. The introduction of technology must be accompanied by an educational effort on the processing site itself. Any modernization program must be based on information, negotiation and mutual agreement.

Information technology is increasingly being called upon to accompany and facilitate corporate adaptation, because it is the ideal processing mode for the exploitation of information. The use of IT is often justified by the need to facilitate the circulation of information, to make it more accessible. Its true goal, however, should be to accelerate communications in order to permit speedier, more precise action.

Because responsiveness in information management is a decisive component of efficiency for most

organizations, IT has become a management tool. There have been many complaints in management circles that increasing expenditures on computerization have not resulted in the desired development of competitive advantage or have not generated the anticipated return on investment. According to the *Financial Times*, four out of five British CEOs consider information technology a critical factor in their companies, but believe that their companies are misusing it.

As always, complaints emphasize the difficulty of adapting information systems. In-house IT departments are swamped with update requests. As a result (according to a McKinsey study), these departments — tasked with maintaining central applications that are, on average, eight years old — can spend only 7% of their time on new development projects.

These reactions confirm the universally-shared wish for information technology to become a true management tool. For corporate decision-makers, this means that :

- They must assume responsibility for defining goals, approving investments and monitoring compliance with commitments (cost, deadlines, quality).
- Gaps must be closed between corporate goals and IT targets, between technicians and users, between decision-makers and executives charged with purchasing approval.
- Strategic planning and design of information systems must be closely interconnected, with any change in orientation integrating the full potential of technology.
- The budgetary justification for an investment must be accompanied by a similar economic justification.

But information systems also conceal limits on change because of their inertia, their structure or the efficiency of the people who operate them.





*In Poitou*

Inertia often arises from the way in which the computerization process has been carried out. In many cases, IT applications have automated manual tasks without having truly changed their scheduling and sequencing. In other cases, new functions have been grafted onto existing programs, complicating and paralyzing the information system. By becoming locked into existing structures, enhancements made possible by technological innovation are underused.

In centralized structures, the walls gradually built up between central support experts and users form another sort of limit on adaptation. But resis-

tance to change primarily derives from the difficulties faced by IT management in getting the resources needed to exploit new technology. While computers are growing simpler and simpler to use, development tasks are becoming increasingly complex. Choices of applications are vast but skills are rare. This is why more companies are turning to service firms, which have the necessary resources and methods. The proportion of development implemented by in-house teams is decreasing continuously throughout the world: 55% in 1985, this figure dropped to 50% in 1990 and will probably be no more than 40% in 1995 (Price-Waterhouse).



## The information system: at the heart of strategy

As corporations grow more dependent on information technology, their ability to install new strategies is substantially dependent on their ability to develop information systems yielding competitive advantage. This search for competitive advantage — the limits of which we have seen — is based on a set of key factors for success.

### 1. The search for competitive advantage

Long viewed as a compulsory expense, the computer is becoming a compelling tool. Today the question is: How do you use it to develop corporate competitiveness? Beyond the well-known examples noted in the introduction, information systems are still too rarely used as competitive weapons. Management is being faced with new questions: What role can my information system play in business strategy? How is my information system positioned vis-a-vis my competitors? How can I use this tool to increase my competitiveness? How can I protect myself from my competitors?

It is clear that information systems help improve corporate performance in three ways: by integrating information, reinforcing established advantages and changing the rules of the competitive game.

— **Integration of information systems** fulfills the wish to bring together applications which automate or enhance various aspects of the company's work. The result is an obvious economic advantage, because these applications contribute to efficiency, reduce costs, ease decision-making and integrate internal corporate functions. They provide an advantage which lasts until similarly-sized competitors set up a comparable system, either by developing it themselves or by buying it from an outside supplier. The "popularization" of technology naturally leads to a homogenization of competitive positions as soon as it provides an undoubted benefit (in terms of price, time or service quality) to the customer. Can you imagine a bank without automatic teller machines? An air carrier without a computerized reservation system? An insurance company without automated billing? Under these circumstances, an IT development policy must seek optimal performance (cost, time, quality) of the applications to be installed, often obtaining support from the expertise of service firms.







*Haute Provence*



— **Reinforcement of competitive advantage** can be broken down into four distinct categories:

- Encourage economies of scale, e.g., by optimizing management of complex and unpredictable demand in the transport and distribution industries, or by using an information system to offer a unique service. Example: Caterpillar, which has sold 20,000 of its mechanical shovels worldwide, and can meet 98% of requests for spare parts from its 100,000-part inventory in less than 24 hours.
- Assist in product differentiation. Hertz rental cars come with a multilingual guide to help the traveler find hotels, government services, conference and sports facilities in every large city in the U.S.
- Use expert systems for dissemination of specialized knowledge to a large group of employees. Certain commercial banks, for example, make their expertise in arbitrage available to their sales executives.
- Consolidate product lines, related skills or complementary functions scattered throughout a number of countries. DuPont de Nemours has launched a huge program to connect some 80 activities in 50 countries via electronic mail. The project will take five years to complete, at a cost of \$200 million.

— **Changing the rules of the competitive game** is doubtless the source of the strongest competitive advantage. This could involve:

- creating new structural advantages, as when suppliers cultivate close relationships with customers so that they would be deterred by the cost of replacing them, or when retailers systematically collect and analyze sales results in order to improve their negotiating position in purchasing; or
- designing new manufacturing, distribution and advertising methods based on technological advances. As described below, the success of this approach depends on a careful consideration of strategic, human and internal factors.

## 2. Limitations

Some companies have discovered that there are limits to the establishment of competitive advantage. On one hand, it is not enough simply to invest in technology to become competitive; on the other, analysis of the strategic role of information technology cannot be separated from a prospective analysis of the company's business.

Companies have made substantial investments in information technology over the past 25 years. In sectors such as financial services, computer costs can amount to as much as 3.5 % of sales. One insurance company recently introduced a new product based on a computerized system that cost \$100 mil-



lion. Examples are not limited to the financial field; industry, distribution and services are equally involved. The race for computerization has its winners and its runners-up. In Europe, according to a recent study, per-employee spending runs nearly \$8,000 in the financial sector, nearly \$4,000 in energy and about \$420 in construction. In Great Britain, Citicorp spends nearly \$64,000 on information technology per account executive every three years... and there are several hundred account executives.

Despite these constantly-growing investments, however, it remains hard to measure the competitive aspect of new technology. The effects of computerization are often too subtle to be measured by simple yardsticks. This explains the doubt cast on







*Red bouquet*

classic ratios which compare IT expenditures to sales, work force or profits. To establish the ties between technological investment and resulting profitability you must first get together with users to define precise and concrete evaluation criteria. It is therefore necessary to think in terms of corporate activity, and not merely in terms of resources to be applied.

Why is it that some companies win strategic advantage with technology, while others never manage to succeed? The answer does not lie in applications, but in a) the way in which information technology is integrated into strategy, and b) whether or not there is a tie between information technology and the company's line of business. Competitive advantage is one of the targets of any company's strategy, whether informal or carved in

stone. An information system, involving investments with a life cycle that can exceed ten years (e.g., databases, networks), must be included in strategic long-term planning.

This information strategy, however, **cannot be separated from market requirements**. Do you intend to manage your plants as individual competing profit centers, or as cost centers which pass products on to the sales force at cost price? Information-system management will differ in each case. According to a Price-Waterhouse survey, 40% of European companies have an information plan linked to their strategic plan. And only 49% indicate the existence of agreements between operational and IT managements concerning priorities for information-system development. It is true that marketing cycles — from two to five years — are a nuisance to computer people concerned with developing longer-term technological plans. And it is also true that the acceleration of change is making this job both more difficult and more necessary than ever before.

The distance between "computer" and "operational" people is sometimes explained as a difference between vocational cultures. Other reasons cited are the high turnover of IT personnel, their workload and the substantial training effort required to keep them on top of technological developments. There is a dual solution to this problem: ensure the loyalty of people in charge of key positions (project managers, systems architects, etc.) and, for actual implementation, turn to outside suppliers who — according to McKinsey — will do the job at less than half the cost, in one-third of the time and using one-fifth the number of people than for any in-house solution. At the same time, the foot-dragging of users when it comes to adapting their working methods to the possibilities of technology is all too apparent. This is why changes in working methods must be led by professionals capable of explaining clearly how these projects fit into corporate strategy and the advantages they will yield over competitors.

### 3. Key factors of success

Investments in information technology have already enabled 80% of European CEOs to raise performance levels, enhance customer satisfaction, better manage their companies and sustain their efforts for increased productivity. The acceleration of change is going to spur them toward greater competitiveness through the use of information technology. To succeed, managers must apply three principles: tie information technology to corporate



*To gain a competitive edge in information technology, managers have to apply three principles: link IT considerations to corporate strategy; take the lead in implementing IT, personnel and other internal changes; and become more effective in software development.*

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strategy; tackle changes head-on in the computer, human and organizational fields; and, finally, acquire greater effectiveness in software development.

An information system plays a competitive role only if it is integrated into corporate strategy. In most cases, strategic advantage is achieved because information technology goes hand in hand with a new approach to corporate management or a new way of responding to the market, in the sense that it is a **more intelligent means** of making use of individual talent. Economic gain then involves from an improvement in cost structure and a growth in added value. Strategic information requires clear goals, accompanied by benchmarks for measurement negotiated with company managers. It is essentially dependent on direct involvement of managers in the analysis of major scenarios and in decision-making, just as it requires the participation of IT management in the corporation's major strategic decisions.

