

# The Nine Principal Guidelines for Digital Transformation

## SETTING AMBITIOUS GOALS FOR THE **PLATFORM DRIVEN COMPANY**

**WHITE PAPER • Volume 2**

Analysis by Experts  
Best Practice Case Studies

# The Nine Principal Guidelines

## for **Digital** Transformation

SETTING  
AMBITIOUS GOALS  
FOR **THE PLATFORM**  
**DRIVEN COMPANY**

Analysis by Experts  
and Best Practice Case Studies  
by Industry Leaders



- 1 JEAN-CLAUDE LAMOUREUX**  
Executive Director Consulting  
Sopra Steria Group
- 2 OLIVIER GERVAISE**  
Digital Transformation Officer -  
Transformative Team Builder
- 3 CÉCILIA TENET**  
Service & Innovation Designer
- 4 MALIKA KAOUA**  
Customer's Excellence Partner -  
Creator of differentiating Customer  
Experiences
- 5 CHRISTELLE KOFFI**  
Your ally for HR challenges
- 6 NICOLAS PETITJEAN**  
Partner Digital Change  
Transformational Human Levers
- 7 XAVIER SIMONIN**  
Strategist, Innovation Accelerator

# Editorial

---

## Transformation through Digitalisation

Openness is the key...

Digitalisation and globalisation are powerful trends that are disrupting businesses worldwide. The many break-points, be they in the context of time, space, the skills and the players involved in the economic chain have a continuous impact on corporate and organisational strategies. Digital technology favours the immaterial and has broadened the competitive playing field, forcing us to open up to the wider environment around us. We need to open up to our customers, but also to the men and women in our workforce as well as to the wider ecosystems and most of all, we need to foster constant innovation.

“ *Nine chapters, showcasing our visions and those of major European industry players and leaders.* ”

In our first white paper *"How to succeed and accelerate your digital transformation project"*, we highlighted the organic character of new organisations that are born or reshaped by digital technology and this white paper highlights a number of best practice in the industry in order to create the conditions for success.

### **An open company operating within an innovative ecosystem**

The aim of this second volume is to extend the strategic approach and to help decision-makers by offering a new perspective on transformation; an organic process stimulated by a platform-driven company.

Such an open-minded approach requires an understanding of the link between the factors and forces that set a company in motion, its fundamentals (values, culture, vision, strengths, people, etc.), and the concept of a “platform company”, understood as both a backbone and a leveraging tool or a tensor, for a truly systemic enterprise, operating at the core of its ecosystem. The key therefore lies in striking a balance between agility, speed and continuous adaptability in order to be able to function in an open and innovative ecosystem.

**The present white paper contains nine chapters: prospective clients, customers, competition, collective intelligence, talent, learning, digitalisation, IT accelerators and governance. It describes and highlights our analysis and vision as well as those of some of the leading stakeholders and managers in the industry in order to equip C-Suite Executives with the necessary tools for success.**

We hope you will enjoy reading it.



**Orange**

The major telecom operators, at the heart of the digital revolution, need to take stock of the upheavals that the acceleration of Digitalisation is causing in society.

**FABIENNE DULAC**  
DEPUTY GENERAL DIRECTOR  
OF ORANGE FRANCE

**Axa**

The insurance sector has been shaken to its core by the digital transformation and the new uses that result from it, but also by new expectations in customer relations. I insist on the need and means to reconnect with the customer and rekindle our relationship with them.

**JACQUES DE PERETTI**  
CEO OF AXA FRANCE



© William Beaucardet

**Engie**

The energy transition, the changes in consumption patterns, the 'Uberisation' of our economy... for a major industrial energy player like us, all these challenges can only be met through transformation and digital technology. Our governance therefore requires end-to-end excellence.

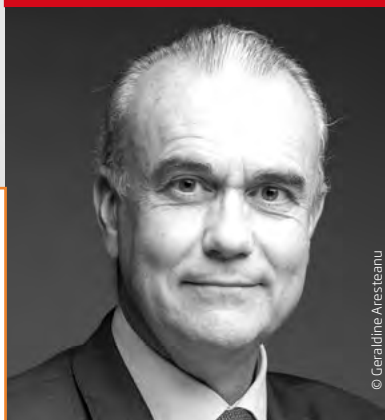
**ISABELLE KOCHER**  
CEO OF ENGIE



**Arkéa**

Numerous regulatory changes, customers taking power and the arrival of new players considered disruptive by some... We are facing a set of ground-breaking challenges. To design the bank of tomorrow, we are trying to reinvent customer experience with a mix of pure digital as well as phygital.

**RONAN LE MOAL**  
CHIEF EXECUTIVE OFFICER  
OF ARKÉA



© Geraldine Aresteanu

**Société Générale**

In all large companies, executive as well as strategic management are directly and massively impacted by digitalisation and the underlying "platform".

**PHILIPPE AYMERICH**  
DEPUTY CEO  
OF SOCIÉTÉ GÉNÉRALE



### Pôle Emploi

Pôle Emploi has positioned digitalisation at the heart of its strategic priorities by shaking up services to users and companies, and by ensuring the continuous development of its employees' digital skills.

**JEAN BASSÈRES**  
CEO OF PÔLE EMPLOI



### Dassault Aviation

Aeronautics has been using digital technology for a long time... But the value creation potential of digital technologies has grown to the point where organisations and business models need to be redesigned from the ground up in order to take this into account.

**ÉRIC TRAPPIER**  
CEO OF DASSAULT AVIATION

### La Française des Jeux

Our company, La Française des Jeux, holds a state-monopoly on gambling. We are a full-fledged platform deployed throughout the country and covering 30,800 points of sale. We are betting our future on "phygital innovation" (physical + digital). For us it is a way to open up new territories.

**STÉPHANE PALLEZ**  
CEO OF LA FRANÇAISE  
DES JEUX



### DINSIC

In an agile and 'platform driven' world, the Public Sector cannot escape the digital revolution. DINSIC, the public French Department of Information Technology is spearheading the implementation of the "platform driven State" by providing the means to build IT Systems functioning as digital accelerators.

**HENRI VERDIER**  
CHIEF TECHNOLOGY OFFICER OF  
DINSIC INTERMINISTERIAL  
DIRECTORATE FOR THE DIGITAL AND  
FOR INFORMATION SYSTEMS AND  
STATE COMMUNICATIONS



### Sopra Steria

As a federator and aggregator of digital services, our business is to work alongside our customers, navigating the vast and far-reaching transformations that are being stimulated by digitalisation. In order to serve such a promise, human expectations are constantly increasing, both in terms of skills and the ability to act collectively.

