Annual Report 1993

CAP GEMINI SOGETI
EXPERTISE IN INFORMATION TECHNOLOGY

Annual Report
Cap Gemini Sogeti
1993

International Edition

Cap Gemini Sogeti 1993 financial results:
booklet under back-cover flap.
Cover: "Genesis" by Jean-Pierre Rives

CAP GEMINI SOGETI

Letter from the Chief Executive Officer

How is it that at the end of the two most difficult years Cap Gemini Sogeti has ever known, at the very moment when it is announcing negative net income for the second year in a row, how is that everyone here has the feeling that the group is in better shape now than it was, say, in 1989, when it was breaking all its own records for profitability?

A company is a strange beast, hard to describe, harder still to understand. Often, simply for lack of time, we caricature it by looking no further than the balance sheet and the income statement. Yet however accurate these reflections of reality, they are **reflections only**; neither provides a true picture.

Of course, a company's first mission is to create wealth. But there are times when the greatest wealth you can possess is security, or sometimes just the ability to survive. Goals and priorities change according to circumstances. Who doesn't remember criticizing the coffee served on a routine flight one day, and another day wanting to hug the pilot for landing the plane safely after a perilous trip in stormy weather? The upheavals the group has just been through — at a time of turbulence created by the combined effects of the economic crisis and the information technology crisis — have left it badly shaken. But it is still there, alive, solid, nearly serene, and probably richer than it has ever been.

A company's wealth is not only its resources or its financial performance. It is also its culture, its know-how, the density and quality of its sales network, its production capability, the efficiency of its organization and management, the motivation of its employees, the strength of its shareholding, the confidence of its clients and partners. And I believe I can state that on all these fronts we feel better, or in a better position, than we did five years ago, or even last year at the same time:

• Our culture — founded on a spirit of conquest, controlled ambition, total respect for our customers and our competitors, a complete rejection of any unethical or unlawful business or social practices — belongs as much to newer members of the group as it does to the "veterans." All that was needed was to replace the credo of independence, successfully sustained for a quarter of a century, with a **culture of interdependence** — a necessary occurrence if a group located in 15 countries and speaking 12 different languages were to become a real transnational corporation.

• Our know-how, focused for many years on the design and development of customized software solutions, has been expanded and redirected towards offerings and technologies which meet current and foreseeable market demands. These include systems integration (heterogeneous hardware and software products, whether or not enhanced with tailor-made software), information systems management (legacy and distributed systems, including applications management), client/server systems, rapid application development (modelling, prototyping, object-oriented techniques), and the list goes on.

• Currently located in 120 European cities,* Cap Gemini Sogeti probably has the most tightly meshed commercial network of any IT services company. Each of its seven Strategic Business Areas (SBAs), in addition to its geographic mission, now has **worldwide** responsibility for an industry sector. The sales forces have been regrouped into Market Development Units (MDUs) specialized by type of market or offering. This constitutes a real revolution within the group where, up to now, the local or regional manager was responsible for both sales and delivery.

• Delivery resources have been greatly transformed and strengthened by the more widespread use of our **PERFORM** methodology, by the realignment of technical expertise into specialized "skill centers," and by the implementation of a total quality program. Common to the whole group, this program ensures better project evaluation, consistent production standards and tighter control of costs and delivery times.

• Cap Gemini Sogeti's management team has been reinforced with the arrival of Geoff Unwin, Pierre Hessler and Paul Hermelin, and their assignment to key positions. The appointment of a Chief Operating Officer (COO) introduces a clear delineation between operations and central functions. CGS University has doubled its enrollment capacity and actively contributed to the cultural change associated with the Genesis program. The new, more transnational, group organization is a highly beneficial replacement for those three former "bastions": France, Europe and the United States.

• Employee and manager motivation at the beginning of 1994 is stronger than it has been for several years. IT professionals are now aware that the new rules of the market require that they master many

* and in more than 30 cities in the U.S.

different kinds of expertise, not rely solely on their IT skills. Everyone has made serious personal investments in training. And while everyone is convinced that there is still a lot to do, everyone also knows that the hardest part is over and that the benefits expected from the efforts put forth over the past two years are gradually going to appear.

• The group's shareholding was considerably strengthened when Europe's largest industrial corporation took a stake in the capital of Sogeti in July 1991. It could be strengthened even further by the arrival of a second strategic partner, actively being sought by the parties involved (Daimler-Benz, C.G.I.P. and the managers) in a spirit of harmony and under no excessive time pressure.

• Cap Gemini Sogeti's partners — its customers, suppliers, bankers, as well as the companies with which it has formed alliances — have all confirmed and renewed their confidence in the group's

capacity for adaptation, rejuvenation and risk management.

Someday, someone might well write a history of the group, putting special emphasis on the past few years, the risks it has taken, the energy it has devoted — and is still devoting — to its transformation. With the benefit of hindsight, this period will emerge as a critical stage in the life of Cap Gemini Sogeti, a stage marked by profound structural, physiological and psychological changes which will have led to a real metamorphosis, turning a collection of national companies into a **real transnational corporation.** The intention here is not to disavow what we were, but to recognize that the time had come to change and that we did it. Perhaps a little reluctantly, at hardly the most propitious of times or in the most favorable of climates, but **we did it**. And it was hard. But we feel certain that our courage and our efforts — surely not to be halted now — will be rewarded.

Fully in line with the strategy it adopted in Marrakesh in 1990 for the last decade of the century, Cap Gemini Sogeti will be moving forward again. Once more worthy of its ambitions, repositioned in more value-added markets, motivated by the immense range of opportunities opening up in a world where software will surely play a key role, supported now by Gemini Consulting on its left and debis Systemhaus on its right,* the group will return to its long tradition of profitability, drawing the greatest possible benefit — for its clients, its employees and its shareholders — from the incredible technological waves of change which will continue to break over this industry for years to come.

No, the story is by no means over.
On the contrary, I believe it is beginning all over again.

Grenoble, April 10, 1994

Serge Kampf

Andries Beeftink • Stilleven II • 1983

Airbus Cabins Designed by Computer

In June, Airbus Industrie took delivery of CC-CAD (Cabin Configuration - Computer-Aided Design), its groundbreaking knowledge-based system, which automates the design of Airbus cabins while taking account of the various constraints affecting airlines. This system "captures" the expertise of top cabin designers and uses it to produce optimal configurations.

The CC-CAD system developed by the group follows exactly the approach taken by a designer, seeking optimal use of cabin space while respecting international safety regulations, the limits imposed by the manufacture of the airplane and customer requirements, which vary from one airline to another. The first stage is the definition by the airline of its requirements in terms of the number of seats and the level of comfort for each class, plus storage space, kitchens, toilets, meal trolleys, flight crew seating, etc.

Next, the CC-CAD system, which is already operational on the whole Airbus range (A300, A310, A320, A321, A330, A340), automatically lays out all these elements and generates an optimal cabin configuration plan, which is completely compliant with all relevant technical and regulatory requirements. It takes only 20 to 45 minutes to achieve this, depending on the model of airplane and the complexity of the plan. In other words, it is four times faster and less risk-prone than the usual process of manual design and verification using a graphical workstation.

Speaking with One Voice

On September 8, the outside world, and more especially the group's clients, was given its first glimpse of the changes that had taken place since the launch of the Genesis program. Throughout the world on the same day and at the same time – almost – several thousand people were invited to events ranging from presentations to cocktail parties, concerts, plays... whatever suited local tastes and culture. This was the occasion for spokespeople to introduce and explain the group's newly-adopted mission statement.

A "Windows" Solution Center

In 1992, Cap Programator signed an agreement with Microsoft covering the development of Windows solutions. This was followed in 1993 by the opening of a demonstration center in Sweden and the transfer of several Cap Programator consultants on a six-month special assignment to Microsoft's U.K. operation, at the completion of which they were accredited "Microsoft Consulting Associates."

Process Control

Agreement

Supporting Akzo Nobel's Success

Akzo Nobel, the Netherlands' leading chemical company, has chosen the group as its worldwide preferred IT partner for SAP implementations. This highly-successful company, which is currently pusuing an ambitious international program, put several service providers to the test in its search for a partner with the right skills and a proven ability to manage international operations. Specifically, this agreement provides for a cooperative approach to the use of SAP, Akzo Nobel's chosen software product. Joint centers of SAP expertise have been set up to manage an implementation program.

Total Risk Management

Supervision of complex systems in high-risk environments is an extremely demanding task. The price of failure can be measured in human lives, lost production, damaged equipment or pollution. Cap Gemini Sogeti has been contracted by Total's refinery in Normandy, France, to develop Grade, a Risk Management and Decision Support system. Grade is based on Formentor, which is considered to be the state of the art in high-risk process management technology. The Formentor tools and approach were developed by a European consortium — led by Cap Gemini Sogeti — which includes experts in artificial intelligence, real-time systems and industrial safety. This project reflects the refinery's commitment to achieving ever higher levels of safety through innovative approaches to process control. The benefits of Grade will be seen in areas such as quality, safety and the environment.

Ticketing

Alliance

A Strategic Alliance

The group has signed a strategic alliance with qad.inc, producer of the acclaimed MFG/PRO enterprise resource management product. Speaking at the signing in Paris, qad's European General Manager Hans Spruit noted that "Cap Gemini Sogeti has strong product skills and a transnational approach that maps perfectly onto our own international strategy."

Hans Spruit (right), European Regional Manager of qad.inc, and Cap Gemini Sogeti Group Vice President Philippe Gluntz (left) sign the strategic alliance agreement in Paris.

A Box Office Success

Last May, La Caixa, Spain's largest (and Europe's second largest) savings bank, unveiled a self-service ticketing system implemented by Cap Gemini España. It will support promoters of Barcelona's main cultural and sporting events using La Caixa's "new generation" Automatic Teller Machine network, which has been designed to provide a whole range of added-value services. In 1994, Cap Gemini España will be extending the services provided by this system.

Research

Staying Cool in a Crisis

Cap Gemini Sogeti was named prime contractor on MEMbrain (short for Management of Major Emergencies), a Eureka project that will coordinate disaster and emergency procedures in seven European countries. MEMbrain will provide software-based resource and evacuation management procedures for handling national emergencies – whether of natural or technological origin. The program is expected to be fully operational throughout Europe by 1998. In assuming supervision of this project, Cap Gemini Sogeti has been in contact with a number of European associations directly involved in various aspects of crisis management: environmental pollution, technological risk, and earthquake and fire emergencies.

MEMbrain will integrate existing tools – simulators, cartographic applications, decision systems, etc. – on a single multimedia software platform using clearly defined European standards. It has already come to the rescue in a number of cases such as transporting dangerous cargo in France, earthquakes in Portugal and nuclear emergencies in Norway.

Service

It Never Rains But It Pours

Cap Gemini Sogeti has been helping businesses to stay afloat in spite of heavy flooding in the Netherlands and the U.S.

When serious flooding hit the Netherlands, Cap Volmac came to the rescue of the business community. To assist the Chamber of Commerce in the south of the country to manage the overwhelming number of requests for help, Cap Volmac developed — free of charge — a registration administration system and provided consulting services.