Changes in data processing, human resources and corporate structure must be tackled simultaneously. Some of the challenges include making use of technology, adapting organizations, changing skill structures and training people. Success will arise out of a combination of all these elements; the approach must therefore be a global one. It will require a **multitude of skills** — in organization, human resources, data processing — together with complete familiarity with the corporation's lines of business.

Managers must also strive for greater effectiveness in applications development. Software is the core of an information system, insofar as it embod-

ies the specifics of corporate strategy and organization and user working methods. Furthermore, a system's competitive performance depends on its capacity for rapid adaptation. Productivity in software development is achieved by quantifiable, measured targets, using fourth-generation languages, process automation (CASE tools) and prototypes, all together yielding a 50% reduction in project implementation cost and time. An analysis of software development costs shows that the design and debugging phases account for over one-half of outlays. The reuse of program modules using object-oriented programming is one source of savings. Finally, adaptation of the organization to technology encourages the creation of simple systems designed for computer processing. Some simplifications have shown that 5% of computerized routines were responsible for 95% of costs.

In order to save time, corporations are developing this competitive function of information technology by obtaining support from software service firms — like **Cap Gemini Sogeti** — which:

- team up their specialists by sector of activity — insurance, banking, industry, services, government — following a process of skill “verticalization” first introduced some years ago;
- offer the services of expert consultants on information systems (organization, master plans, systems architecture, audits, etc.);
- develop methods for management of multidisciplinary (and sometimes multinational) teams;
- capitalize on their mastery of software development tools (CASE, object-oriented languages) for speedy, high-quality implementations.





*Gien blue*



The “economy of change” being ushered in by the '90s is going to place economic players under the triple yoke of competitiveness, adaptability and “informativity” (literally, productivity applied to information processing). Corporations will take up this challenge by encouraging innovation, responsiveness and simplicity in both strategy and action. This will compel them to find new competitive combinations based on specialization of activity, market-oriented organization and the exploitation of skills.

Because it is the medium for processing the intangible, because it is at the heart of the corporation, because it contributes to human effectiveness, the information system is a critical factor in the process of change. In this sense, information technology is already a strategic reality, bringing significant improvement to the management of organizations, to reduction of costs, to the adoption of rapidly-implemented new developments and to service quality. Step by step, technological progress and management are guiding the use of information systems toward the acquisition of durable competitive advantages.

No doubt the signs of success are still inadequate. But the information technology discipline bears only slight responsibility for this mixed state of affairs. In an open economy, technology — like any other resource — does not automatically confer lasting advantage upon those who are satisfied with merely possessing it. What counts is *the determination and skill to make use of it*. It is the way in which the strategic approach is conducted that determines the competitive impact of information technology.

The information system is a cog in the corporate machine that cannot be dissociated from strategy, from management of people and the organization. By taking this fact to heart, tomorrow's corporate leaders will turn “strategic information” into an everyday reality.





*The red felt hat*





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# An Introduction to Cap Gemini Sogeti

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Annual Report Cap Gemini Sogeti 1990

Cap Gemini Sogeti is Europe's number one computer services and consulting company and one of the industry leaders worldwide. Located in 15 European countries and the U.S., the group specializes in software services, its goal being to assist its clients in drawing the greatest possible benefit from information technologies.

Ever since its creation in 1975, the group has upheld a strong development policy, multiplying its revenues by 40 and its profits by 76 in 15 years. Its 1990 revenue was FF 9.17 billion for a net profit of FF 623 million. The total number of employees at the end of the year stood at 19,000, 82% of them technical professionals and graduates of leading colleges and universities in Europe and the U.S.

A complete service offering (page 30) and a well-run organization (page 32), staffed by highly motivated men and women (page 38) are the hallmarks of this group, which in 1990 added many important events to its already well-filled scrapbook (page 40).



# A Complete Service Offering

**F**rom its very beginnings Cap Gemini Sogeti has specialized in computer services and consulting. These “professional” services include consultancy and technical assistance, software and systems development, systems integration, facilities management, training and maintenance.

In each of these activities (with its corresponding economic weight represented in the inset below), the group takes on a very specific role vis-à-vis its clients:

**Consultancy** consists of studying given problems and developing possible scenarios; designing and planning information systems; implementing solutions, either by developing customized software, or by adapting already-existing applications.

**Software and systems development** includes basic software production, implementation of software applications, programs designed to assure systems security, software conversions from one DP environment to another.

**Systems integration** means developing a complete IT solution for a client by integrating standard hardware and software components, or by designing specific applications within the context of a fixed price contract.

**Facilities management** refers to taking charge of all or part of a client's IT resources (computers, software, information personnel, DP centers, etc.), with the aim of managing that company's IT

business for a predetermined period and with a commitment to results.

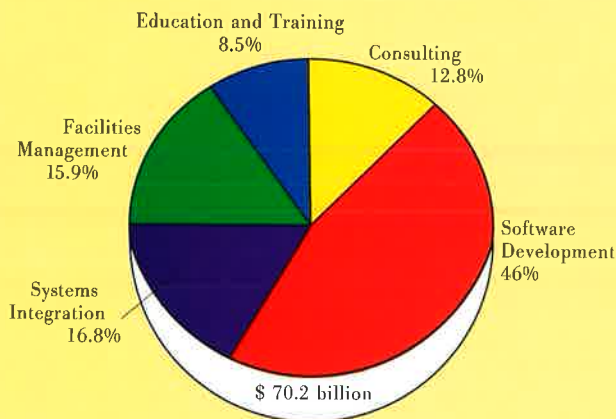
**Training and maintenance** – which complement the other activities – deal with all types of applications and are targeted to users as well as IT personnel (managers, and development and operational staff).

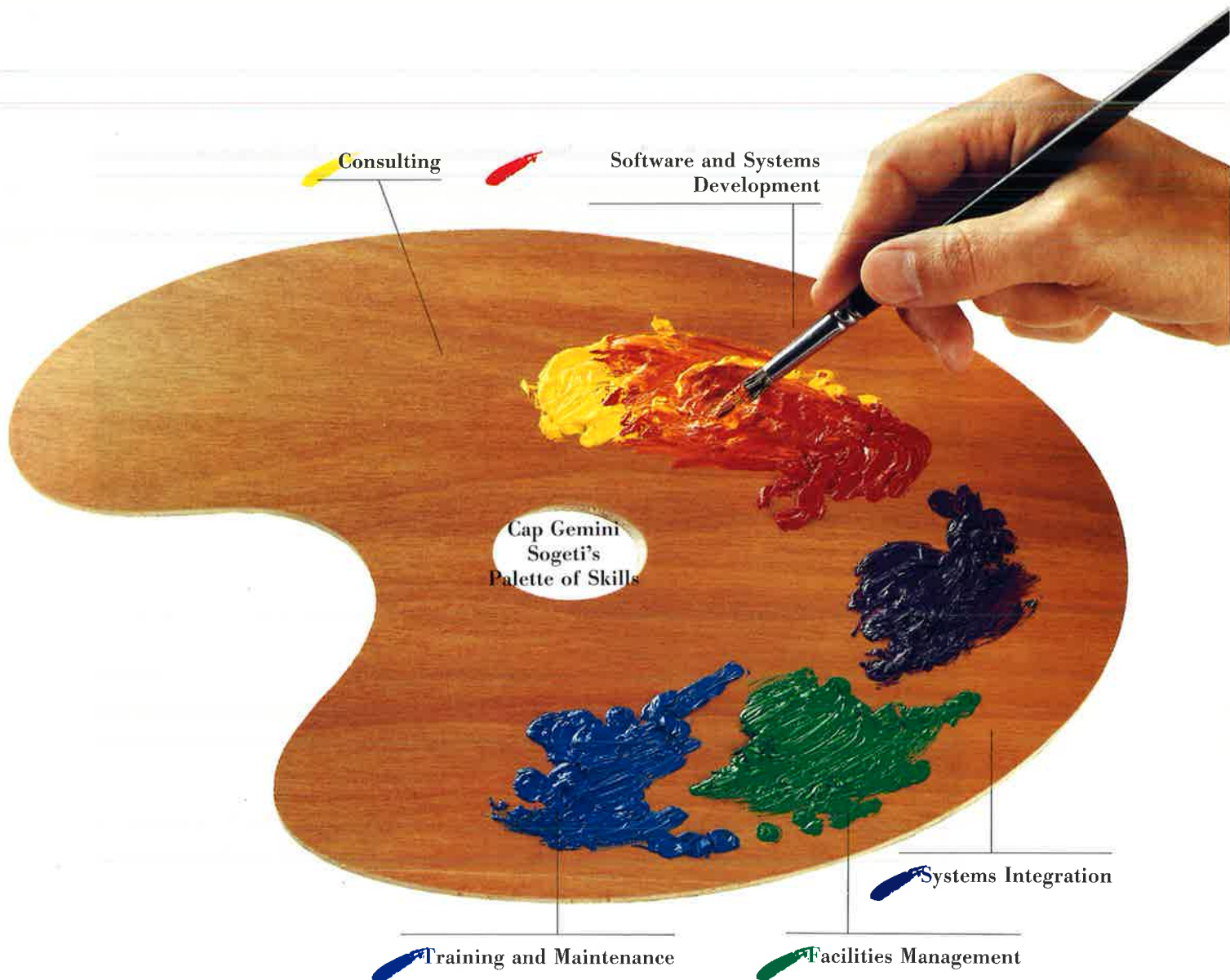
To back up its services, the group depends on **three types of skills**: technological command (of hardware and software), working methods (from conducting interviews to piloting large projects) and a firm knowledge of business sectors. The appearance of new technologies, the growing diversity of applications and the complexity of problems that need to be solved are guiding this expertise along three main tracks:

- **extension of basic technical knowledge** into such areas as artificial intelligence, “fuzzy” logic, object-oriented languages, portable operating systems (UNIX), computer vision and man-machine interfaces;
- **specialization** in the fields of systems architecture, data structuring, knowledge-based systems, software engineering tools, networks, etc.;
- **concentration** on one of eight economic sectors (finance, industry, trade, telecommunications, defense, government, information technology and science) to gain supremacy in a specific type of application.