**VINCENT PARIS**  
CEO OF SOPRA STERIA



# Table of contents

---

EDITORIAL .....	4
IN THEIR OWN WORDS .....	5
LARGE CORPORATIONS AND ADMINISTRATIONS .....	8
> <b>The chapters for a successful transformation</b> .....	8
STRATEGY .....	11
> <b>At the heart of its ecosystem: tomorrow's platform company, a powerful boost to transformation</b> .....	11
> <b>The platform allows a trusted actor to offer solutions for each universe in an innovative and agile way</b> .....	15
> <b>The Transformational Galaxy</b> .....	17
<b>NINE CHAPTERS, BY STAGES AND BY TYPE OF ACTORS</b> .....	<b>20</b>
<b>FOCUSING ON THE CUSTOMER</b> .....	<b>21</b>
1. Reconnecting with the customer and engaging them for the long term .....	22
2. Opening up new room for manoeuvre through the digitalisation of processes .....	30
3. Inventing new user experience to attract and serve prospective clients .....	38
4. Opening up to different horizons and diving into the "blue oceans" .....	46
<b>THE HUMAN FACTOR AT THE HEART OF ALL TRANSFORMATIONS</b> .....	<b>54</b>
5. Unleashing collective intelligence to foster commitment .....	55
6. Ensuring the continuous development of digital skills .....	64
7. Winning the "war for talent" and connecting skills amongst each other .....	72
<b>INFORMATION SYSTEMS AS CREATORS OF VALUE AND GOVERNANCE BY EXCELLENCE</b> .....	<b>81</b>
8. Building an IT System that functions as a digital accelerator and creates value .....	82
9. Ensuring excellence from start to finish .....	90
Transformation: the three keys to governance .....	93
THE PLATFORM .....	98
> <b>What does the future hold, for platform strategies?</b> .....	99
THE T-SQUAD .....	103
GLOSSARY .....	105

# The chapters for a Successful Transformation

Following on the heels of our first white paper published in 2016, "*How to succeed and accelerate your digital transformation project*", this new white paper aims to be a strategic and practical guide for decision-makers in large companies and organisations (CEO, General management, CIO, digital management, operations management, sales management, marketing and communications management, strategic management, HR management, etc.).

While the previous guide had a more "static" approach, through a presentation of key ideas and concepts in the field of digital transformation, this new white paper is resolutely "dynamic" and operational throughout its different sections.

**This white paper is built around the central concept of the "organic company"**, already described in the previous white paper written by Sopra Steria. By this, we are talking about a firm in a dynamic setting, supported by a digital transformation platform whereby we can see two emerging areas that can see benefit from digitalisation: the human capital and the customer base.

The platform is both a goal and a tool to achieve the transformation: this is what is meant by an "*organic enterprise operating as a platform*".

**This white paper addresses nine main topics**, where we describe the different stages through which the organic, almost "biological" nature of the digital company, operating "as a platform", that can facilitate the transformational process.

Our approach is incremental: large organisations need to lead their digital transformation in the medium and long term without neglecting their short-term objectives. This is a major challenge and Digitalisation can make it possible, with the bonus of providing potentially higher operating margins. Whilst also allowing for new operational leeway. In short, the aim is to set an ambitious goal for the platform driven company



## THE THREE ADVANTAGES OF A TRANSFORMATIVE PLATFORM WITHIN THE ORGANIC COMPANY

You, as a large company, possess three major assets that will enable you to drive your digital transformation:

- » **Your customers:** you must and you can value your customer base, master customer experience and develop the customer itineraries as well as the product and service ranges;
- » **Your employees:** it is necessary to liberate the collective intelligence and commitment of your workforce, to train your employees and to win the war for talent;
- » **Your platform:** open to the ecosystem, recognised as essential but also a lever and a tensor tool for powering transformations.

The organic company operating "as a platform" is mobilising these levers to transform itself. It is organic in order to be more agile and closer to its customers and employees. The company functions "as a platform" in order to open itself to a dynamic of collaboration and also to accelerate its transformation. New responsibilities and new roles need to be implemented.

### 1 | Department of Sales and Marketing

Digital transformation makes it possible to reconnect with customers that may have been left behind, but also to better keep the customer promise and to engage customers over the long term. How to develop customer added value (or customer capital) to generate and maintain economic value?

### 2 | Department of Operations

In the race to serve the customer, digitalising the company's processes allows it to be more agile, and frees up new financial and budgetary margins that facilitate transformation.

### 3 | Department of Communications, Marketing, eBusiness

How to acquire a prospect in advance and increase the conversion rate, turning him or her into a customer? Long before the potential customer even arrives at the checkout, it is fundamental to know that person as much as

possible, in order to personalise an emerging relationship as early as possible. It is therefore more important to build up a "person's capital" rather than just a "customer" capital.

### 4 | Strategy Department

Reviving growth often means freeing oneself from the constraints of saturated markets. We must no longer think of our strategy in terms of competition, but position ourselves "differently" and experiment with the new opportunities, and that is often referred to as blue ocean strategic thinking.

### 5 | Transformation Department

To transform oneself is to transform one's culture of collaboration but also to enrich the diversity of the collective, to foster its harmony and support its commitment and openness to the world. In short, to liberate our collective intelligence.

### 6 | Department of Skills Development

Training is both an objective and a tool, and in this digital age, specific trainings in digital skills are more important than ever. To meet this challenge, it is necessary to free up training strategies, sometimes hampered by narrow-mindedness, jingoism and Universalist approaches in order to move towards strategies that are more skill-focused.

### 7 | Department of Human Resources

Attract, integrate and retain are the three key words to win the war on talent. To succeed in this race for digital talent, companies must find additional means to attract skills, beyond the usual salary compensation and benefits.

### 8 | Department of Information Systems

IT is no longer just a tool: it becomes a component of value creation. IT needs to differentiate between stakeholders and integrate, in a transversal manner, all actors involved in the process: employees, service providers, commercial partners, complementary brands... And of course, the customer.