In the U.S. in July, the Des Moines Branch of Cap Gemini America came to the aid of clients affected by floods. Consultants helped to move equipment and set up an emergency office site. The branch also donated laptops, PCs and mobile phones, and made branch office space available. Staff helped local people and businesses to clean up after the floods.

Des Moines Branch Manager Steve Tommingo removing a mud-stained refrigerator from a community member's home.

Logistics

State-of-the-art Logistics

The recent reductions in defense expenditure across Europe have increased the importance of logistics support in optimizing the use of existing equipment and resources. Hoskyns has been contracted to build a Logistics Support System for the Royal Navy's Fleet Air Arm, the first fighting unit in the U.K. armed forces to have embarked on a logistics analysis program. The new system is designed to improve aircraft availability and reduce support costs.

One of the Fleet Air Arm's Sea King helicopters

Benefit Payments in the Netherlands

Dutch social insurance bank SVB (Soziale Verzekering Bank) has contracted Cap Volmac to modernize its information systems used to administer more than Fl 43bn in pensions and sickness benefits.

Connecting the CSCE

Cap Gemini Sogeti has been named as prime contractor for the extension of the international communications network of the Conference on Security and Cooperation in Europe (CSCE) to seven former member countries of the Soviet Union (Armenia, Byelorussia, Georgia, Kazakhstan, Moldavia, Ukraine and Uzbekistan). This network, which has been operational since November 1991, enables the organization's member countries to exchange information with respect to treaties covering matters such as security, arms control and human rights.

The group acted as international prime contractor for the initial network and it has now been contracted (via its Dutch operating company, Cap Volmac) as systems integrator for this extension and to train end users. It will also provide technical support and service desk support, coordinated by the Dutch ministry of foreign affairs in The Hague.

Multimedia

Vogue: the Multimedia Travel Agency Workstation of the Future

When Intel was looking for a way to demonstrate the power of its new Pentium chip, it asked Cap Gemini Sogeti's multimedia and data integration specialists to develop a prototype professional multimedia application.

The result is Vogue, a unique glimpse into the way multimedia tools are set to change the face of many working environments. Vogue is an easy-to-use travel agency sales tool which incorporates many of today's most promising new technologies, including voice recognition.

Just by speaking into a microphone the travel agent can build up a detailed itinerary for the customer. Sound, text and both still and moving images can be called up to illustrate possible travel destinations. A logical approach to task structuring ensures that none of the client's needs are neglected. Vogue even includes a user-friendly video editor enabling the travel agent to produce a customized sales video.

Travel agents currently spend more than 60% of their time looking for information from a variety of sources. This new system provides ready access to a great volume of information, leaving the travel agent more time to deal with customers.

Vogue was presented at a number of international events in 1993, including the Comdex show in Las Vegas in November where it was seen by a number of Intel's customers.

Agriculture

Alis Goes to Egypt

Cap Gemini Sogeti designed Alis (for Agricultural Land Information System), a satellite data analysis tool that will support agricultural management in Egypt. For this economic development project, the group adapted its highly successful Multiscope software, which has been in service for some five years with the French space agency, the CNES.

Alis is now being used to build up a precise picture of agricultural resources, which will facilitate their administration and support Egypt's attempts to cope with the phenomenal demographic explosion that it is currently experiencing. It has been installed at the Egyptian ministry of agriculture's Soil and Water Research Institute in Cairo.

Egypt seen by Alis.
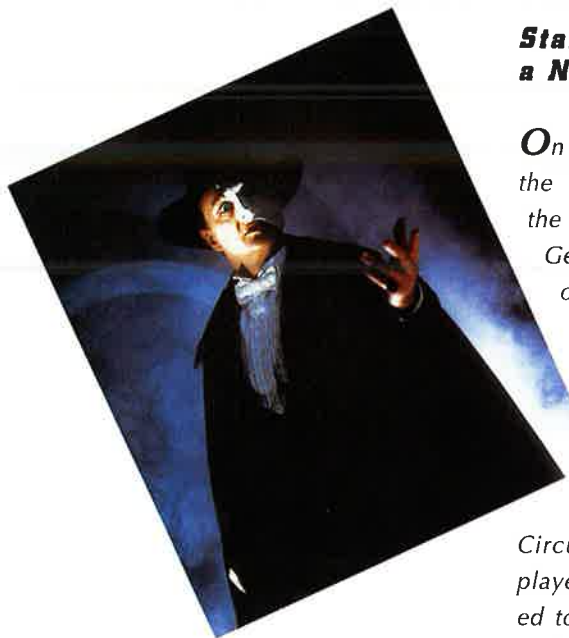
Standing Room Only for a New Company

On September 10, Cap Volmac, the new company formed from the April 1993 merger of Cap Gemini Pandata and Volmac, organized a gala performance of the long-running hit musical "Phantom of the Opera."

Newly restored and enlarged especially for this production, the old Circus Theater in The Hague played host to 750 people, invited to "listen to the music of the night" as they bid welcome to this new force in the Dutch marketplace. A repeat performance was scheduled for November 12.

France's Electronic Directory Looks to the Future

In 1982, France Telecom launched the Minitel, the world's most innovative public videotex system, and contracted Cap Sesa to develop the automatic electronic directory software. Now, ten years on, the system is approaching saturation, and Cap Sesa has been given the task of developing the IT architecture for the 2nd generation inquiry centers that will take it into the next century. These inquiry centers will be able to handle 1000 simultaneous calls (compared to 300 at present). This platform, designed in partnership with Bull, provides great flexibility of configuration and outstanding operational capacity. The first of the new generation automated inquiry centers will be operational in mid-1994. Complete migration of the network will be achieved without disruption to customers.

FM for Woolworths

U.K. retail giant Woolworths has awarded the group a three-year Facilities Management contract. The terms of this agreement include management of Woolworths' IBM mainframe computer system, based in Rochdale in the U.K. This mainframe runs finance, distribution and sales analysis systems.

Hoskyns Breaks New Ground

Hoskyns has taken over full operational control of the U.K.'s Ministry of Defense's Operations West Data Center. This contract, which will run for five years, is the first major computer services contract to be awarded under the U.K. government's new "market testing" policy, which lays down stringent new requirements for the selection of IT service providers.

Eurotunnel Gets Shipshape

"Le Shuttle" in the tunnel

As Eurotunnel's Directeur du Service Informatique, David Pointon has responsibility for IT operations covering several countries, languages and commercial environments. He is convinced that "The transnational capabilities of the CGS group have greatly contributed to our successes in establishing the flexible systems needed to position Eurotunnel for commercial operation."

The story of the group's partnership with Eurotunnel began in 1988, when Hoskyns, its U.K. subsidiary, installed a computing infrastructure to meet Eurotunnel's needs during the construction of the tunnel. The project put PC computing power onto the desks of several hundred users at various locations in the U.K. and France and gave them access to centrally-hosted office and business applications.

More recently, Hoskyns and Cap Sesa have been helping Eurotunnel to specify and implement many of the international systems needed to support the tunnel's commercial operations from 1994 onwards.

Cars boarding a tourist shuttle

Matra Cap Systèmes Develops Eagle Vision

The U.S. Air Force (Electronic Systems Center) has awarded a contract to Matra Cap Systèmes to build a mobile ground station, known as Eagle Vision, for the reception and processing of Spot satellite imagery data. It will provide a near real-time imaging capability under battlefield commander control for use in mission planning and rehearsal, topographic evaluation and intelligence analysis systems. Spot satellite imagery was used successfully by the United States Air Forces Europe (USAFE) to plan and conduct air operations in Desert Storm. Similar imagery has recently been used to plan humanitarian relief efforts in Bosnia.

Supporting Change in ITV

The Time Exchange Broadcast Services has awarded the group a substantial Applications Management and Facilities Management contract to support its ITV (U.K. independent television) airtime sales business. Under this agreement, Hoskyns is providing AM for both ADage, a television airtime trading system developed in 1989 by Granada and Hoskyns, and for FMS, the financial management system used for airtime sales accounting. The Time Exchange is a new company jointly owned by Granada TV and Scottish Television.

Jean-Pierre Rives • à un ami

Cap Gemini Sogeti is in the front rank of information technology (IT) service providers both in Europe as a whole and in each of its principal markets: the Benelux, France, Germany, Scandinavia, the United Kingdom and Eire. This combines with a strong presence in the United States to give the group the unique international and local coverage that enables it to compete in today's intense global marketplace.

For more than 25 years, Cap Gemini Sogeti has been supporting major companies and public sector agencies, acting as adviser, prime contractor, manager or integrator for the most complex IT projects. Whatever its role, the group's aim is the same: to help its clients to achieve their strategic objectives through controlled use of information technology.

In addition to its solid national operations, the group has put in place a transnational organization and set certain priorities: to break down borders, increase sales effectiveness, tighten internal cohesion, leverage expertise, etc. These new processes enable clients to reuse — faster and more systematically than before — know-how, methods, software platforms, and solutions developed elsewhere.

Furthermore, the Genesis transformation program has equipped Cap Gemini Sogeti to provide its clients with teams of sector specialists, a consistent service offering, recognized technological expertise, a service-oriented structure and cooperation with Gemini Consulting — the other subsidiary of parent company, Sogeti — which, in three years, has emerged as one of the world's foremost management consulting firms.

Jean-Pierre Rivès • Blue Wave

Sector Specialization

To enable strategic priorities to drive technology choices, Cap Gemini Sogeti speaks the language of each client's business. In order to achieve maximum benefit from the business expertise that it has accumulated from innumerable projects, the group has set up networks of expertise to serve a number of key industry sectors: oil and gas, financial services, telecommunications operators, etc. (see following pages). These networks, which link account directors and expert consultants in 15 countries, coordinate sales and delivery for the whole Cap Gemini Sogeti Group in each of these industry sectors.

Using their experience, these specialists identify the marketing strategies, information needs and key issues for their sectors. They then pinpoint the group's competitive assets (expertise, references, solu-

tions, etc.) and develop service offerings that meet users' needs. They achieve this by identifying recurrent situations that provide an opportunity to reuse one or more of the group's skills. They identify best practices, develop the solution and communicate it to the rest of the group. For example, the group's Swedish electrical utility specialists have developed a service offering to help the industry achieve effective billing and customer information systems.

The success of the sector approach can be seen in the fact that it is transforming previously localized and diverse ways of working. Genesis has brought new ways of selling, of communicating, of managing projects and of sharing the expertise that pervades the group. The result is an open, wide-ranging dialogue with clients and their users — a dialogue that is their best guarantee that IT will live up to their expectations.