In a continually-evolving market, Cap Gemini Sogeti has to keep on enhancing its know-how so that it always has new and better technological solutions to propose and develop for its clients. With this in mind, Cap Gemini Innovation – a subsidiary of CGIS – stays on top of the new ideas emerging from research centers all over the world, and validates these ideas through participation in national and international research programs. Once the technology has been mastered, it can be transferred to the group to serve its clients. Cap Gemini Innovation assists all the branches to reach this goal by providing information on concepts, operating techniques and future trends; studying and defining what these prospects entail in terms of technology; helping the branches develop a broader offering than they might otherwise produce on their own; and enabling them to acquire skills to support this offering through communal development and implementation.

**WORLDWIDE SOFTWARE AND SERVICES MARKET  
1990 INPUT Figures**





## FACILITIES MANAGEMENT

Contemporary corporations expect their information systems to keep pace with competitiveness. That is the function of their IT departments, which must be able to accommodate growing technological complexity, be easily adaptable, make practical use of their experts' time and stay fully in control of quality and costs.

In its response to each of these criteria, facilities management has proven its effectiveness as a powerful resource for helping companies implement their strategies and achieve their objectives, while allowing them to concentrate on

their own business. Following its development in the U.S. and U.K., FM is quickly gaining ground in France, Italy, the Netherlands and Scandinavia, as well as in most other countries, attracting clients whose business is becoming more and more international. With an annual growth rate of more than 20%, FM already represents nearly 15% of the software and services market.

Cap Gemini Sogeti is now equipped to meet this new demand, calling upon the technical expertise of Hoskyns — number one in the U.K. in facilities management — for the deployment and coordi-

nation of an international FM offering. It will combine the experience acquired by Hoskyns over a 15-year period on 250 FM projects, with Cap Gemini Sogeti's know-how and strong local presence.

Free of any constraints or any predetermined formulas, the new offering will give each client the benefit of an individually adapted solution. Taken together, these many advantages make Cap Gemini Sogeti a unique FM partner on both the national and international fronts.







*Cap Gemini Sogeti Executive Committee*

*1<sup>st</sup> row, left to right: Michel Jalabert, Vice President Development and Control - Geoff Unwin, Executive Chairman Hoskyns - Daniel Setbon, Chief Financial Officer.*

*2<sup>nd</sup> row, left to right: Christer Ugander, Chairman CEO Cap Gemini International Support - Jacques Arnould, Chairman CEO Cap Sesa - Michel Berty, Secretary General - Serge Kampf, Executive Chairman Cap Gemini Sogeti - Alain Lemaire, Chairman CEO Cap Gemini Europe - Robert J. Sywolski, Chairman CEO Cap Gemini America.*



# General Organization

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*A fourth operational group, Hoskyns, and an international support unit, CGIS, change the look of Cap Gemini Sogeti's 1990 organizational chart.*

**T**o best meet the needs of its clients, Cap Gemini Sogeti has put in place a highly efficient organization to which a fourth operational group was added in 1990, along with an international support unit. This structure is reinforced by a central authority which provides a number of services of general importance.

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## Four operational groups

When Hoskyns joined the group in July, 1990, it naturally took its place alongside Cap Gemini Sogeti's other operational groups. This has resulted in the following organizational breakdown :

- Cap Sesa is the French holding company which combines all the operational companies in France, specialized according to type of customer (banks, industry, etc.), or technique (training, maintenance, etc.).
- Hoskyns conducts business throughout the U.K. and Ireland in three large professionally-specialized divisions: consulting and assistance, systems integration and facilities management.
- Cap Gemini Europe represents the companies of the other 11 European countries in which the group is located. Because of the size reached in four of

these countries (the Netherlands, Sweden, Italy and Germany), a national holding company has been set up to cover several subsidiaries devoted to specific business sectors.

- Cap Gemini America covers all of the territorial United States through a network of 8 areas and 40 branches with geographic, technical and market-sector responsibilities.

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## A support to operations

Cap Gemini International Support — its formation having been announced in the 1989 Annual Report — has just celebrated its first anniversary with a reaffirmation of its threefold European support functions:

- in technical development, including quality assurance and R&D programs (Cap Gemini Innovation);
- in marketing development, by business sector (banking and insurance, energy, civil aviation, petrochemicals, industry, etc.), and within the framework of international projects;
- as a central support in managing the group's references and in monitoring relations with the hardware manufacturers.



## General Management

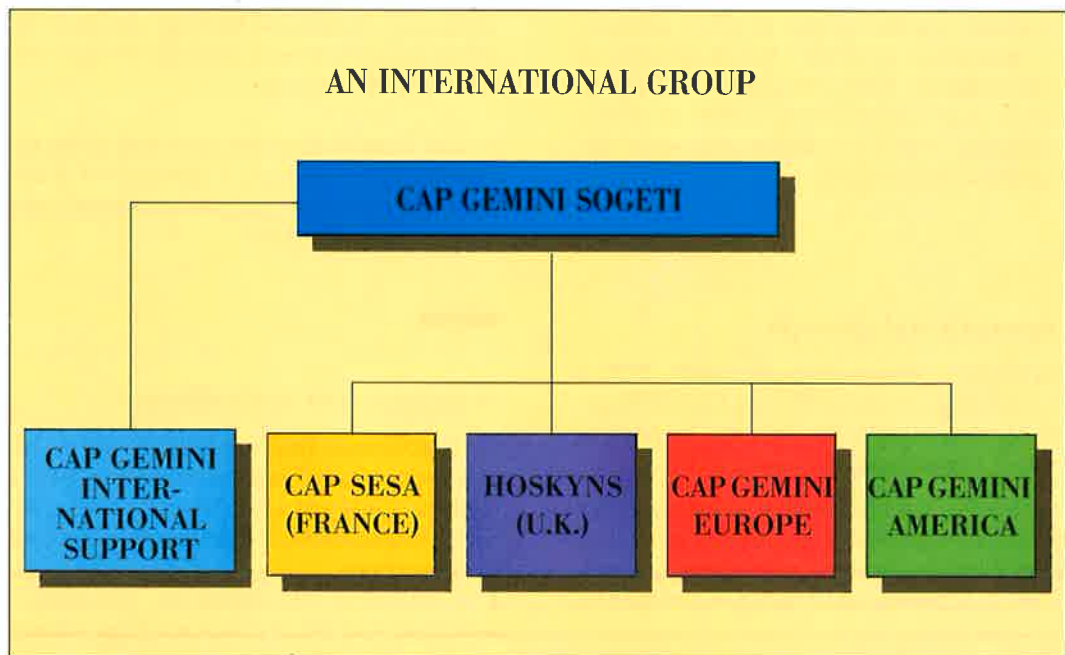
The primary responsibility of Cap Gemini Sogeti's General Management is to assure cohesion within the group. This includes choosing strategy, defining corporate policy, evaluating risks, allocating resources, analyzing costs, auditing and control, setting up organizational systems and structures, supervising managers' career development, arbitrating, promoting and defending company values and overseeing the group's image. To carry out these various functions, the holding company is organized into three broad management divisions:

- Financial, Legal and Fiscal;
- Development and Control;
- Communications and Human Resources.

In their desire to maintain cohesion, Cap Gemini Sogeti's managers and employees take every possible opportunity to work together, exchange information, and enrich the collective know-how of the group.

Training is reinforced and updated to stay in touch with outside trends.

Methodologies and tools developed in one place are made available groupwide. A large number of internal publications constitute a permanent flow of technical and commercial information, along with news on how different teams are working. At every level of the organization, decisions are made in "management committees," which regularly assemble the managers of a given unit and their key line and staff people.



# 1990 in the Operational Groups

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## Cap Sesa

For Cap Sesa, 1990 was the year of the “big project” (more than 15 large contracts signed). A sure indication that some of the groundwork done in this regard is beginning to pay off is that Cap Sesa was awarded all the major proposals for which it competed during the year.

Varying in amounts from FF 15 to 175 million, these contracts demonstrate strong client confidence in Cap Sesa's quality policy. To carry out assignments of this size and bring them to a satisfactory conclusion requires a full range of methods and tools. The customized training plan, which every employee follows, exposure to new technologies and the discovery of new occupations provide the foundations for achieving this level of competence. This quality program is also applied to projects of less magnitude which are Cap Sesa's real “bread and butter” business.