## A COMPLETE TRANSFORMATIONAL CYCLE



### 9 | Department of Customer experience

The rapid change in customer behaviour, the constant evolution of technologies as well as the constant pressure to reduce costs are creating increasingly stringent requirements for companies. Ensuring end-to-end excellence is a way to overcome and transcend these hurdles. End-to-end excellence is directly linked to the implementation of the corporate strategy and requires alignment at every level in a company: in the workforce, in the organisation, in governance, in management methods, in processes and with technology.

**Taken together, all these elements define a new approach to digital transformation. This approach needs to be strategic for general management as well as operational for the IT Department, the Transformation Department and other operational and functional departments. The results are these nine principal guidelines that we believe are paramount in order to master the transformational process. They are guided and informed by practical advice, breakthrough ideas as well as the visions and testimonies of leading market and sector players.**

At the heart of its

# ecosystem

Tomorrow's platform company,  
a powerful boost to transformation



**JEAN-CLAUDE  
LAMOUREUX**

Executive  
Director Consulting  
Sopra Steria Group

These days, companies are evolving in a world in constant motion, globalized to the extreme. In the past, they had to weather a series of successive revolutions, first the industrial revolution, then in IT and now in the digital sector - with digitalisation, instantaneity and ubiquity becoming the mainstream. This forces companies and organisations, to constantly change and adapt. But to be agile, the company needs not just to become organic, but also function *"as a platform"* in order to place itself at the heart of its ecosystem and animate this ecosystem... The "platformisation" of the company acts as a powerful boost to this transformation.

With or through digitalisation, the foundations of companies and administrations are being challenged by the behavioural changes of customers and employees - or even society as a whole. The company, either of its own will or not, needs to integrate new paradigms such as speed, excellence, pleasure and openness in order to become a "living", flexible and self-adaptable organism. The highly hierarchical models of the last century, built around grand projects and deterministic structural programs, have now become obsolete.

## **DIGITALISATION SHAPES A SYSTEMIC AND ORGANIC COMPANY**

The corporate sector has moved in succession from mechanisation, with the industrial revolution and the introduction of Taylorism, to computerisation marked by

automation as well as the determinism of large "V-shaped" projects. More recently, it has moved to digitalisation. This constant evolution process has shaped, what we might call the *organic* consistency of the company. The very structure of our organisations are adapting to these changes. The company becomes agile, inhabited by projects where the indefinable, iteration, constant testing, trial-and-error as well as changes in direction are the breeding ground for a new collaborative and fertile creativity. This is reflected in the organisation of *Digital Factories* created by companies to develop new digital services, or the adoption of "Agile@Scale" in all sectors of activity.

Companies are therefore migrating gradually from a mineral, rigid consistency to a more organic model, "A new business and organisational paradigm is emerging: one that is swift, agile, virtually indefinable and continually shifting". This radical transformation, which centres on teams working autonomously, even independently, requires new modes of governance and regulation that still need to be invented.

Indeed, the organic enterprise can only function if each autonomous cell acts in coherence with the others and strives towards a common goal. Rigid organisational charts, top-down management, prescriptive processes are to be rejected. The search for meaning, the goal to be achieved, the values to be respected and the framework for action must be promoted and fostered. Guided by the company's values, vision, DNA and brand platform, autonomous teams can operate freely within a systemic framework that conveys meaning but also a minimum of rules, control and reporting feedback.

After the era of determinism, of automation and V-shaped cycles that testified to the cybernetic nature of the scientific organisation of companies, digitalisation now calls for the implementation of a systemic model of homeostatic regulation, collaboration and self-adaptation within the organic company. The Cybernetic model becomes a Systemic model.

Beyond that, another fundamental trend is emerging. The ever-increasing expectations and demands of customers and employees, the battle to conquer new markets or to

**“ The indefinable, iteration, constant testing, trial-and-error as well as changes in direction are the breeding ground for a new collaborative and fertile creativity. ”**

retain them, constantly exacerbated by new digital technologies as well as by fierce competition from newcomers and start-ups. All this is forcing companies to open up and reposition themselves at the heart of their ecosystem of customers and partners.

## **TOWARDS THE PLATFORM COMPANY**

When they burst onto the scene, they were considered to be the "new barbarians": but today, the NATUs (Netflix, Airbnb, Tesla and Uber) have paved the way for "platformisation", building on the strength of the GAFAs to "uberise" the societies in the old economy. It is towards these models that companies must strive to achieve the change.

Beyond the economic models of disintermediation, the platform company is a true extended company which, having opened up to its customers and prospects, liberates its data to foster co-design processes, to stimulate the creativity of start-ups. The company is no longer isolated or a mere link in a chain, but now sits at the heart of its ecosystem. It is a network with, at its centre, the organisation as a platform. It is an open infrastructure that links collaborators, customers and partners to offer better speed, flexibility, agility, capacity for evolution... We are witnessing a fundamental trend, as the example of *Open banking* shows.

A new model is therefore emerging, based on a positivist vision of the company and a profound transformation of the structure of our organisations. While still in its early stages, it is already accelerating, particularly through the shortening of the cycle of new technologies. Mutating has become a necessity.

### **THE DIGITAL MOVEMENT IS SPEEDING UP AND THE PLATFORM BECOMES A LEVERAGE OF TRANSFORMATION**

If some companies believed they were protected from competition by NATUs, GAFAM and other start-ups, they quickly realised how deluded they were... The threat is widespread from both digital as well as from traditional competitors. The utility company *Direct Energie*, bought by TOTAL, is now taking market shares away from the state-owned electricity company EDF. On a similar level, the major banks are busy buying *Fintech*. The race is getting faster and faster.

Within 18 months, all major companies have begun a process of transferring their IT to the cloud, launching projects to move to the "Agile@Scale". But that is not enough. This transformation must be accompanied by cultural changes, through agile management methods within an organic and open company. This is a long process, but it can be accelerated by the "platformisation" of the company, which puts the entire organisation under tension.

With the "platformisation", the company opens up to the outside, confronts other organisations and cultures, shares experience and stimulates the desire for change. It encourages the multiplication of contacts between

“Platformisation” is not only a target to be defined, but also is a formidable leverage for transformation. ”

employees and the ecosystem, empowers them, gives meaning to actions, and opens up to other corporate cultures and other ways of doing things. It enriches, inspires people to evolve and to progress. Similarly, the infrastructures that have been implemented make it possible, by gathering opinions, via artificial intelligence or "data science", to obtain continuous feedback, both internal and external, by systematising and automating it. This continuous measurement of efficiency places positive pressure on management and teams. This proves that "platformisation" is not only a target to be defined, but also is a formidable leverage for transformation.