Oil and Gas

For some time, the oil and gas industry has been actively working to overcome its reliance on systems running on diverse and incompatible IT platforms. It has been estimated, for example, that an oil company's geologists can spend up to 80% of their time "chasing data" between applications running on incompatible hardware. Consequently, it is now recognized that improved productivity requires a shift to open systems. The industry organization leading this initiative is the Petrotechnical Open Software Corporation (POSC), which has named the group as its first strategic business partner. Explaining why Cap Gemini Sogeti had been chosen to help POSC achieve its goal of an industry-standard, open systems software integration platform for E&P (exploration
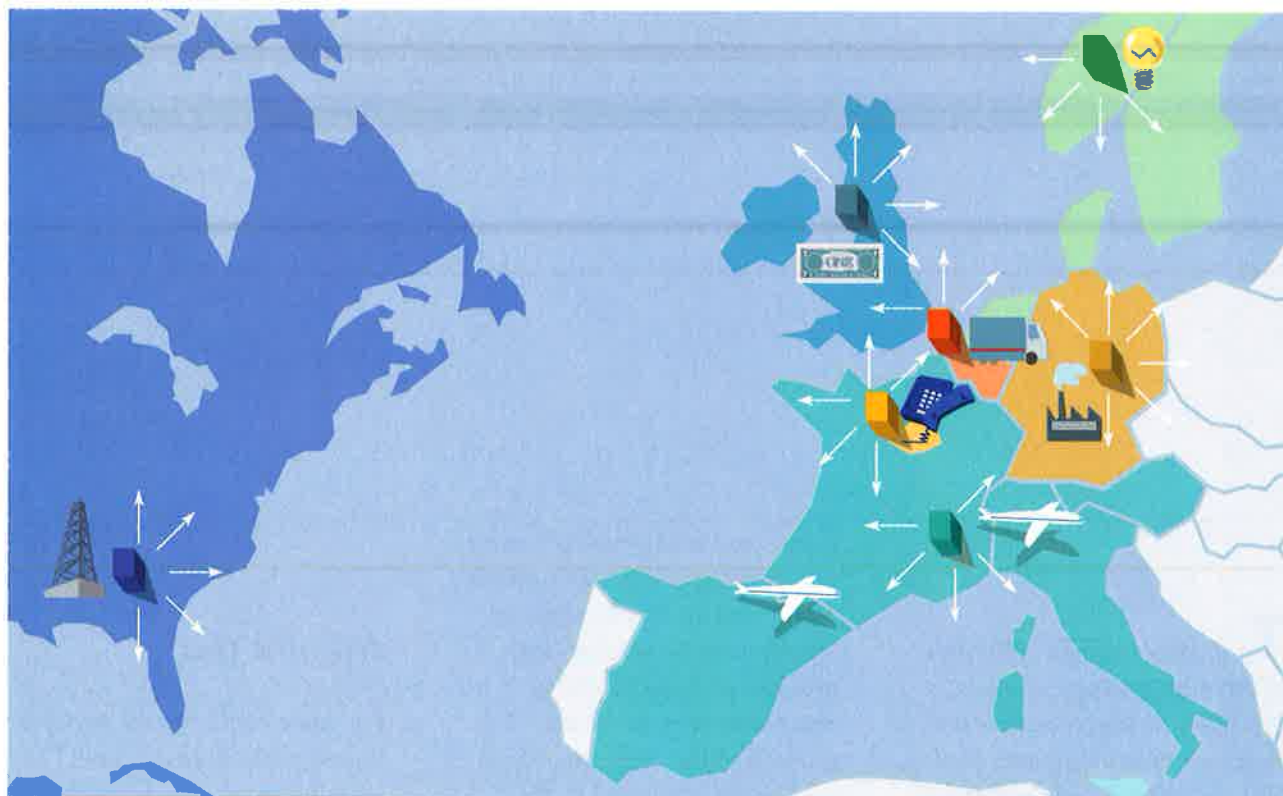
The worldwide sector responsibilities within the Cap Gemini Sogeti Group are as follows:

SBA 1:	United States	- Oil and Gas
SBA 2:	United Kingdom and Eire	- Financial Services
SBA 3:	Nordic countries	- Utilities
SBA 4:	The Benelux	- Retail, Distribution and Transport
SBA 5:	Germany	- Automotive Industry
SBA 6:	Paris region	- Telecommunications Operators
SBA 7:	France regions, Italy Spain, Switzerland, Austria	- Aerospace

and production) technical applications, the Chairman of the Board observed that, "CGS fulfills all of the criteria to be the first POSC partner. It is a well-established international organization with a European headquarters, which does not have a vested interest in oil and gas software sales and possesses the desired skill set."

This degree of involvement with major industry trends pre-

pared the ground for some extremely important signings in 1993, such as a cooperation agreement with Canadian software specialist Kurtz & Steel, developer of the YORVIK work management applications. Under the terms of this agreement the group's U.S. operating company, Cap Gemini America, will help Kurtz & Steel with its worldwide software implementation, as well as providing an implementation and training center in Houston, Texas.

Moreover, the recent "outsourcing" agreement with Total Petroleum Inc. illustrates the group's ability to blend the sector know-how of one country with the IT expertise of another. Under this contract, Cap Gemini America is now supporting all of Total's software applications, including payroll and administration, crude oil product supply and all gas station retail activities.

Financial Services

In the face of deregulation and increased competition, insurance companies must create, manage, sell — and even in some cases withdraw — a wide variety of products. Insurers are thus looking to information technology to help them launch these new products — often the result of high-level expertise — and make them available throughout their sales networks. They are helped by recent advances in software development methods which have made it possible to "capture" many of the features required by specific business sectors. This is part of a trend which, over time, is likely to see the emergence of software development tools able to generate basic application software using business-specific expertise that has been modelled and stored.
Currently, attention is focusing on the use of "reference models" which are formal representations of the IT requirements of specific business sectors or even individual companies. Reference models

enable companies not only to refine their understanding of their IT needs but also to develop their applications quickly while ensuring a close "fit" with the needs of the business.
An example of this approach has been provided by one of the group's Dutch financial services teams, which developed ICIS (for Insurance Company Information System), a reference model for insurance companies. debis Systemhaus, the group's German partner, has recently sold ICIS to one of Germany's leading insurers. This client is now using ICIS for rapid development of all of its vehicle and life insurance applications. ICIS uses a multilingual insurance lexicon based on Cap Volmac's automatic translation package known as Lingware.

A Dedicated Service for Multinationals

Multinational companies, even more than other clients, need their service provider to be able to act both globally and locally. This is why the group has for some time had a sales force devoted to serving major international corporations. Each has a single point of contact in the form of a dedicated International Account Director (IAD) who reports directly to a Group Vice President. The IAD's role is to maintain high level contacts throughout the client's organization, to present the various services offered by the group, to spot problems and opportunities as they arise, to lead sales negotiations and to coordinate the units working at various client locations throughout the world.

Telecommunications Operators

Information technology plays a vital strategic role for telecommunications operators in areas as diverse as personalizing customer services, supervising traffic, maximizing network performance or managing cellular telephone or "intelligent" network services. Given its expertise in the sector — acquired through a number of major projects, of which the best-known is France's electronic directory — Cap Gemini Sogeti is able to provide telecommunications operators with high value-added solutions.

Reuse for reactivity

France Telecom Mobiles Data has contracted the group to implement a new service management and billing system for Mobipac, France Telecom's first mobile data transmission service. This system will handle customer data and charge-rate management, subscription and consumption calculation and billing. It will also provide statistical management information to support targeted development of the service. Using an application developed elsewhere in Europe, the group has provided a solution tailored to meet Mobipac's business and IT objectives. With this approach, the group has been able to respond quickly to France Telecom Mobiles Data's needs while respecting a much lower budget than would be required for development from scratch.

Personal mobile communications

The group's researchers are currently pursuing an idea that is rapidly gaining ground in the industry, that of the "personal service communications space." The aim is to give users of mobile telecommunications access to the full range of communications and data transmission services. This requires not only new telecommunications technologies, but also software applications that are designed to be used by people on the move. One of the priorities is therefore to refine the ergonomy of portable software applications. For the individual business user, the benefits will include the ability to manage communications, even while they are on the move. They will be able to reroute their calls, to prioritize their communications and to obtain far more effective messaging services than at present. The wider business applications will include access to private and public data services, greatly enhancing the effectiveness of mobile workers.
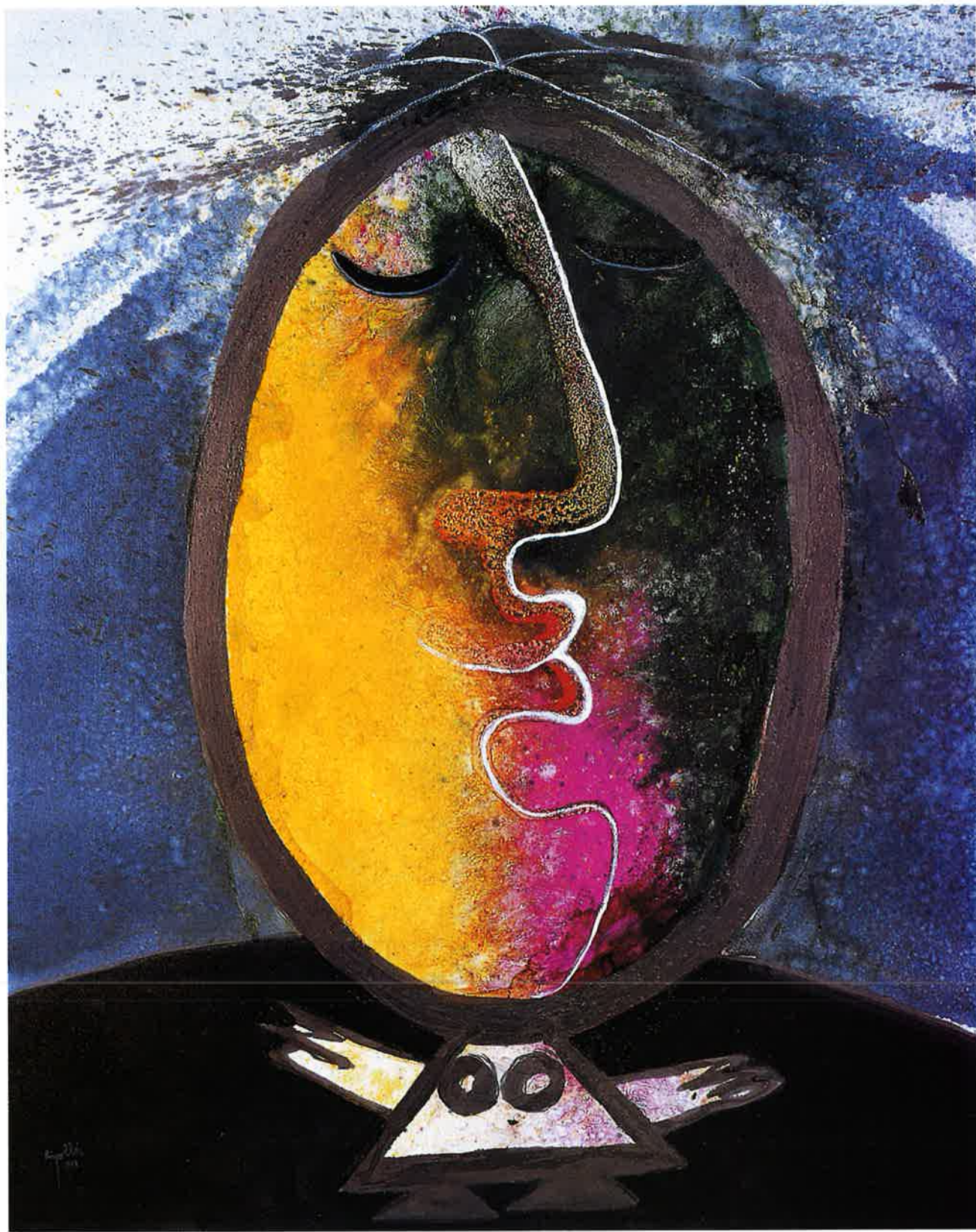
Juan Ripollès • Sofiadora • 1993

Jean-Pierre Rives • Gemini

A Uniform Service Offering

*R*ecognizing that added value is no longer to be found in technology itself but rather "in the art of applying it," IT suppliers everywhere — beginning with the hardware manufacturers — are flinging themselves into the computer services market. And this only increases the confusion of customers who no longer know exactly who does what.