Cap Sesa's frequent use of such new technologies as neuron networks, fuzzy logic and transputers is one of the keys to its success. The challenge is to incorporate innovative techniques while at the same time making sure that a system is functioning efficiently. This mandates close collaboration between information systems consultants and systems designers and developers. In fact, 1990 was a year in which Cap Sesa's consulting activity grew substantially and established closer ties with its systems integration business. The result has been an even broader scope of services than was offered in 1989. It is expected that 1991 will take this trend still further.



*First row, left to right: Joseph Guegan, Chairman Cap Sesa Finance - Jacques Arnould, Chairman and CEO - Jean-Philippe Gaillard, Chairman Cap Sesa Régions - Maxime Donal, Chairman Cap Sesa Télécom - Jean-Paul Figer - General Manager.*

*Second row, left to right: Alexandre Haeffner, General Manager - Jean-François Dubourg, Secretary General - Dominique Illien, became Financial Manager of Cap Gemini Europe on March 29, 1991 - Yves Veret, Chairman Cap Sesa Défense - Jean-Marc Claudon, Chairman Cap Sesa Industrie - Henri Sturtz, Chairman Cap Sesa Tertiaire.*

## Hoskyns

1990 was a year of unprecedented change for the Hoskyns Group: change of ownership, a dramatic change in the U.K. economy and rapid changes in both technology and competition.

In January, 1990, Plessey Overseas Limited, the majority shareholder in Hoskyns, announced that it wished to sell its stake. This led to several months of negotiations, with Cap Gemini Sogeti taking the







*Top row, left to right: Tony Fisher, Joint Managing Director - Ken Swarbrick, Divisional Managing Director - Alex Lander, Divisional Managing Director - John Hartley, Divisional Managing Director - Tony Robinson, Joint Managing Director. Bottom row, left to right: Nick Blakeney-Edwards, Divisional Managing Director - Geoff Umwin, Executive Chairman - Ray Haisant, Group Financial Director - Missing: Brian Garbitt, Divisional Managing Director.*

controlling interest — an outcome very well received by staff, shareholders and customers alike.

During the second half of the year, Hoskyns made two acquisitions: Condor Technology, specializing in geographic information systems; and TechnoData (in Germany), which supplies turnkey solutions to the construction industry.

The year also saw a major turnaround in the U.K. economy, from a very good business climate to an exceedingly tough one. Customers responded to this downturn by reducing investments in information technology and particularly in new systems, and by increasing the backlog of systems to be developed in the future.

Significant changes were made on the technical front. The “open systems” philosophy is now widely accepted. Hoskyns Open Systems division has a leading position in this important market, developing a comprehensive range of services that will ease the transition to open systems.

Hoskyns itself has also changed. It is strengthening its consultancy and implementation skills in all its major business sectors: industry, distribution and retailing, finance, government and services. It is continuing to refurbish its technology skills: CASE tools, fourth generation languages, etc. But most importantly, Hoskyns is continuing to hone its ability to manage change in information technology on behalf of its customers so that they can gain significant business benefits.

## Cap Gemini Europe

Composed of 27 companies located in eleven European countries (exclusive of France and Great Britain), Cap Gemini Europe in 1990 confirmed its ability to handle increasingly complex projects, while continuing to adapt its organization to a changing economic environment.

It pursued its efforts to provide “solutions” by strengthening its knowledge of each client sector and by developing an IT expertise that transcends national boundaries. Teams everywhere have been assigned to more and more elaborate projects using high-tech skills and exchanges of methods, experience and information from one country to another.

The reorganization of national companies into five areas — Benelux, Nordic, Germany/Austria, Italy and Switzerland/Spain — is a clear indication of this desire for **cross-fertilization**. During the year the decision was made for several geographically and culturally related operating companies to share technical, marketing and communications support as needed.

Made up of 5,500 employees speaking eleven different languages, Cap Gemini Europe has also **reinforced its position in Italy** (with the acquisition of Teleinformatica, Sysdata and AIC), and **Germany** (with the SCS agreement). In both cases, these addi-



*Seated, left to right: Alain Lemaire, Chairman and CEO Cap Gemini Europe - Kaj Green, Area Vice President.*

*Standing, left to right: Leif Nobel, Area Vice President - Jean Ronceray, Area Vice President - Werner Züllig, Secretary General - Chris van Breugel, Area Vice President - Pierre Dalmaç, replaced by Dominique Illien as of March 29, 1991 - Adolfo Cefis, Area Vice President.*



tions have enabled the group to attain the critical size needed to build a vertical organization similar to the ones already successfully installed in the Netherlands and Sweden.

With this goal in view, the Italian companies — which until recently had each been conducting business under its own banner — have merged to form a single entity: Cap Gemini Italia. Its teams have been reorganized into four market-specialized operational units: finance and distribution; aerospace and defense; public sector and telecommunications; and industry.

A similar restructuring has been carried out in Germany. Cap Gemini Deutschland and SCS have merged their activities to form three operational companies devoted to specific market sectors: industry; financial services, trade, transportation and regional authorities; and telecommunications.

## Cap Gemini America

For Cap Gemini America (CGA), 1990 was a year of continuing achievement and progress. The company met an important objective by tripling its percentage of project and responsibility engagements from the 1987 level. CGA's foundation — the technical assistance business — continued to grow as well.

In addition, the company streamlined its structure by reorganizing into 8 geographic areas to simplify decision-making and improve responsiveness to both clients and staff.

To enhance its project and engagement business, national practices were established which offer specialized expertise to clients in the areas of integrated manufacturing technologies, reengineering and conversion, data center consulting, imaging, accelerated quality solutions, CASE/productivity improvement and maintenance outsourcing.

More than 100 additional employees completed training in the Project Quality System, a proprietary project management methodology. A quality guidelines methodology called SQP was published and implemented, which will help deliver superior services and increase client satisfaction.

All these efforts continue to be directed toward a common goal: to earn client enthusiasm for CGA's solutions to their information technology related business problems. CGA's integrated team approach, coupled with productive methodologies and tools, make it possible to tailor its services to meet the specific needs of individual clients.



*Seated, left to right: Robert J. Sywolski, Chairman and CEO - Stephen A. Carns, President and COO - Steven H. Spaeth, Area Manager, Gary Van Der Linden, Area Manager.*

*Standing, left to right: Paul J. Forrest, CFO - Milo E. Chelovitz, Area Manager - Chester A. Rusinek, Area Manager - Susan M. Jordan, Vice President Human Resources - Donald J. Kelly, Area Manager - Craig D. Norris, Area Manager - Ralph A. King, Area Manager - James J. Woodward, Vice President Natl. Project Support Group - Ronald Ezring, Area Manager.*

## AFFILIATED COMPANIES

The principal companies in which the group holds a minority interest:

\* Bossard Group (management consultants), in which the group holds a 49.8% stake, reporting 1990 revenue of FF 90.4 million.

\* CISI (professional services), in which the group holds a 36% stake, reporting 1990 revenue of FF 13.81 million.



# Motivated Men and Women

**T**echnical, commercial and economic performance, for which Cap Gemini Sogeti is widely recognized, is actually the sum of the accomplishments of the men and women who make up its work force. It is the skill, quality and motivation of these professionals which represent the group's greatest resource, its most precious asset.

On December 31, 1990, there were exactly 18,919 such professional men and women in the group, representing an increase of 40% in one year. Their educational background is impressive: as already noted, 82% of its technical staff are graduates of leading European and American universities. They are young, 33 being the average age for the group. As survivors of a rigorous recruitment process, they have satisfied stiff technical criteria. They are creative, imaginative and openminded. They have a taste for hard work and the ambition needed to pursue careers in an international company.

Their abilities combine a knowledge of basic IT techniques and specialization within a given industry sector or type of application.

For Cap Gemini Sogeti, a highly decentralized, multinational corporation, the emphasis has always been on respecting individual potential, and creating an environment conducive to the cross-fertilization of experiences.

The group has therefore expanded its resources for **recognizing and rewarding the abilities and achievements** of its people. These include:

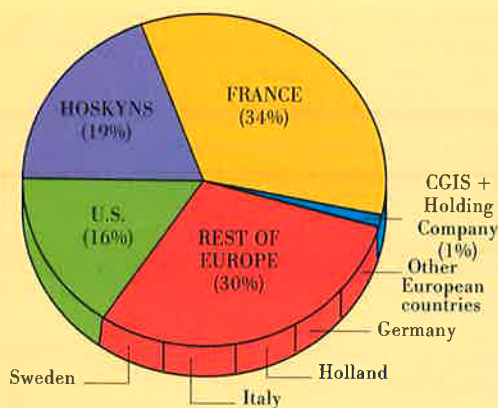
- technical publications (Systems Review, Cogitas Special Report, Expert, Cap Gemini Business, etc.), which keep all employees abreast of the most outstanding missions carried out groupwide;
- reference databases, which offer useful descriptions and information relative to these missions;
- “competence centers,” which provide the line managers with skills related to a given technique or application. These centers include the CIM software products support center (CSPP), the conversion centers (in Los Angeles, Munich, New York and Paris), the departments of CGIS, etc.

To encourage the **fertilization** of its individual and collective talents, the group has also initiated procedures and actions designed to:

- help the branches and project teams share their expertise and experience as often as possible;
- foster career development through training in new disciplines (communications, management, leadership, etc.), and reinforcing professional skills;
- generate geographic mobility and openness to change through a variety of projects, assignments and responsibilities;
- create a spirit of unity, a respect for common values and identification with a well-defined corporate culture.