This second volume of our White Paper on Digital Transformation aims to illustrate the concept of "platformisation" by presenting nine major works, each representing one stage of the process leading up to it.



**OLIVIER  
GERVAISE**

Digital Transformation Officer -  
Transformative Team Builder

## **EIGHT PUNCHLINES TO UNDERSTAND WHAT WE MEAN**

### **WITHOUT KNOWING...**

- 1 Large companies have all the assets they need to succeed in their transformation.**  
Customers and collaborators provide data that become the main assets of platform strategies.

### **BUT...**

- 2 The company needs a nervous system that provides meaning,** defines the purpose as well as sets the goal and the operating rules. This nervous system is implemented through the concept of a platform driven company.

### **AND...**

- 3 The current concept of a "platform-driven company"** must be broadened by integrating the intangible aspects of the company, including its values, its operating rules, its human capital and its brand platform.

### **RECOGNISING THAT...**

- 4 The platform must be global and systemic.** It ensures the consistency of every transformational project: those geared towards customers, those geared towards employees and those targeting the different functions of the company.

### **FURTHERMORE...**

- 5 The platform allows the customer promise to be delivered end-to-end** starting with the definition of offers, sales, after-sales... and this concerns every stage: the front, the middle and the back offices.

### **ALL THE WHILE...**

- 6 Opening up to partners** and allowing the implementation of innovative business models.

### **WITH...**

- 7 End-to-end excellence measurement tools** to detect weaknesses regarding the needs to align the customer promise and the employee promise.

### **IN CONCLUSION...**

- 8 The digital platform facilitates regular organisational adaptations** within the company by breaking down silos, offering shared information systems and by developing a more horizontal type of management. This is what we call the transformative platform.

## EXPERT OPINION

# The platform allows a trusted actor to offer solutions for each universe in an innovative and agile way

In all large companies, executive as well as strategic management are directly and massively impacted by digitalisation and the underlying "platform". How can these changes be summarised, as seen from the inside? A few thoughts and selected comments from Philippe Aymerich, Deputy CEO of Société Générale.

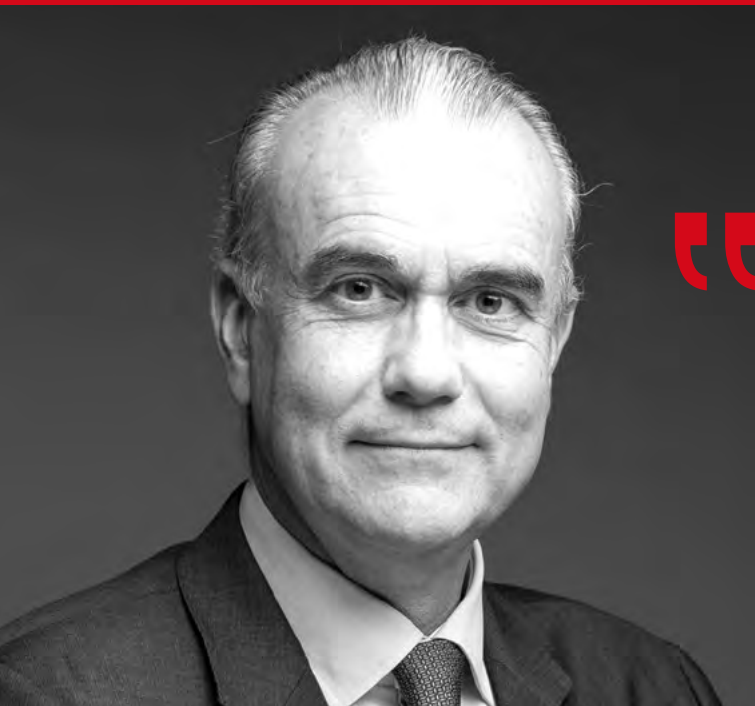
## « THE ESSENCE OF ORGANISATIONS IS CHANGING. »

The standard - and trivialised - expression used to describe digitalisation is that of the "fourth industrial revolution"... What is certain is that, in addition to new uses, new solutions and the impact on customer relations, the very workings of the company and the way it manages projects are deeply affected by these changes. It is the very organisation that is changing and will continue to change; I would go even further by saying that our very essence is changing.

I am referring here to the entire fabric of the major players in our country, in Europe and globally, since digitalisation is inherently global in nature. And banks are no exception. They actually possess the characteristics that become a hallmark of the digital company and their transition to the platform is outlined in this white paper. We are lucky to have two essential and legacy assets which we rely on to transform ourselves: our customers and our teams.

**PHILIPPE  
AYMERICH**

Deputy CEO  
of Société Générale



© Geraldine Aresteanu

## WE ARE IN A PHASE OF THE BANK AS A SERVICE; THE NEXT STEP, IN THE NEAR FUTURE, COULD BE THAT OF THE BANK AS A MARKETPLACE. »

### THE HUMAN DIMENSION HAS BEEN GIVEN A NEW VALUE. »

The human dimension is being valued again; for example, customer contact (physical or over the phone) is no longer a cold and standardised process which you must endure, but something solicited by customers when they are ready. Achieving an alchemy between the technological and human dimensions has become one of our major challenges. And this technological-human continuum must be managed over time because transformation takes place over a longer period of time.

### DIGITALISATION SHRINKS TIME. »

What is also exciting and spectacular is the shrinking of time that is induced by digitalisation (along with several other forces). It forces us to readjust the trajectories constantly. It consecrates the "short term" while the sacrosanct "long term" loses its former supremacy. But this does not mean that we should totally eliminate the "luxury" of long time, and I insist: despite, or with the help of digitalisation, we must continue to be the masters of our destinies!

Switching to the platform model seems inevitable to me. This is even more true in banking. For instance, the acquisition in 2015 by Société Générale of FinTech Fiduceo (a specialist in online account aggregation and personal financial management solutions) was a first step in this strategy. Beyond this particular case, technology, via the concept of platform and APIs, allows a trusted actor -

which is typically the case for a bank - not only to expand its range of services but also to present, with its partners, solutions tailored to different sectors and in an agile and innovative way.

The notion of bank as a service takes us even further, by providing our partners with "building blocks" of activities. Another example is Franfinance.

We can see that we are inexorably moving from a world where we manufacture what we sell to a new situation where we will also offer "external" products from our partners. The ultimate form of the platform model is the more distant concept of a bank as a marketplace.