At a time when the complex problems facing companies are forcing them to muster a great variety of skills, and to establish sound relationships with their suppliers, this lack of a clear offering creates a serious roadblock to quick decision-making. With these concerns uppermost in its considerations, Cap Gemini Sogeti has built a logical and seamless service offering portfolio which, by virtue of its range and scope, is enabling clients to make the most efficient use of their information technology.

A solution-oriented offering

In keeping with the earliest demands made by the greatest number of users, this service offering portfolio is, by definition, adaptable; elements can be added in relation to market needs. Furthermore, the Genesis program has provided a context in which new offerings can be fashioned around the best existing practices and know-how within the operating subsidiaries and then made available to the whole group through its worldwide marketing network.

As an example, the description opposite cites the merits of the group's "Applications Management" offering: flexibility, cost reduction, service level agreements. As proof of its effectiveness, in 1993, Cap Gemini Sogeti was ranked Europe's number one provider of Applications Management services.

Finally, the marketing teams have all devoted part of the year to a new "Distributed Computing Services" offering which, by its very nature, is of interest to all business sectors. In fact, companies of every kind are now facing the similar problem of getting a grip on the extremely high costs of their distributed computing.

Applications Management

IT professionals, working in companies of every kind, spend most of their time (about 70%, according to the specialists) updating their old "legacy" systems. Naturally, this greatly restricts their ability to respond to current and anticipated user needs on short notice.

In 1993, the group launched a new "Applications Management" (AM) service offering, aimed at taking charge of activities linked to the maintenance and enhancement of existing applications and their attendant user support. Such engagements are handled on the basis of predefined, adaptable and measurable service levels, targeted to improving applications and optimizing costs. Modular in design, the group's AM offering allows each customer to choose which parts of the service he wishes to contract. Several recent agreements illustrate the present interest in this type of service.

Service Offering Portfolio

Cap Gemini Sogeti offers a complete range of services in which clients can combine the elements best suited to their individual needs and priorities. The portfolio includes five distinct types of services:

■ **Consulting** - assisting clients in the areas of strategic business planning, operational improvement, information technology and its practical application.

■ **Project Services** - a family of services covering all activities involving either customized software development or the integration of heterogeneous systems.

■ **Information Systems Management** - the provision of all or a significant part of clients' information systems service requirements on the basis of a long-term service level agreement. It covers the responsibility to plan, manage, operate, maintain any or all components of clients' IT systems (equipment, networks, systems software, application software).

■ **Education and Training** - a set of services designed to help users adapt to new applications and to supplement their knowledge of the most recent technological developments.

■ **Software Products** - refers to the provision, implementation and continuous support of standard, ready-made, prepackaged software solutions.
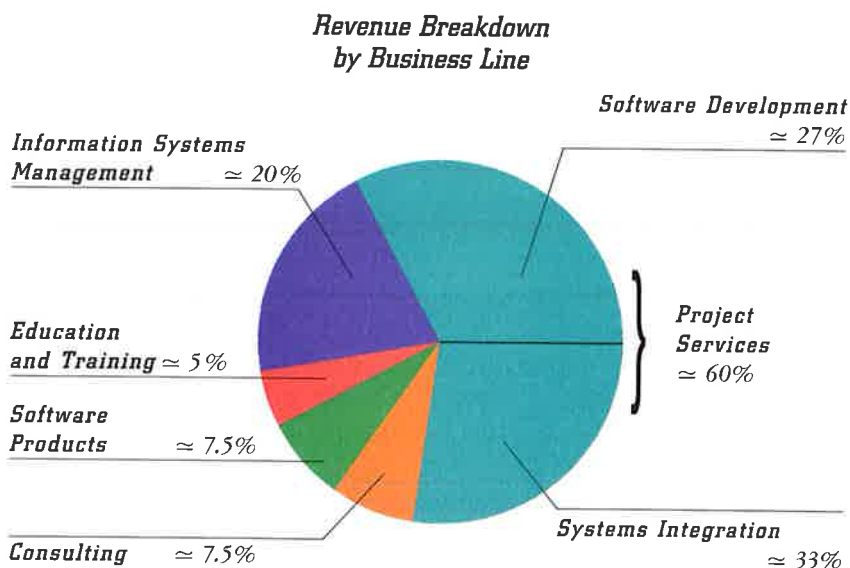
TSB (Trustee Savings Bank), one of the U.K.'s leading banks, signed an agreement with Hoskyns, the group's British subsidiary, under the terms of which Hoskyns is taking on the TSB staff responsible for in-house applications management. This service will continue to be provided from TSB's own premises for at least a year, after which operations will be moved to a new Hoskyns site in Scotland.

Eram, the French shoe manufacturer, was troubled by the rising costs of supporting its existing applications. At the same time, it was refocusing its efforts on the creation of more strategic applications which would produce greater market share. Eram chose Cap Sesa, the group's French subsidiary, to run its legacy systems.

ICL Data and Cap Programator — Cap Gemini Sogeti's operating subsidiary in the Nordic countries — are working together on the development of "Guda," a software package designed for financial and logistical applications. Under the terms of this agreement, Cap Programator has taken charge of Guda development and maintenance, while ICL continues to market and sell the product.

Revenue Breakdown by Business Line

Information Systems Management ≃ 20%

Education and Training ≃ 5%

Software Products ≃ 7.5%

Consulting ≃ 7.5%

Software Development ≃ 27%

Project Services ≃ 60%

Systems Integration ≃ 33%

Anton Rooskens • Festivity Greeting • 1971

Cooperative Agreements

SAP
Produced by the German company SAP AG, this is probably the most widely used manufacturing resource planning product. SAP handles a variety of management functions (finance, production, commercial and human resources management) in an equally diverse range of sectors (chemical, food, and manufacturing).

qad.inc
MFG/PRO, produced by qad.inc, is a complete manufacturing and distribution management system. Its varied functions include sales order processing, financial management and field service management. MFG/PRO may be adapted and customized in many countries, languages and industrial environments.

Sherpa
PIMS, produced by the Sherpa Corporation, is perhaps the market's leading Product Information Management (PIM) system. Sherpa enables manufacturers not only to manage product development and engineering data but also to achieve competitive edge through concurrent engineering, quality assurance and reduced time to market for products.

PSDI
Maximo, developed by the American company PSDI, is a highly advanced maintenance product, using the latest user-friendly Windows-type graphic interfaces. It can be easily integrated with other applications.

Information Dimensions, Inc.
Recent studies (conducted by the Gartner Group and International Data Corporation) rate BASISplus, produced by Information Dimensions, Inc., as the leading relational database document management system. It is an ideal tool for company-wide management of large quantities of information from a variety of sources.

Software Products and Their Use

Many companies are now choosing to acquire new applications by adapting one or several standard software products rather than starting from scratch — even if this means supplementing this kernel with specific functional enhancements. There are a number of arguments to justify this decision. For some companies it is a way to reduce costs and development time. For others it represents an opportunity to initiate organizational changes and the implementation of new processes. In determining the best way to proceed, all of them are confronting the same problem: how to identify the right product?

Based on its strong international presence and twenty years of systems integration experience, Cap Gemini Sogeti is well equipped to advise its customers in selecting the best software products available on the market, and well positioned to step in and evaluate their specific business environments.

The group's software products integration activity is not confined merely to recommending one or another item from a catalogue of components. Rather, clients are offered a full range of services, from determining users' needs and qualifying software components, to prototyping and building interfaces. Cap Gemini Sogeti's service policy is in fact complementary to that of the software developers, who often approach the group with the aim of forming strategic alliances. Examples of this type of collaboration — generally international in scope and designed to meet users' needs in the broadest possible geographical and technological context — are described in the box (left).

Distributed Computing Services

Many companies invested in distributed computing thinking that they would achieve improved performance at lower cost than with central-ized IT. The Gartner Group has judged the yearly cost of a PC workstation to be some $6,500 a year, but the initial purchase price represents only 18% of the total cost. It is the opera-tional costs that are the heavi-est: training, administration, user support.

As companies find it increas-ingly difficult to manage their costs, they are turning to "Facilities Management" con-tracts — for a long time limit-ed to the management of cen-tral IT sites — and entrusting management of their distribut-ed systems to external service providers. All business sectors share similar concerns: inte-grating the PC base into the information system, managing costs, acquiring and making full use of rare technical skills, and managing competitive, geographical and technological change.

In 1993, Cap Gemini Sogeti developed "Distributed Computing Services," a trans-national offering designed to meet these concerns. To out-source the management of their distributed systems, com-panies need the firm guaran-tees that the group's DCS offer-ing can provide:

• clarification of roles and responsibilities, leaving users free to concentrate on defining their needs;
• a service level agreement covering the service to be pro-vided and enabling the client to monitor value for money;
• high standards of quality through application of formal-ized best practices;
• full documentation, reporting and contractual visibility creat-ing an atmosphere of trust;
• reversibility of contracts en-abling clients to regain control of their systems.

The Distributed Computing Services (DCS) offering
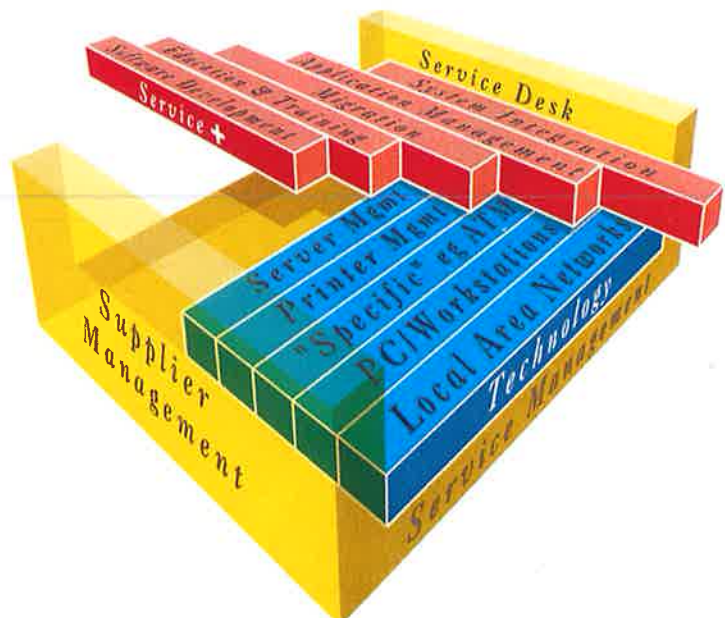
Jean-Pierre Rives • Imbroglio

Mastering Technology

*C*ap Gemini Sogeti does not regard technology as a means to an end but rather as a competitive lever. Caught in the cross fire between economic hardship and the inability to keep up with IT developments, businesses are making greater and greater demands on their technological resources.