To illustrate these concepts and practices the following are three examples of Cap Gemini Sogeti's recent initiatives in human resources management, aimed at helping its professionals — and ultimately

GEOGRAPHIC DISTRIBUTION OF THE WORK FORCES



its clients — reach their fullest potential. They are CGS University, the Experts Club and career development at Cap Sesa.

1. Launched in 1989, CGS University gives all group employees with current or anticipated management responsibilities access to an annually-updated catalogue of courses and seminars, for which they can register according to their specific needs. One example is "Manager Plus," a program attended by 300 participants during 1989-90. Its objectives were to:

- provide a forum for contacts, meetings and exchanges among managers from different national cultures, backgrounds and leadership experiences;
- develop management ability within a relevant context: i.e., managers learning to hone their skills through interaction with their peers;
- demonstrate the similarity of functions and problems from one country to another and the possibility of arriving at common solutions.

2. The Experts Club brings together the foremost specialists in the most critical fields to form multidiscipline teams serving the entire group. In the last two years, while the number of members has merely doubled, they have participated in three times as many missions and four times as many assignment days have been exchanged among the branches. The 128 Expert Club members hail from 11 European countries and have been selected according to very strict procedures. Their technical expertise represents 1,600 man-years and continues to expand: from trading room applications, to CIM, to neuron networks.

3. Career management at Cap Sesa depends first on a firm understanding of employee aspirations. While such understanding is in fact built into the structure of the group — which puts every branch manager in charge of his or her own staff — it is also enhanced by employee opinion surveys conducted at regular intervals. According to the results of a poll of Cap Sesa personnel in June, 1990, employees expressed primary concern with the kinds of assignments entrusted to them, their professional development and continued training. Some of Cap Sesa's responses to these expectations have included:

- the standardization of a personalized training plan in 1990. As part of a career evaluation interview, employees determine with their managers the types of training to be pursued over the next few years and a precise plan is drawn up for the year

## LIVING BETTER AT CAP SESA

In response to a survey conducted in June, 1990, 3,265 employees (or 58% of the people polled) expressed their feelings about their daily professional lives. Their explanations of why they joined the group (see breakdown below), how they get on there, what they like and improvements they think could be made, provided a wealth of information on "living better at Cap Sesa."

Justifying their decision to join Cap Sesa, the reasons most often cited by employees were:

Service business	44%
Leadership status	36%
Size of the company	35%
Dynamics of the company	32%
Potential for continued training	28%
International dimension	27%
Chance for a responsible position	26%
Diversity of occupations	25%
High-tech profile	23%
Branch structure	20%

ahead. These plans are then monitored and updated annually.

- the creation of "Cap Sesa Carrières" (Careers), inaugurated by the Human Resources Department of Cap Sesa to inform employees of the availability of diverse jobs and assignments within the group. Using the electronic mail system, a list of positions is distributed each week to all the French branches. Some recent examples include openings for project managers, branch and executive secretaries, technical managers and communications officers. During its first two months, about 40 jobs were proposed.





# Highlights of 1990

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**F**or Cap Gemini Sogeti, 1990 was not merely a list of statistics. A number of important events touched the life of the group and left their mark on those who participated in them. Some of these highlights are recalled here.

## January

**France:** In recognition of the first anniversary of the legal merger of Cap Gemini Sogeti and Sesa on January 1, 1989, 500 of the managers and executives of the new group gathered in Opio — in the hills above the French Riviera. The theme of this meeting: “Moving Ahead Together.” In working panels and direct polling sessions, the participants defined Cap Sesa’s objectives and directions in terms of management, business, and so on.

**Sweden:** Accept Data, which recently joined Cap Gemini Logic Finance, was awarded a contract valued at SEK 20 million (\$4 million) for the development of MAX, a front-office system for trading rooms on the Stockholm securities exchange.

## February

**France:** In preparation for the 1993 Single Market, the group decided to combine the commercial and technical support functions required by the operational companies under one banner. The new entity was dubbed Cap Gemini International Support.

**U.S.:** Cap Gemini America’s annual kick-off meeting was held in Fort Lauderdale, Florida. On the agenda: company strategy and the creation of a new function, the “MPS” (or Manager of Professional Staff), responsible for seeing to the professional and personal needs of CGA’s consultants.

## March

**Japan:** The automobile manufacturer, Mazda, selected ITMI — the Cap Sesa subsidiary specializing in computer vision — to work with them and their local teams on studying and designing a vision system aimed at producing a prototype for the “driverless car.” Several ITMI technicians were sent on assignment to Japan.

## April

**France:** Copernique, specialists in inventory hardware and software and data inquiry and transmission, joined Cap Sesa. This collaboration dates back to 1980, and the launching of the Electronic Directory project.

**Spain:** Group Europe’s 2<sup>nd</sup> “Technical Rencontres” were held in Palma de Majorca from April 26 to 29. The program included presentations on methodology, Expert Club results and international projects, and work groups on EDI, project auditing, etc.

## May

**Switzerland:** The Interlaken Rencontres, attended by 150 managers and professional staff, was the occasion to inaugurate a large quality program entitled “Quality is No Accident.”

## June

**Morocco:** Marrakesh was the site of the XVIIth CGS Rencontres. 550 managers from 16 countries took part in the event. Over a three-day period they worked on developing group strategy for the '90s. During the course of these discussions, linked to the theme “Building the Future Together,” Serge Kampf recalled the seven basic values of CGS: honesty, solidarity, freedom, daring, confidence, simplicity and... fun.

**France:** Cap Sesa signed a contract known as “ARTERE” with EDF (Electricity of France) to computerize the transmission and remote-control monitoring of electrical energy production throughout France. The development and deployment of this network (the largest in the world) will take place over an eight-year period.

**Germany:** Hamburg. CGIS organized the first European seminar for group managers devoted to image processing solutions.

## July

**Germany:** SCS (Scientific Control Systems), the German subsidiary of the British company SD-Scicon joined Cap Gemini Sogeti. SCS is a computer



services and consulting company specializing in systems integration, and active mainly in the defense and industrial sectors. With the combined work forces of Cap Gemini Sesa Deutschland and SCS, the group now has a staff of more than 1,000 technical professionals in Germany.

**U.K.:** Five days after the alliance with SCS, Hoskyns — one of the U.K.'s oldest and largest computer services companies — became a member of Cap Gemini Sogeti. Hoskyns' main lines of business are IT consultancy, systems integration and facilities management. It brings to the group its expertise and leadership position in the U.K. (and 3,500 employees).

## September

**Poland:** Cap Gemini Pandata, the group's Dutch subsidiary, signed an important DP training contract in Poland. During the first phase, training will be provided to about 20 managers from Polish companies and organizations. It will then be extended to 100 professionals recommended by these managers. The contract was the result of efforts by Cap Gemini Pandata Informatica Institute, and exchanges between the Dutch and Polish governments over a one-year period.

**The Netherlands:** The 2nd "Cap Gemini Pandata Cup" took place in IJsselmeer. Nineteen sailboats, manned exclusively by crews of Cap Gemini Pandata employees, took part. The success of this regata is prompting participation by other group companies in next year's event.

**U.K.:** Hoskyns' staff braved the autumn rain to provide the largest company entry for the *Sunday Times* "Fun Run" held in Hyde Park, London. Runners were raising money for The Autistic Society.

## October

**U.S.:** CGA signed a large Digital Signal Processing contract with a major telecommunications firm for a new DSP microchip. Targeted for the personal computer market, this microchip integrates voice, audio, graphics and modem functions on the PC motherboard. The contract includes the development of a compiler, simulator, assembler, linker, translator and other utilities.

**Belgium:** Signature of one of the largest contracts ever executed in Belgium (more than BF 120 million — \$ 4 million — over two years) for Interbrew,

the country's leading brewers. This fixed price contract, based on the SAP software package, was the result of strong collaboration between IBM and several Cap Gemini Europe subsidiaries.

## November

**Sweden:** For the Swedish customs service, Cap Gemini Logic developed a DP management system to process duty payments and company registrations, and a system for expediting export declarations. Until now, the only computerized customs applications were those for handling payment and personnel management.

**Luxembourg:** Cap Sesa Régions is developing the first European computerized wine production system for the Luxembourg Ministry of Agriculture and the European Economic Commission. Using a common set of standards, and as part of a firm EEC agricultural policy, the system is intended to handle all information relative to the wine producing industry in the member countries.

**Spain:** As a result of its development of a high-quality technical prototype, Cap Gemini Espana has been awarded a conversion contract valued at 660 million pesetas (\$ 7 million) with Caixa Catalunya. This contract, which will run until 1993, marks an important milestone in the growth of the company's business in Catalonia, just one year from the Barcelona Olympics.

## December

**The Netherlands:** Cap Gemini Pandata Finance and the Dutch consulting company Twijnstra Gudde have created a joining venture known as FinTechnology to develop financial DP systems for banks, brokerage houses and insurance companies. FinTechnology's first contract has been signed with the Nederlandse Middenstands Bank.

**Italy:** Cap Gemini Italia has signed a contract for 10 billion liras (\$ 9 million) with the Soviet Union for the development of a production control management system in four factories belonging to a "kombinat" (a centrally-situated industrial complex comprising several plants) which manufactures tile, brick and plumbing fixtures.

**U.S.S.R.:** Cap Gemini Suomi, the group's Finnish subsidiary, has installed an information system for a meat processing plant in Estonia. The contract was signed in collaboration with Valmet Automation Projects, a large industrial firm in Finland.