To illustrate these trends, we have launched a global API catalogue, and we are also deploying this APIsation internally (based on 1700 APIs).

### THE NEW CEO MUST BE DIGITAL COMPLIANT. »

Every day, I see that our jobs as managers and executives are becoming more and more "digital driven" and "data driven". Consequently, just as a few years ago a CEO had to be proficient in financial techniques and balance sheet analysis, today he must also be digital compliant.

The CEO of tomorrow will have to be a true digital strategist, or he will fail. Because digitalisation is far more than just a tool: it is a lever, an opportunity and it is an integral part of our environment.

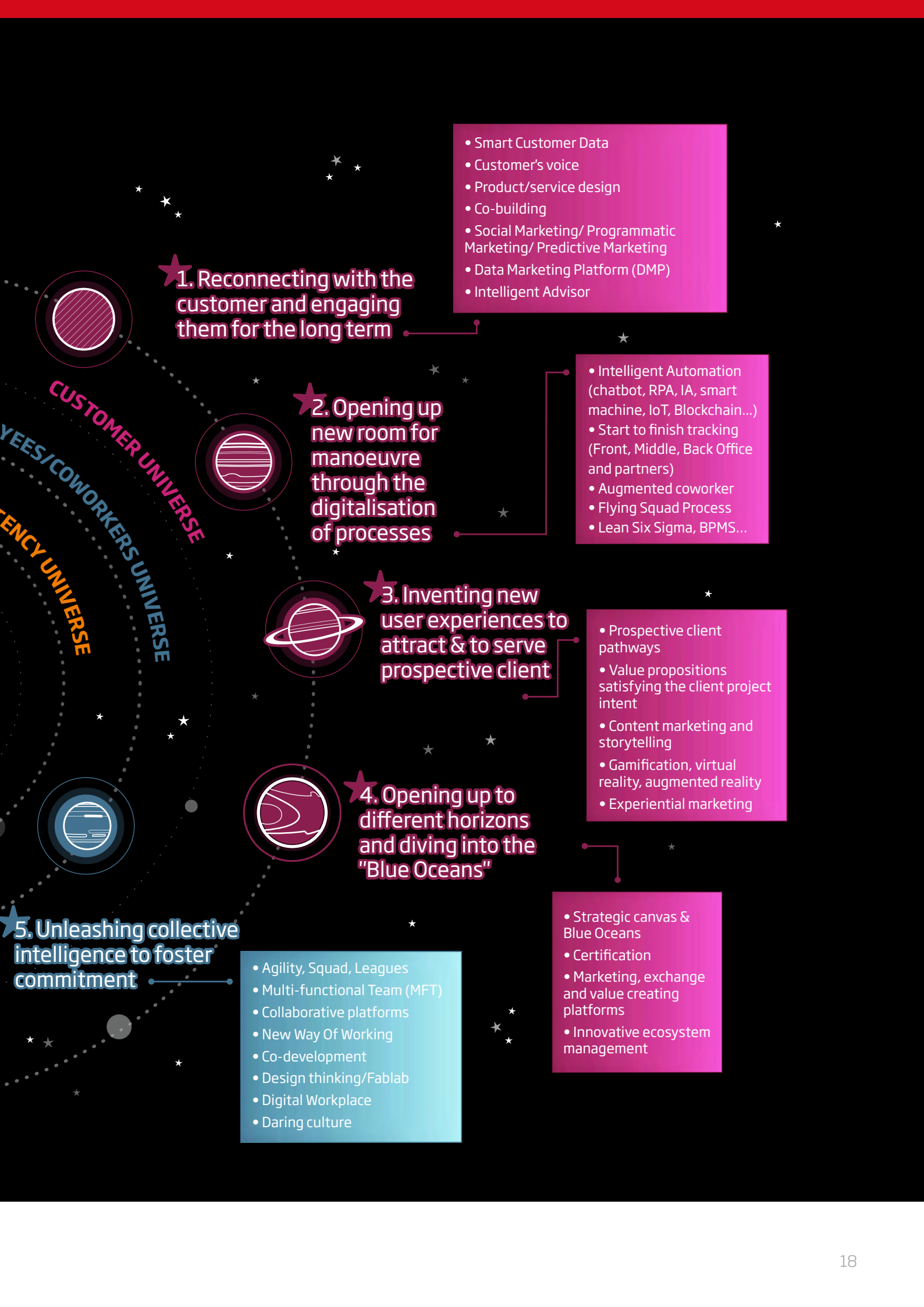


# THE TRANSFORMATIONAL GALAXY

Concepts, tools, methods, technologies... A vast range of tools - digital or not - are available to managers and "transformers" today, in order to help them bring about change within their companies. We will discuss them individually in the following chapters.

Presented here, in the form of a visual encyclopaedia, is an operational representation of the transformational galaxy.





**1. Reconnecting with the customer and engaging them for the long term**

- Smart Customer Data
- Customer's voice
- Product/service design
- Co-building
- Social Marketing/ Programmatic Marketing/ Predictive Marketing
- Data Marketing Platform (DMP)
- Intelligent Advisor

**2. Opening up new room for manoeuvre through the digitalisation of processes**

- Intelligent Automation (chatbot, RPA, IA, smart machine, IoT, Blockchain...)
- Start to finish tracking (Front, Middle, Back Office and partners)
- Augmented coworker
- Flying Squad Process
- Lean Six Sigma, BPMS...