The first qualities to look for in an information system are reliability, flexibility, adaptability and the capacity to operate under the most extreme conditions. As a guarantee of quality on the projects it undertakes, Cap Gemini Sogeti has recourse to a complete set of procedures, methods, techniques and tools assembled in a quality and production management system known as **PERFORM**. This methodology conforms to ISO 9000 standards (the international standard for quality management) and is adaptable to new technological developments and to the group's continuously updated service offerings.

Next, the efficiency of an IT system is constantly under scrutiny. Added to the pressure on costs — which are spilling over from hardware and IT equipment into software and services — is the need to move quickly and "get there first." It is no longer enough simply to find an applicable IT solution; you must be able to implement it faster than anyone else. Furthermore, users are turning more and more towards reusable software. Cap Gemini Sogeti is coming to their aid by investing heavily in object-oriented programming techniques, a market which (according to IDC) should increase from $290 million in 1992 to $2 billion in 1997.

Finally, IT must serve a company's strategic priorities. In all business sectors, money is being spent on processing the flow of information. Whether the goal is to reduce the lead time to market or to develop new competitive assets, companies are seeking to make better use of their information resources to improve both corporate and individual performance.

Reusing the Best

Under tough competitive conditions, companies need their new IT applications to be operational much more quickly than before. To increase development productivity, Cap Gemini Sogeti employs software reuse techniques such as object-oriented programming, which makes it possible to create software components — objects — which can be assembled into applications that are both reliable and easily maintained. Powerful results are also being obtained from the reuse of both expertise and existing IT solutions. Two outstanding examples illustrate the benefits.

Airport operator **BAA plc**, which runs seven airports in the U.K., including three in London, has signed a partnership agreement with Hoskyns, the group's U.K. operating company, for the implementation of an IT strategy that will take its airports into the 21st century. Key factors in the appointment were Hoskyns international capability and the specific experience of its Cap Gemini Sogeti sister companies.

PERFORM:
an Evolving Methodology

The group now has a unique, consistent and transnational quality and production system – **PERFORM** – which guarantees its clients the same level of service throughout the world. Now applicable to service management, **PERFORM**'s modular approach means it can be used for projects of all kinds at all stages of their life cycle. This is a must in today's changing IT environment, with its shift towards, for example, open systems, client/server architectures and object-oriented technology. In the last year alone, **PERFORM** has evolved in several new directions.

Visual **PERFORM** is the "on-line" version of **PERFORM**. The contents of the manuals and guides are now available on personal computer in the form of standard Windows help files, allowing project teams faster and easier access to technical data.

A new Standard Project Management module has been developed to handle the growing need for Iterative Applications Development (IAD) techniques. Referred to as the "spiral approach," IAD is a process whereby the same steps are repeated several times to achieve a desired end product or solution. This greatly minimizes the risk of hearing the customer say, once all the work is done, "but that isn't what I wanted."

PERFORM also accommodates additional components to cover new service offerings as they are developed and implemented. As part of the launch of the Applications Management offering, **AM PERFORM** was made available in both manual and computerized form. Likewise for Distributed Computing Services (DCS, page 25), the group's most recent offering.

PERFORM is supported by computer-aided software engineering (CASE) tools incorporated into a workbench known as **PERFORMance**, which exists in both PC and Unix versions. Like **PERFORM**, it is designed to handle the latest adjustments in the group's service offering and technical environment.

Finally, **PERFORM**'s contribution to sales and delivery processes has been confirmed by a sharp jump in the number of ISO 9000 certifications awarded to group companies. Between August 1992 and August 1993, for instance, certifications practically tripled.

Hoskyns has set up a number of project teams to cover areas such as flight and passenger data, and traffic forecasting and manpower management. To provide the best possible expertise in each area, consultants will be assigned from across the group to enable BAA to take advantage of expertise gained on developments for most of Germany's airports as well as others in Italy, Luxembourg, France and the Netherlands.

In 1991, a reform of the French savings bank system merged the multiplicity of local savings institutions into just 33 regional savings banks. Until then, the Parisian savings bank was one of the few to have full bank status — and the appropriate information system. To cope with its new situation, the bank serving the northern French region of Brittany, the **Caisse d'Epargne de Bretagne**, needed to move onto an appropriate banking information system. The system that was already operational in Paris was clearly the best available option in terms of cost, proven effectiveness and delivery time. Cap Sesa has been contracted to implement and integrate this system. The project will last two years, and will include the management and maintenance of the Caisse d'Epargne de Bretagne's existing systems.
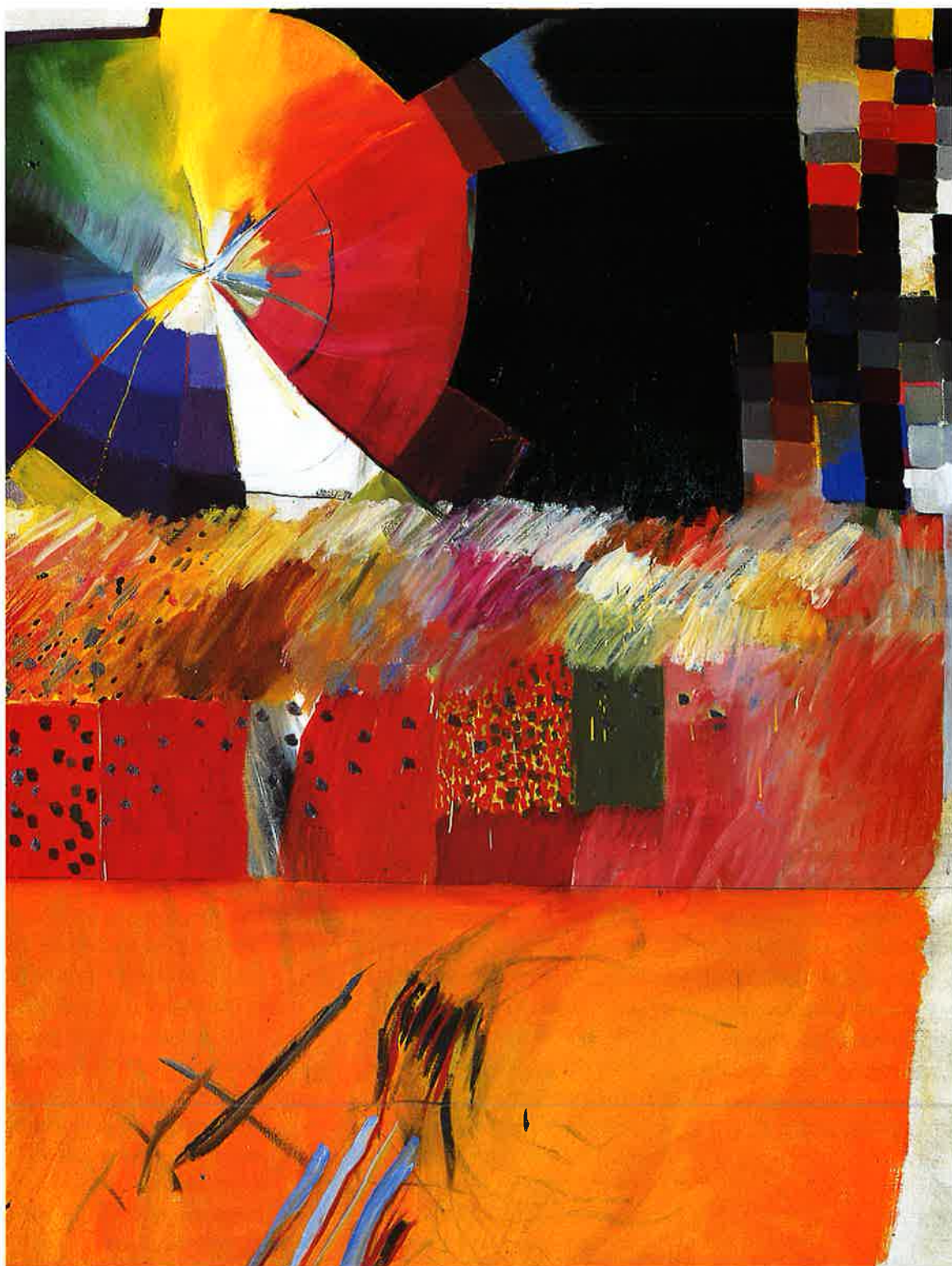
Joost Sicking • Kleurencirkel • 1971

Cost, Performance and Client/Server

Although distributed client/server architectures are now extremely widespread in business information systems — according to a poll in Computer Weekly, IT managers see it as the top priority for the next three years — the development of such architectures is still in its infancy. There is as yet no tried and trusted method for determining what components should be used (how many PCs, how many servers) and how they should be connected. Take the case of a network of Automated Teller Machines. If the architecture is "underpowered," it will provide poor customer services during periods of intense use. But if too much technology is used, it will be overpriced. Until now, such decisions have been largely a matter of experience and instinct.

However, Cap Gemini Innovation — the group's research arm — is now able to simulate the performance of a given architecture using graphical simulation tools developed at its research center in Grenoble in the south of France. Using these tools, application designers can get an accurate idea of the likely performance in a variety of conditions. The benefits: systems that serve business objectives for the best price.

Better Information Management

Today's information technologies are enabling companies to advance in two ways: knowledge representation and the management of corporate processes.

Knowledge representation

For some years now, knowledge-based systems have made it possible to apply reasoning rules derived from the know-how of experts in a given area. A by-product of this development is KADS, Cap Gemini Sogeti's methodology for knowledge capture and the development of knowledge-based systems, which is now a standard in Europe. KADS is a method for determining the conscious and unconscious rules that people apply to a given task. For example, the director of Total's refinery in Normandy, northern France, was aware that a handful of managers held almost all the understanding of the workings of the refinery. Faced with a worrying turnover rate, he wanted to achieve an accurate profile of two particularly sensitive posts. Using interviews, document analysis and on-the-job observation, the group's researchers produced formal representations of the knowledge held and applied by these managers. In another field,

Cap Gemini Sogeti has been working with French electricity company EDF to develop a methodology for preventive maintenance of nuclear power stations. By mapping and structuring the knowledge of maintenance staff, it has provided EDF with a model that can be refined to produce new "best practices."