# Gemini Consulting

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Seated: James N. Kelly - Standing left: David Teiger - right: Dan Valentino

**I**n response to the growing market demand for management consulting services, Sogeti created a "Consulting Group" in 1990 that is structurally and professionally independent of Cap Gemini Sogeti. The new group is called Gemini Consulting.\*

Gemini Consulting already occupies a position of consequence and prestige in the management consulting industry. Its intent is to become *the* premier consulting practice in the world before the end of the decade.

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## The Gemini Consulting Approach

Gemini Consulting is a global management consulting company that works with large, complex companies to help them achieve true business transformation. Specialists in managing change, Gemini consultants represent the highest level of expertise in integrating and focusing the three key disciplines needed to help clients transform their business: strategy, value chain management and information technology. The integrated delivery of solutions in these three dimensions has been enthusiastically received by Gemini clients, who find that the seamlessness of this approach improves client shareholder value, market share and profitability more quickly and smoothly than they ever thought possible.

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\* Gemini Consulting was created by bringing together three leading consulting firms: the MAC Group, a foremost specialist in strategy formulation; United Research, a worldwide leader in managing change; and Gamma International, experts in organization and information systems.

Gemini people represent a wealth of complementary skills in the areas of strategy formulation and implementation, shareholder value creation, management of change, business process improvement, organization effectiveness, information systems strategy and the design and implementation of automated systems and applications. Gemini's team also brings experience and expertise in all functional areas of today's business. Examples of these areas include marketing and sales, organizational design and diagnosis, cost analysis and profit improvement, product development, engineering, manufacturing operations, customer service, logistics, finance, human resource development and information technology.

Whatever their field of expertise, Gemini people are skilled at working effectively together with client-consultant teams to quickly produce near-term, measurable results that create the foundation for the next generation of emerging strategies and shareholder value opportunities.

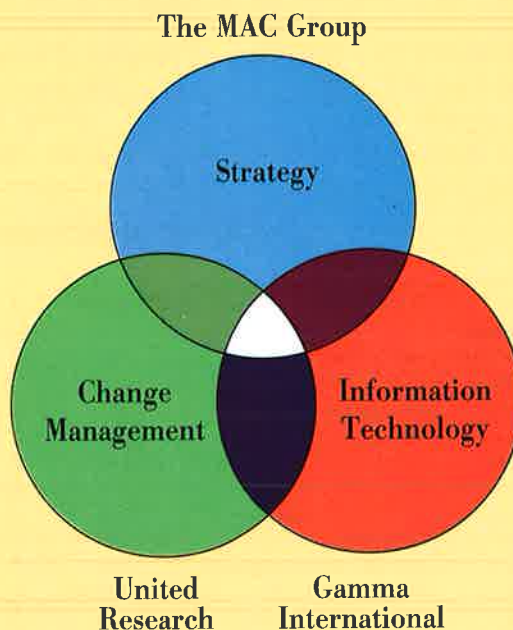
Gemini's depth of experience and knowledge is enhanced by its strong academic ties. With faculty affiliates that include many of the best professors from leading business schools everywhere, Gemini is the largest faculty-based consulting firm in the world.

## Sogeti and Consulting

Sogeti understands that the management consulting business is inherently a very different business from that of Cap Gemini Sogeti. The culture, organization and internal management procedures of Gemini Consulting are integral to and inseparable from the firm's ability to deliver the results its partner-clients expect in their global contest for customers, capital and talent. For this reason, Gemini Consulting is legally, organizationally and culturally separate from Cap Gemini Sogeti. There will, however, be clients whose best interests will be more effectively served by pooling the talents of Gemini Consulting and CGS. In those instances the two Sogeti units will work together closely. But the first priority will always be to protect the best interests of the clients of CGS and the clients of Gemini Consulting; only in this way is it possible to earn and sustain client trust.

Gemini Consulting has a professional staff of more than 800, and 1990 revenues of \$240 million.

### AN INTEGRATED CONSULTING APPROACH



It has offices on three continents: in North America (Cambridge, Massachusetts; Chicago; Morristown, New Jersey; and San Francisco), in Europe (Barcelona, Lisbon, London, Madrid, Milan, Munich, Paris and Rome), and in Asia (Tokyo). The plan is to use the resources of Sogeti to expand in other geographic areas. This geographic scope allows Gemini to serve its clients in the key arenas in which they operate.

Gemini's Executive Committee, which reflects this international dimension, is composed of:

- David Teiger (Chairman)
- James N. Kelly
- Daniel Valentino
- Serge Kampf
- Michel Jalabert



# Principal Locations

## Cap Gemini Sogeti Holding Company

**Corporate Headquarters: Grenoble**  
6 bd. Jean Pain B.P. 206  
38005 Grenoble Cedex  
Tel.: 33 76.44.82.01

**Financial Management: Lyon**  
190 rue Garibaldi  
69003 Lyon  
Tel.: 33 78.62.20.44

**General Management: Paris**  
Place de l'Etoile - 11 rue de Tilsitt  
75017 Paris  
Tel.: 33 (1) 47.54.50.00

## Other addresses in France

Paris	Cap Gemini Europe	76, Avenue Kléber 75784 Paris Cedex 16	33 (1) 47.54.52.00	Clermont-FD	Cap Sesa Régions	Parc Technologique Pardieu 10-12 Avenue Léonard de Vinci 63000 Clermont-Ferrand	33 73.27.44.88
	Cap Gemini International Support	same address	—	Grenoble	Apsis	61 Chemin du Vieux Chêne B.P. 177 - 38244 Meylan Cedex	33 76.90.42.90
	Cap Sesa	same address	—		Aptor	same address	33 76.90.20.03
	Université Cap Gemini Sogeti	26 Avenue Victor Hugo 75116 Paris	33 (1) 47.54.53.01		Cap Sesa Régions	Parc de Busserolles B.P. 76 30-32 Chemin du Vieux Chêne ZIRST - 38240 Meylan	33 76.90.01.02
	Cap Gemini Innovation	118 Rue de Tocqueville 75017 Paris	33 (1) 40.54.66.66		Cap Sesa Innovation	7 Chemin du Vieux Chêne 38243 Meylan	33 76.76.47.47
	Cap Sesa Conseil	92 Boulevard du Montparnasse 75682 Paris Cedex 14	33 (1) 42.79.52.00		ITMI	11 Chemin des Prés - ZIRST B.P. 87 - 38247 Meylan Cedex	33 76.90.33.81
	Cap Sesa Défense	30 Quai de Dion Bouton 92806 Puteaux Cedex	33 (1) 49.00.40.00		Sogeti	6 Boulevard Jean Pain B.P. 206 - 38005 Grenoble Cedex	33 76.44.82.01
	Cap Sesa Exploitation	5/7 Avenue de Bouvines 75544 Paris Cedex 11	33 (1) 40.24.10.10	Le Mans	Cap Sesa Régions	43 Rue Paul Ligneul 72000 Le Mans	33 43.28.11.23
	Cap Sesa Finance	26 Rue de la Pépinière 75008 Paris	33 (1) 42.93.22.00	Lille	Cap Sesa Exploitation	278 Avenue de la Marne 59700 Marcq-en-Barœul	33 20.45.99.18
	Cap Sesa Formation	Tour Mattei - 207 Rue de Bercy 75587 Paris Cedex 12	33 (1) 43.46.95.00		Cap Sesa Régions	280 Avenue de la Marne 59700 Marcq en Barœul	33 20.72.95.09
	Cap Sesa Industrie	86/90 Rue Thiers 92513 Boulogne-Billancourt Cedex	33 (1) 49.10.51.00		ITMI	26 Rue Jacques Prévert 59650 Villeneuve-d'Ancq	33 20.56.40.41
	Cap Sesa Institut	Tour Mattei - 207 Rue de Bercy 75587 Paris Cedex 12	33 (1) 43.46.95.00	Lyon	Cap Sesa Exploitation	13 Rue des Emeraudes 69006 Lyon	33 72.74.03.26
	Cap Sesa Maintenance	Tour Anjou 33 Quai de Dion Bouton 92814 Puteaux Cedex	33 (1) 47.62.72.00		Cap Sesa Régions	190 Rue Garibaldi B.P. 3166 - 69212 Lyon Cedex 03	33 78.62.20.41
	Cap Sesa Régions	92 Boulevard du Montparnasse 75682 Paris Cedex 14	33 (1) 43.20.13.81		CSPP	74 Bd du 11 Novembre 1918 69100 Villeurbanne	33 72.44.30.07
	Cap Sesa Sélection	Tour Mattei - 207 Rue de Bercy 75587 Paris Cedex 12	33 (1) 43.46.95.00		CSPME	other addresses	33 72.44.30.08
	Cap Sesa Telecom	30 Quai de Dion Bouton 92806 Puteaux Cedex	33 (1) 49.00.40.00	Marseille	Cap Sesa Régions	Les Bureaux Borely - Bât A 40 Avenue de Hambourg B.P. 332 13271 Marseille Cedex 08	33 91.25.11.00
	Cap Sesa Tertiaire	129 Rue de l'Université 75007 Paris	33 (1) 49.55.99.00	Metz	Cap Sesa Régions	Le Technopôle 2 Bât B8 - Rue Graham Bell 57000 Metz-Queuleu	33 87.37.11.23
	AD Consultants	264 Rue du Fg St Honoré 75008 Paris	33 (1) 47.54.58.58	Montpellier	Cap Sesa Régions	Immeuble Le Triangle Allée Jules Milhau 34000 Montpellier	33 67.92.20.17
	Copernique	6 Mail de l'Europe 78170 La Celle St-Cloud	33 (1) 30.82.50.00	Mulhouse	Cap Sesa Régions	14 Boulevard de l'Europe 68100 Mulhouse	33 89.45.10.60
	ITMI	92 Boulevard du Montparnasse 75682 Paris Cedex 14	33 (1) 42.79.52.44	Nancy	Cap Sesa Régions	25-29 Rue de Saurupt 54000 Nancy	33 83.51.43.96
	Logista	Tour Anjou 33 Quai de Dion Bouton 92814 Puteaux Cedex	33 (1) 47.76.21.40	Nantes	Cap Sesa Exploitation	Immeuble Salorges 2 - Esc B 3 Boulevard Salvador Allende 44000 Nantes	33 40.69.66.66
	SYSIF	CNIT, 2 place de la Défense B.P. 565 - 92053 Paris La Défense	33 (1) 47.74.73.26		Cap Sesa Régions	8-10 Rue d'Erlon - B.P. 1124 44015 Nantes Cedex 01	33 40.47.80.23
Ancey	Cap Sesa Régions	Gerco - 15 Avenue des Barattes 74000 Ancey	33 50.45.90.23	Nice	Cap Sesa Régions	Porte de l'Arenas - Entrée B 455 Promenade des Anglais 06200 Nice	33 93.21.01.41
Bordeaux	Cap Sesa Régions	Parc d'activité de Canteranne Bât. L. N3 - 33600 Pessac	33 56.46.70.00	Orléans	Cap Sesa Régions	12 Rue Emile Zola 45000 Orléans	33 38.53.86.50
Brest	Cap Sesa Régions	Centre d'affaires du Ponant 1 Rue des Nercides - 29200 Brest	33 98.41.45.44	Pau	Cap Sesa Régions	Centre Activa Boulevard Louis Sallenave 64000 Pau	33 59.84.12.23
Caen	Cap Sesa Régions	Immeuble le Péricecentre 4 Bât A - 147 Rue de la Délivrande 14000 Caen Cedex	33 31.94.51.20				