**3. Inventing new user experiences to attract & to serve prospective client**

- Prospective client pathways
- Value propositions satisfying the client project intent
- Content marketing and storytelling
- Gamification, virtual reality, augmented reality
- Experiential marketing

**4. Opening up to different horizons and diving into the "Blue Oceans"**

- Strategic canvas & Blue Oceans
- Certification
- Marketing, exchange and value creating platforms
- Innovative ecosystem management

**5. Unleashing collective intelligence to foster commitment**

- Agility, Squad, Leagues
- Multi-functional Team (MFT)
- Collaborative platforms
- New Way Of Working
- Co-development
- Design thinking/Fablab
- Digital Workplace
- Daring culture

- # Prospective clients
- # Customers
- # Competition
- # Collective Intelligence
- # Talents
- # Learning
- # Digitalisation
- # IT Accelerators
- # Governance

# 9 chapters by stages and by type of actors

## CUSTOMER-ORIENTED

- GUIDELINE 01** Reconnecting with the customer and engaging them for the long term
- GUIDELINE 02** Opening up new room for manoeuvre through the digitalisation of processes
- GUIDELINE 03** Inventing new user experience to attract and serve prospective clients
- GUIDELINE 04** Opening up to different horizons and diving into the "blue oceans"

## WITH THE TASK FORCES

- GUIDELINE 05** Unleashing collective intelligence to foster commitment
- GUIDELINE 06** Ensuring the continuous development of digital skills
- GUIDELINE 07** Winning the "war for talent" and connecting skills amongst each other

## NEW MEDIA

- GUIDELINE 08** Building an IT System that functions as a digital accelerator and creates value
- GUIDELINE 09** Ensuring excellence from start to finish - Transformation: the three keys to governance

---

# THE CUSTOMER AT THE CENTRE OF ATTENTION

---



**MALIKA  
KAOUA**

Creator of differentiating  
customer experiences

“The first major transformation steps naturally concern customers. They exist, and are the real treasure of the company.... Digital technology allows you to spoil them.

Thus, even before undertaking an in-depth transformation, the first brick, the most obvious one to lay-down, is the valorisation of the customer base, which is itself based on the increase in value (personalisation, optimisation, speed, anticipation). It is necessary to set up the spirit of service which, beyond loyalty, forces the company to constantly rethink its products and services, its customer relationship strategy and the associated customer journeys.

It is a matter of enhancing customer capital to capture and secure economic value creation, freeing up room for manoeuvre by digitalising processes, reinventing the user experience of prospective clients and, finally, opening up with the outside world by experimenting in blue ocean strategic thinking.

In the virtuous circle that starts with the customer and moves onto the business ecosystem via the IT platform and governance, we aim to explore, in the next four chapters, all the strategic, digital and organisational levers that are available to you, in order to place the customer at the centre of attention. All this whilst relying on the transformational platform.”

WHO? SALES AND MARKETING DEPARTEMENT

# Reconnecting with customers and engaging them for the long term

## KEY WORDS

- # Customer
- # Relationship
- # Responsiveness
- # Personalisation
- # Emotion
- # Value
- # Anticipation

## KEEP IN MIND...

- > **Going into "defensive" mode** through continuous improvement.
- > **Approach customers in a personalised way** according to their habits and through emotion.
- > **React in real time** and anticipate bottlenecks and tensions.
- > **The contribution:** a new customer relationship model.

## CUT-OFF POINT

**Building a new customer relationship model that engages** over the long term outside **the pure business relationship.**

Digital transformation's purpose exists not just to accelerate business through IT but also to nurture and develop the relationship and commitment between you and the customer. How do you develop your customer capital in order to capture and secure economic value creation? What are the tools and methods available?

## THE NEW CUSTOMER CHALLENGES

### Better knowledge, customisation and building relationships

Customer experience is at the heart of digital transformation and we believe that digitalisation is all about retaining existing customers and enhancing their journey. However, it is true that some companies tend to "neglect" their customers, falling into a certain routine or comfort they thought they had acquired for good. Such firms are obliged to improve their customer experience and ensure that the commitments they have made are kept from start to finish. In short, one of the main purposes of digital transformation

- › **Ensure some degree of internal virality:** share successes in terms of customer satisfaction and commitment in a defensive logic.
- › **"Augment"** both the customers and the actors of the relationship through artificial intelligence, to make the former more autonomous and the latter more relevant.
- › **Know how to make data speak, including unstructured data** (semantic analysis, emotional analysis).
- › **Consider ambassadors and influencers** as key players in a community that it is important to bring together, lead and promote.

is to reconnect with the customer to the point of establishing a new relationship with them over the long term.

To achieve this, a better understanding of the customer is essential: it means understanding their uses, motivations and expectations better, as well as knowing what irritates them and puts them off, all in real time. Making good use of all this knowledge makes it possible to personalise customer journeys, to stimulate the relationship between you and the customer in a different way by creating an "emotional" link and, in the end, to increase the average checkout value while, at the same time, building loyalty over time.

### THE SOLUTIONS OFFERED BY DIGITAL TRANSFORMATION

#### Approaches, technologies and management methods

Digitalisation provides marketing departments with numerous technologies such as data science, Internet of Things (IoT) or Artificial Intelligence (AI). The latter, combined with new approaches such as service design, better agility or co-design, makes it possible to identify the priorities as perceived by the customer, and to put oneself in a mind-set of continuous improvement to personalise the

relationship and anticipate, any snags or irritating aspects in that relationship as much as possible.

More globally, to serve its customer-oriented strategy, the company will be able to set up agile, open customer platforms allowing fast, iterative and delivery cycles that are easier and faster to bring to fruition. This forces more collaborative and transverse modes of organisation and operation that break down silos. These approaches stimulate creativity through trial and error approaches within short deadlines, and accelerate time to market.

### KEY RECOMMENDATIONS

#### 1 | Getting into defensive mode

Examples are numerous: in energy, where deregulation has caused major players in the gas- and power-supply industry to lose subscribers; in the financial sector, where neo-banks challenge traditional leaders; and even in transport, with new forms of consumption (car sharing, carpooling). The major traditional players often have to react "defensively" to newcomers in order to remain competitive.

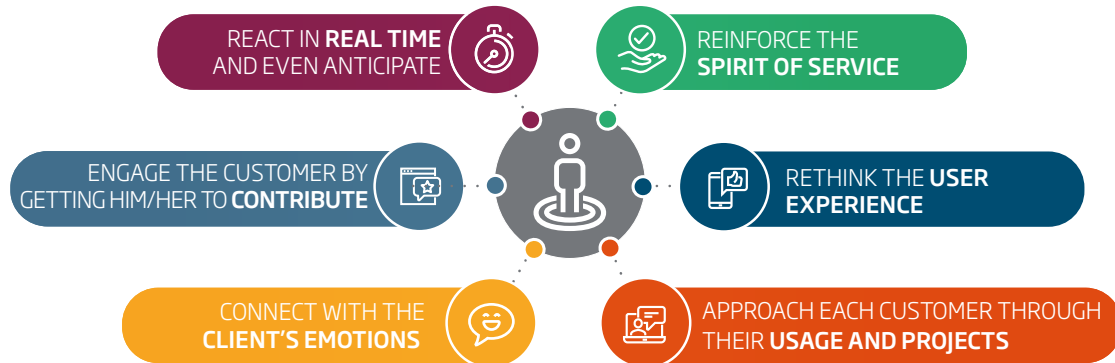
To do this, they need to set up a real customer-oriented strategy and, beyond that, to improve their offer ranges and customer journeys continuously, making the most of the knowledge they have of their customer.