Process management

Delays, communication problems, bottlenecks, unassigned tasks, all can hinder the pursuit of improved service. At a time when talk is of the merits of "Business Process Re-engineering," it is no longer enough to try to achieve maximum productivity from each post considered individually. It is teamwork and group interaction that count. Using a workflow manager such as Cap Gemini Sogeti's Process WEAVER, it is now possible to "automate" such interaction. Each process can be modelled relatively quickly — often, in as little as a day — and the complex management task left to the information system. People are able to focus on their immediate tasks without having to consider the broader picture. The system manages priorities, ensuring that tasks are carried out in the correct order.
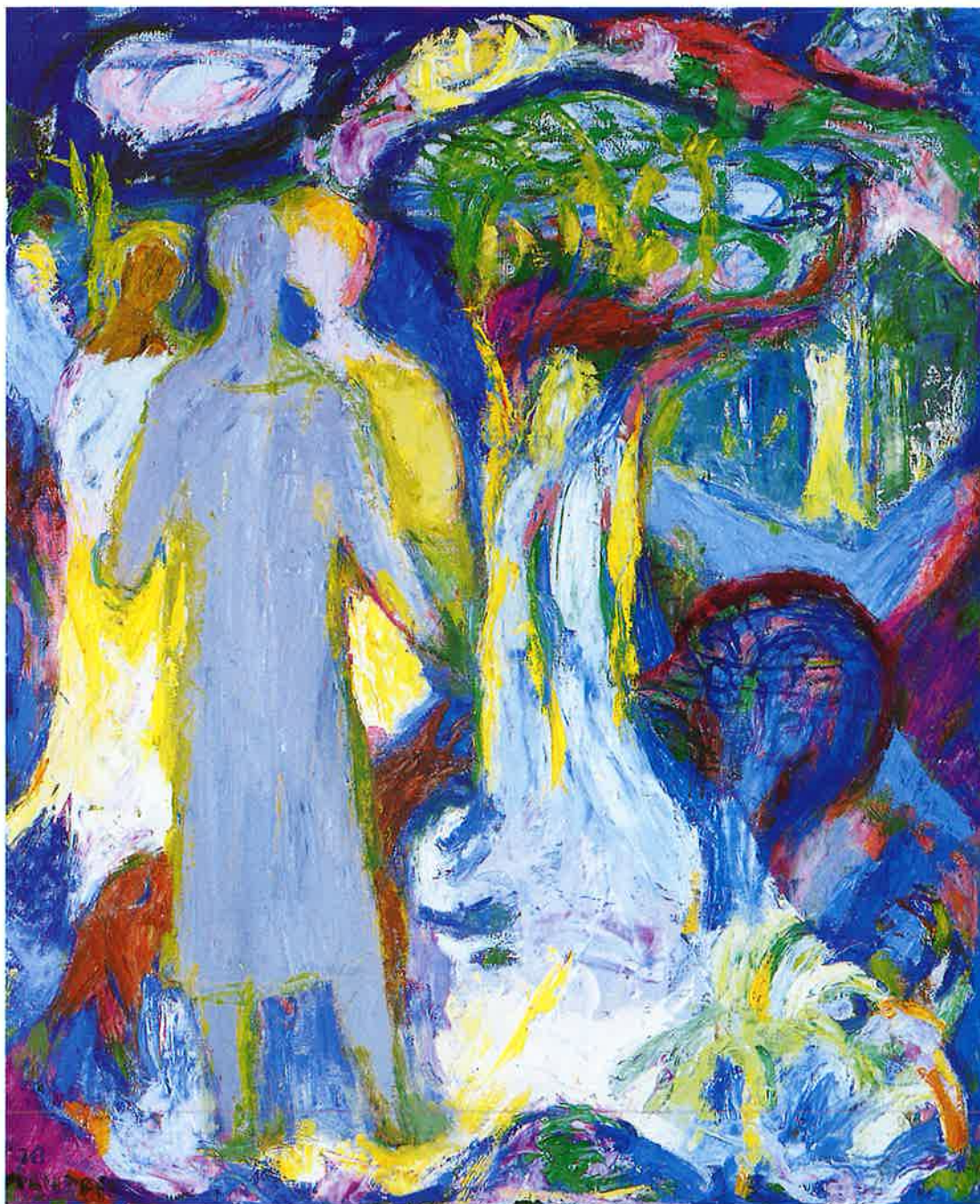
Martine Antonie • Drie vrouwen • 1977

Jean-Pierre Rives • Tulipe

A Service-Oriented Organization

*I*n 1992 and 1993, as part of its leadership strategy, Cap Gemini Sogeti carried out a far-reaching transnational transformation program. No aspect of the company was left untouched by this vast enterprise: business processes, structures, delivery modes, management and culture.

The most difficult part of any transformation process is the beginning. Getting such a project under way requires careful explanation, mobilization of the entire work force, plans of action whose effects should be quickly visible, to say nothing of conquering built-in inertia and banishing old habits.

A new look

For Cap Gemini Sogeti, this venture was set in motion through a program called "Genesis," which became operational in January 1993. The group is now well positioned to attack high-margin markets, and equally well equipped commercially and technically to guarantee more efficient delivery.

This "new look" is already apparent internally. While the group remains firmly anchored in its local and national bases of operation, these units are now benefiting from trans-national networks of specialists who are ensuring the circulation of business and technical know-how. However, the free flow of information and the smooth transfer of expertise is only possible with a common language and structures. This is perhaps the most significant achievement of Genesis. An intensive training effort in **PERFORM**, the group's international production management and quality methodology, is providing the operational units with a common technical culture and the ability to draw on the best practices and project management processes developed elsewhere.

Thus, the group now has in place an organization which will give each user access to a complete range of skills and services, gathered over more than twenty years of experience worldwide in most business sectors and touching on every conceivable IT issue. Truly a one-of-a-kind offering in the industry.

A new organization

In 1993, Cap Gemini Sogeti fulfilled its commitment to change by putting in place an entirely new organization. On January 1, its traditional geographic, highly decentralized structure — in which business was grouped according to regional units, each solely responsible for its own territorial development — was officially replaced by a **dual structure**. In this new configuration, the group's broad regional bases of operation are divided into what are called "Strategic Business Areas" or SBAs, each with a double role:

• The **regional** role is to sell and deliver the group's services to clients located within the area covered by the SBA.

• The **sector** role involves building worldwide market share in a given business sector (e.g. financial services, telecommunications, etc.).

A Network of Leading National Companies

CAP GEMINI AMERICA
Member of the CAP GEMINI SOGETI Group

United States

CAP debis

Germany

HOSKYNS
CAP GEMINI SOGETI

United Kingdom and Eire

CAP SESA
Groupe CAP GEMINI SOGETI

France

CAP COMPUTAS

Norway

CAP GEMINI

Austria, Spain, Italy, Switzerland

CAP PROGRAMATOR

Sweden, Denmark, Finland

CAP VOLMAC
Cap Gemini Sogeti Groep

Netherlands, Belgium, Luxembourg

This arrangement has been further reinforced with the addition of new categories of operational units and new chains of command.

New operational units

The foundations of the new organization are built around three types of operational units:

The traditional **Branch**, headed by a branch manager, combines sales and delivery functions within a given territory.

The **MDU** (or Market Development Unit) is fully devoted to sales, either within a specific market sector or to one aspect of the service offering. An MDU has the commercial resources and capability to generate and follow up on business opportunities through the signing of the contract.

The **Skill Center** is a specialized production unit tasked with delivering on contracts signed by the MDUs and
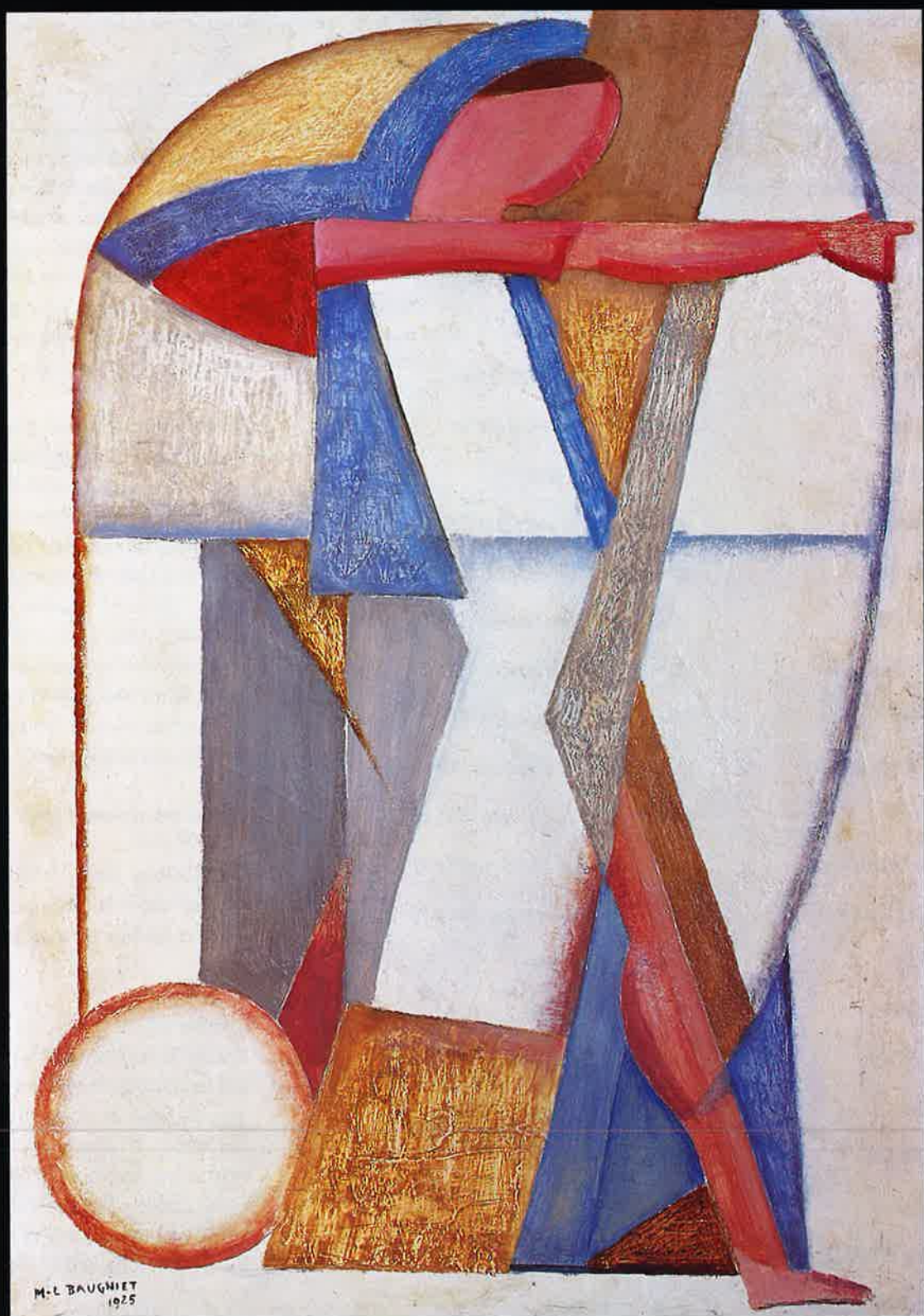
M. L. Baugniet • Tireur à l'arc • 1925

