

Gaining a competitive edge from knowledge

When the market suddenly becomes saturated, how do you stand out in the competition without lowering the prices of your services?

Over the years, the Cap Gemini UK business had contributed to the global organizational growth and success of the Group by attracting a wide range of technology- and service-driven assignments, which were served across several expert delivery groups.

But new entrants were breaking into many of these markets. Clients were beginning to shop for price rather than the unique value that could be created. And Cap Gemini knew future high-growth programs would be won on the basis of quality relationships, not just delivery capability. At the same time, Cap Gemini was feeling the effects of an industry-wide shortage of talented people in the IT sector. To adjust, Cap Gemini UK developed a new strategy.

The right people in the right places

Cap Gemini's new strategy would be to concentrate on attracting bigger, higher profile clients that would bring the kinds of challenging assignments that required Cap Gemini's size and particular level of expertise. Management also aimed to work on a partnership basis at the heart of each client's business.

Creating value beyond revenue



"It was great to see so many of our managers engaged in Tango. The key issues that Celemi Tango™ focuses on are so real in our business today."

— Alwyn Welch
 Chief Executive Officer, Cap Gemini UK

Further, they understood that by attracting and retaining both high-profile clients and a high-level workforce, they would generate improvements across the board, including innovations in R&D, the creation of new tools and processes, and an enhanced image. The only question was how to communicate the new strategy in a way that everyone would support...

The Celemi Tango™ business simulation

The effective solution was Celemi Tango™, a two-day business simulation that could address Cap Gemini's specific strategic issues, and provide a big-picture overview at the same time. This was a critical combination because every employee would have to see the company in a new light. Each business relationship now had to be reconsidered. Relationships would not be based upon profitability only, but also for their impact on strategy, image, recruitment and retention, employee development, and R&D.

At the seminar, 60 teams of five people each were given the task of running their own knowledge organizations in dynamic competition against each other. The goal was to maximize the market value of their companies — not just by generating revenue, but also by developing intangible assets, such as People and R&D.

The simulation and the vision

In the Celemi Tango seminar, Cap Gemini coworkers could *live* the vision of the new direction, and:

- Learn how to manage talent for maximum effectiveness and profitability
- Gain a better understanding of what actions were needed in order to make the strategic shift
- Build on the right opportunities for long-term success
- Understand the benefits of developing quality partnerships with stakeholders, and see how these relationships could add real business value
- Discover how challenging customers can have a direct impact on Cap Gemini's business strategy
- Develop a new vocabulary to help improve communication back on the job

Responses from the seminar

Participant comments confirmed the value of the two-day Celemi Tango simulation experience. One participant pointed out the value of team work: "A knowledge management strategy? We never got ours together. We were five different managers with five different views!" Another team picked up on the idea of intangible assets right away, but at considerable cost. "Bankruptcy? We thought the idea was just to build our intangible assets. We forgot all about the tangibles!"

Others seemed born naturals: "We were able to provide superior customer solutions and increase our image thanks to our judgement in putting the right teams together," declared one team member. "It's great to see how we can make our image grow," proclaimed another successful participant. "Recruiting people and attracting clients then becomes a piece of cake!"

The Cap Gemini UK CEO summed up the experience from his viewpoint: "It was great to see so many of our managers so engaged! The key issues that Celemi Tango focuses on are so real in our business."



PHOTO: CAP GEMINI

About

Headquartered in Paris, France, Cap Gemini is one of the world's largest IT services company. With a staff of 115,000 operating in 40 countries, the company's revenue amounted to € 9.7 billion in 2011.



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