How to proceed? The customer's "voice", the act of listening and the constant feedback loop can help you identify the customer's true expectations by segment. The service design methods invite the customer, but also the players in the field, the partners and wider stakeholders to respond to value propositions in order to make them grow.

Finally, the design of services is a short-term exercise, using agile methodologies such as Scrum and XP, and via deliverables built to support scalability. At Natixis Wealth Management, for example, customers are invited to participate using agile principles and to co-design new services and journeys with the help of to an innovative digital platform and a transforming team.

# REINVENTING THE CUSTOMER EXPERIENCE

The customer stands at the heart of our strategy...



... and forces us to an imperative **change** in attitude

	➔	
<b>NEW SERVICES</b>	Focus on products (and not on services)	Create innovative products and services (by usage, evolutionary) based on the analysis of customer behaviour.
<b>OMNI-CHANNEL</b>	Lack of fluidity between channels (products not available online)	Create a simple, fluid, obvious, incomparable omnichannel experience... filled with positive emotions.
<b>CUSTOMISATION</b>	Implement a 360° vision of the customer	Provide the customer with a personal assistant for tailor-made content.
<b>OPENNESS</b>	Highlight customer usages and benefits for the new offers	Develop gamification to help young customers to interact, for example, to manage their bank accounts.
<b>CUSTOMER ENGAGEMENT</b>	Display indicators of customer satisfaction	Transform the customer into an ambassador and analyse feedback to be able to react in real time.
<b>ANTICIPATION</b>	Multiply important commercial operations	Anticipate customer behavior through data science and be proactive.

*The pure commercial relationship is no longer sufficient. The company must place each of its customers at the very heart of its strategy, making him/her so unique that the customer wants to become a true promoter or brand ambassador.*





**CHARLOTTE  
DELATTE**

Data scientist



The urgency: engaging in a defensive approach, your first differentiating actions allowing you to create a remarkable customer experience based on the voice of the customer. This means offering a clear promise, multiplying the proof of this promise at each moment of the journey, and even going further by offering a singular, personalised experience that focuses on adding value, anticipation or emotion to provoke the customer's commitment over time. 📣

**KEY RECOMMENDATIONS**

**2 | Approaching the customer in a hyper-personalised way**

The more detailed the customer's knowledge, the more relevant the personalisation of offers and customer satisfaction. This forces you to understand where the customer is, what they are thinking and what they want, obliging you to respond to their needs via services and products that are relevant and adapted to her or to him, throughout the entire customer experience cycle.

This is already the case at French railroad company SNCF, which wishes to target the overall travel experience, door-to-door, from departure to arrival... and not just the train journey. This requires opening up to partners: carpooling, buses, taxis, car hire... For the company, it is a question of knowing its customer base, the customer's way of moving around, the key locations, and being able to bring together all the transport data and make sense of it in order to deliver a comprehensive door-to-door journey, and why not, in the near future offering their customers a personal mobility assistant.

**3 | Reacting quickly and anticipating tensions**

This is possible with innovative devices such as machine learning, semantic analysis, or artificial intelligence. Wanting to be more reactive and efficient, a German bank analysed more than a million conversations in order to define a series of custom-made proposals that can be used by the sales agent to "augment" the advice he delivers, or that can be presented directly to the customer via a chatbot. The type of response automatically adapts to the customer's level of language (using the informal "Du" or the formal "Sie" in German for instance, or choosing between colloquial and formal language).

React quickly, but also take into account the customer's emotional situation... This is also the challenge met by an insurance company who, in the event of a claim, takes charge of the customer in real time thanks to a time-stamped and geo localised videoconferencing application that puts the affected customer directly in touch with an expert.

These new tools can also anticipate aspects that may irritate or put off the customer. Some telecom operators monitor customers who have used-up a significant portion of their out-of-country data allocation and contact them with a suitable offer, in order avoid the trauma of coming home to a hugely increased phone bill.



**CÉCILIA  
TENET**

Service and  
Innovation Designer



Designing an experience more than a product or a service makes it possible to focus on the relationship between the brand and the human being, to create strong emotional bonds beyond the simple business relationship. Through this prism, it is another relationship that you begin to establish, more solid, over a longer term... It is this dialogue and proximity with your customers and prospective clients that allow you to offer more relevance, a higher degree of personalisation and ultimately, more value to the relationship. 🗨️

## 4 | **The contribution: a new customer relationship model**

The aim is to engage the customer over the long term outside of the traditional business relationship, and with a strong emotional dimension provide him with advice and content to turn the customer into an ambassador.

To achieve this, we must first ensure a level of customer satisfaction above the standard service level, provide a strong promise, and offer tangible proof that this commitment is kept at all stages during the customer relationship.

It is also important to develop and animate a network of internal and external contributors through co-creation. For example, at Lego®, children can post their own constructions on the corporate website; they can take up challenges, develop friendships with the various Lego characters or join fan communities. Another best practice example: develop personalised content that features ambassadors or influencers on social networks in order to associate the product with their brand image and increase your visibility within their community. L'Oreal also does this, and has been using this approach for many years now.

### **THE PLATFORM AS A NEW ORGANISATIONAL REALITY**

Thanks to the data science applied to all of the data provided by the ecosystem, the platform increases its reactivity towards the customer.

# Jacques de Peretti

CEO of Axa France



VOICES  
FROM THE FIELD

The insurance sector has been profoundly shaken up by digital transformation and by the new uses that result from it, such as carpooling or ad hoc rentals, but also by new customer relationship requirements. Jacques de Peretti, CEO of Axa France, insists on the need and means to reconnect with the customer and re-enchant the relationship.

Like banks, the insurance industry has become an increasingly regulated profession. The various laws and reforms underway or soon to come, have a strong impact on the way the market and competition position themselves. It is crucial to anticipate these regulatory changes.

In addition, we are seeing a change in behaviour that is leading to a rethinking of the way we approach customer relations: today's customers want to be able to communicate with their insurer by any means they choose (agency, telephone, Internet), and at any time. For simple matters, some of our insured (the famous Generation Y) do not even want to have to deal with an intermediary: they buy their home insurance online; they want to be able to download all the relevant certificates, transactions via e-payments... This new kind of customer must be approached and treated differently. But the relationship with our network of distributors is not dead yet. It is evolving and needs to shift to tasks with higher added value.