Management Team

Serge Kampf	*Chairman & Chief Executive Officer*
Geoff Unwin	*Chief Operating Officer*
Pierre Hessler	*Deputy Chief Operating Officer*
Paul Hermelin	*Chief Central Functions Officer*
Vincent Grimond	*Chief Financial Officer*
Michel Berty	*Area Group Vice President (SBA 1)*
Tony Robinson	*Area Group Vice President (SBA 2)*
Anders Skarin	*Area Group Vice President (SBA 3)*
Chris van Breugel	*Area Group Vice President (SBA 4)*
Berend Brix	*Area Group Vice President (SBA 4)*
Karl-Heinz Achinger	*Area Group Vice President (SBA 5)*
Henri Sturtz	*Area Group Vice President (SBA 6)*
Alexandre Haeffner	*Area Group Vice President (SBA 7)*
Gennaro de Stasio	*Area Group Vice President (SBA 7)*
Adolfo Cefis	*Group Vice President*
Jacques Collin	*Group Vice President*
Jean-Paul Figer	*Group Vice President*
Tony Fisher	*Group Vice President*
Philippe Gluntz	*Group Vice President*
Eric Lutaud	*Group Vice President*
Jean-Louis Michelet	*Group Vice President*
Wolfgang Schönfeld	*Group Vice President*

branches. A Skill Center is essentially a repository of expertise or specialization in one type of service (e.g. migrations), a particular market sector (e.g. banking) or a given application (e.g. financial or analytical accounting).

These units are then grouped into **operational divisions**, each with a staff of about 500. For each division, these "building blocks" are part of the toolkit it uses to structure itself. The best combination of specialization, dedication and critical mass will achieve the right fit for the specific conditions of its market, its clients and its available resources.

A new mangement structure

Cap Gemini Sogeti's General Management team is now topped by two executive functions:

• The Chief Executive Officer (CEO), is responsible for overall group management: determining strategy, evaluating opportunities and risks, allocating resources, overseeing the executive corps, shareholder relations, and so on. He is assisted by a Chief Operating Officer.

• The Chief Operating Officer (COO) has full charge, in all territories covered by Cap Gemini Sogeti, of activities related to sales, contracts and the production of net operating profit.

Karel Appel • Olifant • 1978

Training the Managers of Change: a Key to Genesis

During 1993, a number of people were mobilized and assigned to help convey the Genesis program to their colleagues throughout the group. Known as "Managers of Change" (or MOCs) — in most cases occupying management positions themselves — they were the ones who took over the program from Gemini Consulting, with the task of explaining the new processes and helping put them into practice.

To accomplish this dual mission, several criteria were used in the selection process, which began at the regional level and was then extended internationally. Chosen mainly for their ability to facilitate and communicate, the 81 MOCs ultimately selected assembled at the Cap Gemini Sogeti University to participate in a comprehensive Genesis training program and to learn about their respective

roles within it. In the course of these sessions, the MOCs grew conversant with the methods for achieving change, techniques for running meetings, guidelines for personal communication, rules of problemsolving, and so on. In addition to these behaviorial skills, they also received intensive training in the contents of the program itself: new structures, sales and delivery processes, service offerings, etc.

Once this initial training phase was complete, the MOCs were given specific assignments for relaying the Genesis program to their associates back home. Staff meetings were convened to explain the transformation process and then to implement employee recommendations within the operational units.

The Art of Explaining

Transforming a company requires a lot more than just announcing a transformation program. The most important first step is to involve the greatest number of willing individuals in the shortest possible time. This, then, was the challenge to which Cap Gemini Sogeti had to rise: to convince its employees — the men and women who make up a service company's real wealth — that Genesis was both a necessity and an opportunity for each and every one of them.

The first problem: how to inform thousands of professionals of different nationalities, widely scattered across Europe and the U.S.? The second: how to bring coherence to the information being imparted (in terms of the contents of the message and the means of transmitting it)? Moreover, this information had to be conveyed quickly, regularly and be universally accessible. The solution: a monthly journal, Genesis Today, sent to all employees, normally in their native languages.

Once the transformation pro-
cess was under way, the group
decided the time had come to
present its "new face" to the
outside world. An evaluation
of its most marketable assets —
strong geographical presence,
scope of services and technical
know-how — created a lively
internal debate which eventu-
ally resulted in the formulation
of a Cap Gemini Sogeti
"Mission Statement." With this
as a taking-off point, an exter-
nal information campaign was
launched on the same day
everywhere in the group. Thus,
on September 8, 1993, in Cap
Gemini Sogeti offices all over
the world, clients and pros-
pects were invited to witness
the benefits of this transforma-
tion effort.

This external event culminated
with the group's first-ever
international advertising cam-
paign. Readers of this Annual
Report will probably have seen
one or more of these colorful
ads in The Wall Street Journal,
The Financial Times,
BusinessWeek, Le Monde, Le
Figaro, Dagens Naerengsliv,
Actualidad Economica *or any
number of other newspapers
and trade journals worldwide.*

The campaign highlights
Cap Gemini Sogeti's foremost
commitments: to total quality,
reuse of its expertise, careful
attention to each individual
customer and respect for his
freedom. And behind each of
its promises lies a bold mes-
sage, easily remembered and
easily understood in almost
all languages.

Total
Respect

For You • For Your Company •
For Your Clients • For Your Investments •
For Your Freedom • For Your Future

Paul de Lussanet • Naakt • 1985

Jean-Pierre Rives • La Fleur

GEMINI

*F*orm follows function is a principle of creation which, when properly applied, becomes art. Business is also about creation — the process of creating superior value.

In the hands of Gemini, Business Transformation* has become an art. Delivering Business Transformation is Gemini's function. This takes the form of developing service offerings which spring from customer requirements, focusing on delivering benefits clients need, and attracting and retaining people equipped with the knowledge, skills and tools to deliver those benefits. In short, transformation is both form and function.

In 1993, the firm's third year of operation, Gemini began to expand its Business Transformation palette. As Gemini CEO Daniel J. Valentino describes it, "After two years of explosive growth and focus on the integration of geographical and culturally dispersed constituencies, 1993 was a year of strong, but managed, growth. While we increased our revenue income by 19%, our primary concerns were to ensure outstanding client results, develop our people, enlarge our service offering, renew our firm through bold new partnerships and collaborations and establish a secure basis from which to globlize our organization."

During the past year, Gemini effectively became Gemini's client, doubling its stake in employee development, while investing heavily in technology. It successfully implemented its merger with the German consultancy Gruber, Titze & Partners, establishing an operation of several hundred new Gemini consultants in Central and Eastern Europe. It entered into partnership with the Renaissance Strategy Group in Lincoln, Massachusetts, and it piloted the globalization of its two largest market-facing teams: Oil, Gas & Chemical; and C4 (Communications, Computers, Content and Consumer Electronics).

Gemini's Business Transformation model, at the core of its current and future initiatives, is now undergoing a revolutionary transformation. Dan Valentino explains: "We have wrestled with the challenge of how to bring coherence and integration to the multitude of change initiatives under way at most companies. We have distilled all we have learned into a rich, four-dimensional framework for Business Transformation" — known as the "4 Rs" (see box).

Technology as a Major Enabler

In Business Transformation, the role of technology — especially information technology — must be expanded beyond automating tasks. As businesses become more knowledge-based, new information and learning systems are enabling organizations to accelerate their change programs along all four dimensions of Gemini's transformation framework.

At the same time, Gemini and Cap Gemini Sogeti, the two sister companies of parent Sogeti, while legally and organizationally separate, are working closely together to identify steps to allow clients seamless access to their respective competencies so that, together, they can participate in the art — form and function — of transforming their clients. In the future, the two firms will combine their talents and skills so that clients can achieve extraordinary results for **their** clients, their people and their shareholders.

The "4 Rs"

Reframing: reenvisioning the future and designing transformation paths forward to get there; mobilizing for action.

Restructuring: streamlining the business, redefining the work (reengineering), reconfiguring the business portfolio.

Revitalization: growing market-focused businesses, creating new ones.

Renewal: rejuvenating the organization, growing the people.

---

* Business Transformation is a process patented by Gemini Consulting for which it holds the copyright.

Main Locations

Cap Gemini Sogeti Holding Company

Corporate Headquarters: Grenoble	**General Management: Paris**
3, rue Malakoff - B.P. 206	Place de l'Etoile - 11 rue de Tilsitt
38005 Grenoble Cedex 1	75017 Paris
France	France
Tel.: 33 76 59 63 00	Tel.: 33 (1) 47 54 50 00

Other Locations in France

City	Entity	Tel.	City	Entity	Tel.
Paris	Cap Sesa (Hoskyns Division):	33 (1) 40 24 10 10		Cap Gemini Innovation	33 76 76 47 47
	- Cap Sesa (Formation)	33 (1) 44 74 24 00		**Sogeti**	**33 76 59 63 00**
	- Cap Sesa (Institut)	33 (1) 44 74 24 10	Lille	Cap Sesa (Exploitation Division)	33 20 45 99 18
		33 (1) 44 74 24 15		Cap Sesa (North + West Division)	33 20 72 95 09
	- Cap Sesa (Maintenance)	33 (1) 47 62 72 00	Lyon	Cap Sesa (Exploitation Division)	33 72 74 03 26
	- Cap Sesa (Platforms & Applications)	33 (1) 44 76 21 40		Cap Sesa (Informatique Hospitalière)	33 72 43 51 60
	- Cap Sesa (Facilities Management)	33 (1) 40 24 10 10		Cap Sesa (East/Rhône-Alpes Division)	33 78 62 20 41
	Cap Sesa (Industry Division)	33 (1) 49 10 51 00		Cap Sesa (CSP)	33 78 60 69 00
	Cap Sesa (Exploitation Division)	33 (1) 40 24 10 10		Sogeti (Financial Management)	33 78 62 20 44
	Cap Sesa (Finance Division)	33 (1) 47 54 52 00	Marseille	Cap Sesa (South Division)	33 91 16 57 00
	Cap Sesa (Informatique Hospitalière)	33 (1) 49 55 96 80	Metz	Cap Sesa (East/Rhône-Alpes Division)	33 87 37 11 23
	Cap Sesa (Telecom Division)	33 (1) 49 00 40 00	Montpellier	Cap Sesa (South Division)	33 67 20 92 92
	Cap Sesa (Tertiaire Division)	33 (1) 49 55 99 00	Nancy	Cap Sesa (East/Rhône-Alpes Division)	33 83 44 44 88
	Cap Gemini Innovation	**33 (1) 49 10 51 50**	Nantes	Cap Sesa (Exploitation Division)	33 40 69 66 66
	ITMI	33 (1) 49 10 51 00		Cap Sesa (North + West Division)	33 51 88 15 15
	Matra Cap Systèmes	33 (1) 34 63 70 00	Nice	Cap Sesa (South Division)	33 93 21 01 41
	Cap Gemini Sogeti University	**33 (1) 30 88 38 38**	Orléans	Cap Sesa (North + West Division)	33 38 53 86 50
Annecy	Cap Sesa (East/Rhône-Alpes Division)	33 50 33 54 04	Pau	Cap Sesa (South Division)	33 59 84 12 23
Bayonne	ITMI	33 59 50 31 00	Poitiers	Cap Sesa (Informatique Hospitalière)	33 49 38 14 00
Bordeaux	Cap Sesa (Exploitation Division)	33 56 36 65 41	Rennes	Cap Sesa (North + West Division)	33 99 83 85 85
	Cap Sesa (Informatique Hospitalière)	33 57 89 03 00		Cap Sesa (Telecom Division)	33 99 63 50 50
	Cap Sesa (South Division)	33 56 46 70 00	Rouen	Cap Sesa (North + West Division)	33 35 59 11 00
Brest	Cap Sesa (North + West Division)	33 98 41 45 44	Strasbourg	Cap Sesa (East/Rhône-Alpes Division)	33 88 75 37 00
Caen	Cap Sesa (North + West Division)	33 31 94 51 20	Toulon	Matra Cap Systèmes	33 94 63 71 71
Clermont-FD	Cap Sesa (East/Rhône-Alpes Division)	33 73 28 23 81	Toulouse	Cap Sesa (Exploitation Division)	33 61 30 48 30
Grenoble	ITMI-Aptor	33 76 41 40 00		Cap Sesa (South Division)	33 61 31 52 00
	Cap Sesa (East/Rhône-Alpes Division)	33 76 90 01 02	Tours	Cap Sesa (North + West Division)	33 47 60 67 60
			Val de Reuil	Matra Cap Systèmes	33 32 59 32 32