Reims	Cap Sesa Régions	Galerie des Sacres 18 Rue Tronsson Ducoudray 51100 Reims	33 26.47.38.38	Toulon	Cap Sesa Défense	Z.I. Bassaquet Nord, Imm. Burotel 83140 Six-Fours-les-Plages	33 94.63.71.71
Rennes	Cap Sesa Régions	Rue de la Rigourdière 35510 Cesson-Sévigné	33 99.83.85.85	Toulouse	Cap Sesa Exploitation	Burolines Bât 2, Zac de l'Aéroport 2 ter, Rue Marcel Doret 31324 Blagnac	33 61.30.48.30
	Cap Sesa Télécom	Zirst Rennes Atalante - B.P. 1809 5 Allée de la Croix des Hêtres 35018 Rennes Cedex	33 99.63.50.50		Cap Sesa Régions	Technopolis - 8 rue Mesplé B.P. 1155 31036 Toulouse Cedex	33 61.31.53.09
Rouen	Cap Sesa Régions	73 Rue Martainville 76000 Rouen	33 35.15.35.31		ITMI/AICO	L.I.V.E. - Innopole - Voie 5 B.P. 55 - 331324 Labège Cedex	33 61.39.28.29
Senlis	Cap Sesa Régions	17 Rue Léon Fautrat 60300 Senlis	33 44.60.06.71	Tours	Cap Sesa Régions	5 Place Jean-Jaurès 37000 Tours	33 47.20.67.67
Strasbourg	Cap Sesa Régions	20 Place des Halles Tour Europe - B.P. 29 67068 Strasbourg Cedex	33 88.75.37.00 88.75.37.10	Valence	Cap Sesa Régions	Le Métropole 2 10. 12 Rue du Parc 26000 Valence	33 75.42.56.19

## Other countries of Europe

### GERMANY

Bonn	Cap Gemini SCS Becom	Bonn Center (All 409) Am Bundeskanzlerplatz 5300 Bonn 1	49 (228) 210.064
Braunschweig	Cap Gemini SCS Industrie	Wolfenbütterlersstrasse 33 3300 Braunschweig	49 (531) 720.96
Dusseldorf	Cap Gemini SCS Holding	Emanuel-Leutze-St 4 4000 Dusseldorf 1	49 (211) 526.90
Eschborn	Hoskyns Group	Mergenthaler Allée 79/81 6326 Eschborn/TS	49 (61) 964.703.51
Frankfurt	Cap Gemini SCS Dienstleistungen	Am Salzhaus 4 6000 Frankfurt/M 1	49 (69) 290.071
	Cap Gemini SCS Industrie/Becom	Bockemheimer - Landstrasse 24 6000 Frankfurt/M 1	49 (69) 710.050
Hamburg	Cap Gemini SCS (Holding)	Oehleckerring 40 2000 Hamburg 62	49 (40) 531.030
	Cap Gemini SCS Becom/ Dienstleistungen/ Industrie	same addresses	49 (40) 531.030
	Cap Gemini SCS Dienstleistungen	New-York-Ring 6 2000 Hamburg 60	49 (40) 630.50.18
	Cap Gemini SCS Personalberatung	Grosse Bleichen 5 2000 Hamburg 36	49 (40) 354.771
Mulheim	Cap Gemini SCS Becom/Industrie	Brunshofstrasse 12 4330 Mulheim/A.D.R.	49 (208) 378.80
	Telecom/ Dienstleistungen		
München	Cap Gemini SCS Industrie	Hansastraße 24 8000 München 2	49 (89) 547.500
	Cap Gemini SCS Becom	Rüdesheimer Strasse 7 8000 München 21	49 (89) 570.060
	Cap Gemini Sogeti International Support	Ridderstrasse 37 A 8000 München 2	49 (89) 519.910
Nuremberg	Cap Gemini SCS Industrie/Becom	Staffelsteinerstrasse 3 8500 Nuremberg 90	49 (911) 348.25
Renningen	Technodata EDV Beratung	Dornierstrasse 6 D. 7253 Renningen (West)	49 (715) 916.360
Sindelfingen	Programm Standard	Otto-Hahn-Strasse 16 Maichingen 7032 Sindelfingen 6	49 (7031) 300.10
Stuttgart	Cap Gemini SCS Industrie	Zettachring 12 7000 Stuttgart 80	49 (711) 715.0053

### AUSTRIA

Vienna	Cap Gemini Austria	Kaiserstrasse 45 1070 Vienna 7	43 (1) 935.549
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### BELGIUM

Antwerp	Cap Gemini Sesa Belgium	Mechelsesteenweg 127/131 2018 Antwerp	32 (3) 218.77.52
Brussels	Cap Gemini Sesa Belgium	Boulevard de la Woluwe 2 1150 Brussels	32 (2) 770.00.53

### LUXEMBOURG

Luxembourg	Cap Gemini Sesa Belgium	Val Saint-André 28-30 1128 Luxembourg	32 (352) 441.087
	Cap Sesa Régions	1A Rue Christophe Plantin 2339 Luxembourg	32 (352) 484.243

### DENMARK

Glostrup	Cap Gemini Techno Logic	Produktionsvej 2 2600 Glostrup	45 (42) 944.444
Højbjerg	Cap Gemini Techno Logic	Stenvej 25 8270 Højbjerg	45 (86) 274.411
Kopenhagen	Sypro Copenhagen AS	Vad Vesterport 6 5th floor - 1612 Kopenhagen	45 (33) 155.888

### SPAIN

Barcelona	Cap Gemini España	Rambla De Catalunya 123 08008 Barcelona	34 (3) 415.3080
Madrid	Cap Gemini España	Vélasquez 140 28006 Madrid	34 (1) 261.3705

### FINLAND

Espoo	Cap Gemini Suomi	Itatuulenkuja 11a 02100 Espoo	358 (0) 455.3455
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### GREAT BRITAIN

Altrincham	CCS UK Ltd	2 Victoria Street Altrincham Cheshire WA 14 1ET	44 (61) 941.1922
Belfast	Hoskyns Insight	Bridgewood House Newforge Lane Belfast BT9 5NW	232 381464
Bracknell	Hoskyns CBT Ltd	Doncastle House Doncastle Road Bracknell Berks RG124PE	344 868600
Birmingham	Hoskyns Group PLC	Hoskyns Technology Park 1 Avenue Road, Aston House Birmingham B6 4DU	44 (21) 333.3536
	Hoskyns Group PLC	Unit 70, Gravelly Park Birmingham B24 8TQ	44 (21) 328.8200
Bournemouth	Hoskyns Group PLC	5 Kerley road Bournemouth BH2 5DZ Dorset	44 (202) 299.399
Glasgow	Hoskyns Insight	5 Woodlands Terrace Glasgow G3 6DD	44 (41) 333.9292
Greenford	Hoskyns Group PLC	23 Bristol road, Greenford Middx UB6 8UL	44 (81) 578.5571
London	Hoskyns Group PLC (head office)	Hoskyns House 130 Shaftesbury Avenue London W1V 7DN	44 (71) 434.2171
	Hoskyns Group PLC	Hoskyns Southbank 95 Wandsworth road Vauxhall Cross London SW8 2LX	44 (71) 735.0800
	Hoskyns Group PLC	4th floor - Glen house Stag Place - Victoria London SW1E 5AG	44 (71) 828.7878
	Hoskyns Group PLC	City House - 190 City road London EC1V 2QH	44 (71) 251.2128
Manchester	Hoskyns Group PLC	Unit 6, Parkway IV Longbridge Road Trafford Park Manchester M17 1SN	44 (61) 872.1621
Peterlee	Elfton Control Computer system Ltd	3 Winchester Drive South West Industrial Estate Peterlee Co Durham SR8 2RJ	44 (91) 518.0078

Richmond	Hoskyns Insight	Spencer house 23 Sheen Road Richmond Surrey TW10 6TP	44 (81) 940.8070
Sale	Hoskyns Group PLC	Hoskyns House 77-79 Cross Street Sale M33 1HF	44 (61) 969.3611
Winchester	Hoskyns GIS	Technology House Victoria Road Winchester SO237 DU Hants	44 (62) 844.188
Yiewsley	CGS UK Ltd	Gemini House 133, High Street Yiewsley - Mdx UB7 7QL	44 (895) 444.022
	CGIS UK	same address	

#### IRELAND

Dublin	CBT Systems	39/40 Upper Mount Street Dublin 2	353 (1) 611.811
	Insight Software Ltd	83 Lower Leeson street Dublin 2	353 (1) 613.266
	Vector Software Ltd	same address	353 (1) 619.056

#### ITALY

Genoa	Cap Gemini Sysdata	Via Cantore 62/12 16149 Gènes	39 (10) 417.107
Milan	Cap Gemini Italy	Via C. Lombroso 54 20137 Milano	39 (2) 542.31
	Cap Gemini Sysdata	A. Costa 31 20131 Milano	39 (2) 610.151
	SEA Informatica S.p.a.	Via Cassanese 224 Segrate/Milano	39 (2) 210.72.70
Rome	Cap Gemini Italy	Via Flaminia 872 00191 Roma	39 (6) 333.24.19
	Cap Gemini Sesa	Centro Direzionale Cinecitta 2 Via Vicenzo Lomaro 21 00173 Roma	39 (6) 722.961
	Cap Gemini Teleinformatica	same address	39 (6) 722.961
	Cap Gemini Sesa	Via Dei Beiro 00155 Roma	39 (6) 225.15.57
Turin	Cap Gemini AIC	Via O. Morgari 35 10125 Turin	39 (11) 669.09.33
	Cap Gemini Geda	Via San Pio V/30 bis 10125 Turin	39 (11) 650.82.82
	Sysdata S.p.a.	Corso Marconi 13 10125 Turin	39 (11) 650.46.65
	Artis	Corso Cairoli 8 10125 Turin	39 (11) 812.41.10

#### NORWAY

Bergen	Cap Gemini Data Logic	Vestre Strømkai 5 5008 Bergen	47 (5) 31.11.17
Fredrikstad	Cap Gemini Data Logic	K.C. Meldals vei 9 1600 Fredrikstad	47 (9) 34.08.99
Oslo	Cap Gemini Data Logic	Havnelageret-Langkaia 1 0150 Oslo 1	47 (2) 42.07.60
Skien	Cap Gemini Data Logic	Telemarksgate 8 3700 Skien	47 (3) 52.75.45
Stavanger	Cap Gemini Data Logic	Kirkebakken 10 4012 Stavanger	47 (4) 52.29.35
Tiller	Cap Gemini Data Logic	Trekanten Vestre Rosten 81 - 7075 Tiller	47 (7) 88.89.66
Tonsberg	Cap Gemini Data Logic	Havnegate 2 3100 Tonsberg	47 (33) 18.711

#### THE NETHERLANDS

Amstelveen	Hoskyns Group	Kantoorgebouw Zonnestein Van Heuven Goedhartlaan 935 1181 Ld Amstelveen	31 (20) 436.116
Amsterdam	Cap Gemini Pandata Industry	Paasheuvelweg 40 A 1105 BJ Amsterdam	31 (20) 564.3700
Groningen	Cap Gemini Pandata Télécom	Hereweg 95 D 9271 AA Groningen	31 (50) 272.070
Nieuwegein	Cap Gemini Pandata Public	Zoomstede 1 3431 HK Nieuwegein	31 (3402) 969.11
	Cap Gemini Pandata	Zoomstede 1 3431 HK Nieuwegein	31 (3402) 969.11
	Informatica Institute Hoskyns Group PLC	Buizerdlaan 2 - (Postbus 400) 3430 AK Nieuwegein	31 (3402) 419.44

Rijswijk	Cap Gemini International Support	Burg Elselaan 170 2288 BH Rijswijk	31 (70) 395.71.71
	Cap Gemini Pandata Industry	Burg Elselaan 170 2288 BH Rijswijk	31 (70) 395.71.73
	Cap Gemini Pandata Public/Télécom	Burg Elselaan 170 2288 BH Rijswijk	31 (70) 395.71.71
Utrecht	Cap Gemini Pandata (Holding)/Finance Télécom/ Informatica Institute	Admiraal Helfrichlaan 1 3527 KV Utrecht same address same address same address	31 (30) 929.211
Veldhoven	Cap Gemini Pandata Industry	Meierijweg 4 5503 HP Veldhoven	31 (40) 586.180
	Cap Gemini Trade Distribution & Transport	same address	31 (40) 586.180
Zwoole	Cap Gemini Pandata Industry	Dr Stoltweg 68 8025 AZ Zwolle	31 (38) 286.400
	Cap Gemini Pandata Public	même adresse	31 (38) 286.400

#### SWEDEN

Arboga	Sypro	Paradisgränd 6 Box 8 73221 Arboga	46 (589) 128.10
Borlänge	Cap Gemini Logic	Borgnasvagen 46 - Box 1281 78123 Borlänge	46 (243) 851.85
Eskilstuna	Cap Gemini Logic	Rademachergatan 17 S. 63220 Eskilstuna	46 (16) 120.030
Göteborg	Cap Gemini Logic Industri Sypro	FO Petersons gatan 32 421 31 Västra Frölunda Lergökgatan 4 - Box 220 421 23 Västra Frölunda	46 (31) 450.340 46 (31) 496.940
Jönköping	Cap Gemini Logic	Oxtorgsgatan 3 55317 Jönköping	46 (36) 190.840
Karlstad	Cap Gemini Logic	Köpmannagatan 2 65226 Karlstad	46 (54) 115.530
Kista	Cap Gemini Logic Techno	Danmarksgatan 46 S. 16493 Kista	46 (8) 750.74.50
Linköping	Cap Gemini Logic Industry	Agatan 39 S. 58222 Linköping	46 (13) 114.220
Lund	Sypro	Forskarbyn Ideon 22370 Lund	46 (46) 168.540
Malmö	Cap Gemini Logic Finans	Stora Nygatan 63 S. 21137 Malmö	46 (40) 772.10
Orebro	Cap Gemini Logic	Törngatan 6, 1 TR 70363 Örebro	46 (19) 105.595
Stockholm	Cap Gemini Logic (Holding)	Sveavägen 28-30 11134 Stockholm	46 (8) 700.2200
	Cap Gemini Logic Accept Data	Linnegatan 9/11 10244 Stockholm	46 (8) 666.2500
	Cap Gemini Logic Finans	Floragatan 1, Box 5177 10244 Stockholm	46 (8) 666.2500
	Cap Gemini Logic Industri Logic Service	Kungsgatan 34 11135 Stockholm	46 (8) 700.2200
	Cap Gemini Logic Techno	Monitor-Hälsingegatan 46 11323 Stockholm	46 (8) 300.710
	Sypro AB/ Sypro ADS	Arenavägen 41, Box 10 008	46 (8) 600.5050
	Syprocon ADB Konsult AB	121 26 Stockholm-Clohen (DAF)	600.3216
Sundsvall	Cap Gemini Logic Service	Storgatan 10 85230 Sundsvall	46 (60) 125.540
Umea	Cap Gemini Logic	Noollandsgatan 7 90248 Umea	46 (90) 125.530
Västerås	Cap Gemini Logic Sypro	Sigurdsgatan 9 72130 Västerås Kopparbergsvägen 17 Box 226 Västerås	46 (21) 303.090 46 (21) 137.265

#### SWITZERLAND

Basel	Cap Gemini Suisse	Grosspeterstrasse 23 4052 Basel	41 (61) 313.30.20
Bern	Cap Gemini Suisse	Koenizstrasse 74 3008 Bern	41 (31) 46.01.31
Brugg	Sypro System Development AG	Habsburgerstrasse 64 5200 Brugg	41 (56) 42.42.76







Claude Gaveau's land and seascapes, figurative works (nudes and couples) and floral bouquets are a celebration of life. The chromatic richness, elegant design, warm and sensual palette and sculptural composition of these canvasses endow them with a magnetic voluptuousness which bears witness to the artist's enchantment with his visual universe.

Born in Paris at the outbreak of World War II, Claude Gaveau belongs in the figurative line of French classicism, as expressed in his diverse œuvre (paintings, drawings, gouaches, lithographs and tapestries).

The reproductions of these works — apart from those belonging to the company — have been kindly made available by the Wally Findlay Gallery (2 Avenue Matignon, 48 Avenue Gabriel, 75008 Paris). The selection appearing in these pages was made by Cap Gemini Sogeti.



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