AUSTRIA

Vienna	Cap Gemini Austria	43 (1) 93 55 49

BELGIUM

Diegem	Cap Volmac	32 (2) 716 12 11

DENMARK

Glostrup	Cap Programator A/S	45 (44) 94 44 44
Viby, Jylland	Cap Programator A/S	45 (86) 28 70 77

FINLAND

Espoo	Cap Programator Oy	358 (0) 452 651
Helsinki	Cap Programator Oy	358 (0) 733 55
Tampere	Cap Programator Oy	358 (31) 146 444
Turku	Cap Programator Oy	358 (21) 512 666

GERMANY

Aachen	Cap debis (Telecommunications, Public Sector/Traffic Division)	49 (2408) 943-0
	Cap debis (Standard Software Products Division)	49 (2408) 943-150
Bochum	Programm Standard GmbH	49 (234) 977-080
Düsseldorf	Cap debis (Service Sector Division)	49 (211) 5269-100
Hamburg	Cap debis (Industry Division)	49 (40) 53103-170
Leinfelden-Echterdingen	Cap debis Software and Systems	49 (711) 972-0
Renningen	TechnoData GmbH	49 (7159) 163-60
Sindelfingen	Programm Standard GmbH	49 (7031) 300-10
		49 (7031) 873-021

IRELAND

Cork	Hoskyns Insight Ltd	353 (21) 313 533
Dublin	Hoskyns Insight Ltd	353 (16) 613 266
	Hoskyns Application Products Ltd	353 (16) 619 056

ITALY

Genoa	Cap Gemini (SIF Division: Services, Industry & Finance)	39 (10) 642 3041
La Spezia	Cap Gemini (GST Division: Government, Space & Telecom)	39 (187) 513 542
Milan	Cap Gemini Holding	39 (2) 599 241
	Cap Gemini (SIF Division)	39 (2) 599 241
Naples	Cap Gemini (GST Division)	39 (81) 562 5208
Rome	Cap Gemini Holding	39 (6) 225 931
	Cap Gemini (GST Division & General and Commercial Division)	39 (6) 225 931
	Cap Gemini (GST & SIF Divisions)	39 (6) 231 901
Syracuse	Cap Gemini (SIF Division)	39 (931) 463 565
Turin	Cap Gemini (SIF Division)	39 (11) 65 481
	Artis	39 (11) 812 4110

LUXEMBOURG

Luxembourg	Cap Volmac	(352) 48 42 43

THE NETHERLANDS

Utrecht	Cap Volmac	31 (30) 526 526

NORWAY

Bergen	Cap Computas AS	47 (55) 31 11 17
Oslo	Cap Computas AS	47 (22) 05 22 05
Kråkery	Cap Computas AS	47 (69) 31 41 30
Skien	Cap Computas AS	47 (35) 52 75 45
Stavanger	Cap Computas AS	47 (51) 89 46 40
Trondheim	Cap Computas AS	47 (73) 90 36 00

SPAIN

Barcelona	Cap Gemini España	34 (3) 415 30 80
Madrid	Cap Gemini España	34 (1) 367 03 02

SWEDEN

Borlänge	Cap Programator Norr AB	46 (243) 726 00
Bromma	Cap Programator Stockholm AB	46 (8) 704 50 00
Enköping	Cap Programator Mid AB	46 (171) 201 60
Eskilstuna	Cap Programator Mid AB	46 (16) 12 00 30
Fagersta	Cap Programator Mid AB	46 (223) 458 00
Gävle	Cap Programator Norr AB	46 (26) 106 380
Göteborg	Cap Programator Stock./Syd AB	46 (31) 35 46 00
Helsingborg	Cap Programator Syd AB	46 (42) 17 84 10
Hudiksvall	Cap Programator Norr AB	46 (650) 151 60
Jönköping	Cap Programator Syd AB	46 (36) 11 99 10
Kalmar	Cap Programator Syd AB	46 (480) 178 85
Karlshamn	Cap Programator Syd AB	46 (454) 343 00
Karlskoga	Cap Programator Mid AB	46 (586) 819 50
Karlskrona	Cap Programator Syd AB	46 (455) 446 60
Karlstad	Cap Programator Mid AB	46 (54) 14 73 00
Linköping	Cap Programator Syd AB	46 (13) 24 81 00
Luleå	Cap Programator Norr AB	46 (920) 928 00
Lund	Cap Programator Stockholm AB	46 (46) 16 85 49
Lund	Cap Programator Syd AB	46 (46) 10 61 00
Malmö	Cap Programator Syd AB	46 (40) 772 10
Örebro	Cap Programator Mid AB	46 (19) 10 55 95
Oxelösund	Cap Programator Syd AB	46 (155) 550 00
Skövde	Cap Programator Syd AB	46 (500) 48 73 00
Sundsvall	Cap Programator Norr AB	46 (60) 19 47 00
Umeå	Cap Programator Norr AB	46 (90) 12 55 30
Uppsala	Cap Programator Mid AB	46 (18) 69 34 00
Västerås	Cap Programator Mid AB	46 (21) 10 58 00
Växjö	Cap Programator Syd AB	46 (470) 74 95 40

SWITZERLAND

Basel	Cap Gemini Suisse	41 (61) 313 30 20
Bern	Cap Gemini Suisse	41 (31) 372 01 31
Geneva	Cap Gemini Suisse	41 (22) 346 14 44
Geneva	Cap Gemini Suisse (Branch)	41 (22) 347 88 00
Zürich	Cap Gemini Suisse	41 (1) 242 28 26

UNITED KINGDOM

Bedford	Hoskyns Group plc	44 (234) 328 111
Birmingham	Hoskyns Group plc/Technology Park	44 (21) 333 3536
	Hoskyns Group plc/Gravelly Park	44 (21) 328 8200
Bournemouth	Hoskyns Group plc	44 (202) 299 399
Bristol	Hoskyns Group plc	44 (454) 626 626
Farnham	Hoskyns Group plc	44 (252) 725 500
Glasgow	Hoskyns Group plc	44 (41) 204 1961
Greenford	Hoskyns Group plc	44 (81) 578 5571
London	Hoskyns Group plc	44 (71) 434 2171
London	Hoskyns Group plc/South Bank	44 (71) 735 0800
	Hoskyns Group plc/Stag Place	44 (71) 828 7878
	Hoskyns Group plc/City Road	44 (71) 251 2128
Peterlee	Hoskyns Group plc	44 (91) 518 0078
Sale	Hoskyns Group plc	44 (61) 969 3611
Southampton/Chilworth	Hoskyns Group plc	44 (703) 766 777
Yiewsley	Hoskyns Group plc	44 (895) 444 022

Locations in the United States
Cap Gemini America

Corporate Headquarters (New York)			1 (212) 944 6464
Finance & Accounting (Holmdel)			1 (908) 946 8900
Akron	1 (216) 996 7300	Iselin	1 (908) 906 0400
Appleton	1 (414) 730 3856	Jacksonville	1 (904) 296 0441
Atlanta	1 (404) 395 5400	Kansas City	1 (913) 451 9600
Baltimore	1 (410) 581 5022	Miami	1 (305) 942 6522
Chicago	1 (708) 531 1300	Milwaukee	1 (414) 546 4644
Cincinnati	1 (513) 563 6622	New York	1 (212) 944 6464
Cleveland	1 (216) 464 8616	Omaha	1 (402) 333 2863
Columbus	1 (614) 898 3044	Orlando	1 (407) 660 8833
Dallas	1 (214) 385 3290	Pittsburgh	1 (412) 394 6460
Dayton	1 (513) 890 1271	Portland	1 (503) 295 1909
Delaware Valley	1 (215) 668 4626	Richmond	1 (804) 320 0787
Denver	1 (303) 220 1700	Seattle	1 (206) 433 9088
Des Moines	1 (515) 226 0504	St. Louis	1 (314) 968 5008
Detroit	1 (313) 350 8088	Tampa	1 (813) 273 0059
Grand Rapids	1 (616) 784 4155	Washington D.C.	1 (703) 734 1511
Houston	1 (713) 622 0105	Youngstown	1 (216) 743 4200

Gemini Consulting

Headquarters		
United States	Morristown, NJ	1 (201) 285 9000
Europe	London	44 (71) 340 3000

Affiliated Companies

Headquarters		
Paris	Bossard Group	33 (1) 41 08 40 00
	CGIP	33 (1) 42 85 30 00
	CISI	33 (1) 49 03 95 00

*Apart from the works
of Jean-Pierre Rives,
all the reproductions
in this annual report are
from Cap Volmac's
private collection
of painters and sculptors
from the Netherlands.
On view at Cap Volmac's
corporate headquarters
in Utrecht, this collection
of fine and applied art
was started with the aim
of providing a showcase
for contemporary
Dutch artists.*

*Jean-Pierre Rives is a well
known contemporary
French sculptor, also
well known as a former
captain of the French
rugby team. His works
convey an underlying
force which, according
to the writer Antoine
Blondin, seem to
"expand the creation of
the world, add substance
to our most personal
legacies and reveal to us
that there are still
unknown secrets to be told."*