© William Beaucardet

## INSURANCE: TRANSFORMING ONESELF TO RETHINK CUSTOMER RELATIONSHIP MODELS. 》》

Other trends are emerging, such as the shift from "traditional insurance" to "usage insurance", with famous examples such as the company Blablacar in the field of carpooling or Airbnb for home insurance. There are also new consumption models in the field of health and retirement insurance, with the rise of the self-employed work-status (driven by companies like Uber), which forces us to rethink our models of personal insurance and come up with more adequate solutions.

### ***How to respond to these new behaviours?***

Our strategy: to develop a multi-access model in order to offer seamless journeys, whatever the channel used and whatever the time of contact. We have developed

a solution, "Mon AXA", for example, where our customers can check their account or the status of their claim, access the relevant certificates, but also, in the event of loss, theft or damage, file their insurance claim online or organise a video conference with an insurance expert.

Faced with the development of "usage insurance", which competes with the traditional "ownership insurance", we have chosen to establish partnerships with companies that have adopted these disruptive models (Blablacar, Uber...), our aim being to understand these new behaviours better and position ourselves as the insurer of the new economy.

### ***How can Digitalisation help you improve customer experience?***

In the healthcare sector, Digitalisation is a real asset for positioning our company beyond the standard insurance business (settling claims) and helping us to evolve, in order to become a true partner to our customers. With our mobile application "My Easy Santé", our customers can monitor their health but also benefit from coaching sessions and advice to maintain their fitness and well-being. Above all, we have set up a teleconsultation platform with partner doctors who can be reached by our customers 24/7 (by telephone or video). We have also developed a home-delivery service of prescription drugs to our customers in the Paris region. Thanks to Digitalisation, we are also expanding our role in society. All these new services are a response to new and emerging needs, notably in order to ease the pressure on emergency services and mitigate the exodus of medical professionals, where few Doctors are available.

We also rely on Big Data to improve customer experience: better customer knowledge makes it possible for us to define our pricing as fairly as possible and to propose an offer that is closely tailored to the risks and expectations

of each individual. In the end, Big Data brings us closer to the various moments in the life of the customer, for example through our unique platform, "Give Your Data Back", where everyone can check to see if their home is at risk of being burgled or in a flood-threatened area.

### ***How do you see tomorrow's insurance business?***

We are convinced that physical delivery of insurance services will remain in the future. Faced with water damage or a natural disaster, customers need to feel reassured. Our agents in the field are there to offer immediate, personalised advice and services thus removing some of the stress resulting from the loss.

By contrast, digital transformation will help our agents and salespeople to be more mobile. We have equipped our agents with iPads, which enable them to visit the customer and offer them the same service as they would receive were they to visit one of our branch offices. The entire sale of the insurance service can be carried out in the customer's home, thanks in particular to the introduction of the electronic signature.

**“ WE WANT TO GO BEYOND  
OUR PURELY INSURANCE  
BUSINESS AND POSITION  
OURSELVES AS A TRUE  
PARTNER OF THE CUSTOMER. ”**

WHO? OPERATIONS DEPARTMENT

# Opening up new room for manoeuvre

## through the Digitalisation of processes

### KEY WORDS

- # Digitising processes
- # End-to-end logic
- # Front-office
- # Back-office
- # Smart machines

### KEEP IN MIND...

- > **Matching the pace of transformation** with the teams' progress.
- > **Robotise without "calcifying"** the various processes.

### CUT-OFF POINT

**Blurring the line** between front-office and back-office

In the race to serve the customer, digitalising the company's processes renders them more agile and frees up new financial and budgetary opportunities that facilitate transformation. A virtuous circle that responds to market needs, strives for operational excellence and unleashes investment capabilities.

### THE NEW MANAGERIAL CHALLENGES

#### Moving from computerisation to digitalisation

The computerisation and development of communication networks have made it possible to optimise production costs and to free up budgets and financial margins, providing room for manoeuvre. This wave of rationalisation of operating methods is essentially based on a logic of labour arbitration (arbitration of labour costs by outsour-

BEST PRACTICES

- › **Integrate the operational** excellence project into the company's strategy.
- › **Clearly and openly display and share** the expected results of the project.
- › **Digitalise processes** based on "by design" learning mechanisms.
- › **Set up "flying squad processes"** with "process roles" that are empowered throughout the continuous improvement chain.
- › **Anticipate HR transformation induced by the digitalisation of processes** by adapting the teams' redeployment plan, on a case by case basis and going with the flow.

cing or subcontracting, for example): have it made, mutualise and scale, then optimise. These are the optimisation levers that are nowadays widely adopted by companies and Public Sector bodies.

However, this is far from enough. It is now necessary to move up a step, via the Digitalisation of processes, to make them more agile, not only at the core of the company, but also in an "end-to-end" logic by integrating all partners and stakeholders in the value chain. These are the new axes to maintain and increase competitiveness.

## THE SOLUTIONS OFFERED BY DIGITAL TRANSFORMATION

### From a "cost" logic to a contribution logic

New tools, which can be grouped under the term "smart machines", have emerged. Thus, RPAs (Robotic Process Automation), which are primarily based on existing technology, make it possible to automate repetitive and relatively simple tasks, whilst reducing the risk of human error (administrative management, basic control operations, etc.).

Other, more "intelligent" tools, are based on a real technological breakthrough: artificial intelligence. While the most well-known applications today are seen across our daily lives (virtual assistants, self-driving cars, image recognition, etc.), their impact on the economy and employment is potentially major: in financial services (algorithmic trading, personalisation of offers, etc.), the manufacturing industry (collaborative robotics, predictive supply chain, etc.), health (diagnostic assistance, remote therapeutic monitoring, improved compliance with treatments, etc.), public services (algorithmic public action for a more detailed assessment of particular cases, fight against fraud...), etc...

With these new devices, the logic switches from manual arbitration to automated arbitration. It is no longer just a question of making things cheaper or faster, but by doing things better and differently and taking advantage of the new opportunities offered by smart machines. The transition is one of switching from a logic of "cost" to a logic of "contribution of value at reduced cost", which assumes understanding all the dimensions of transformation (culture, skills...). Here is how you can achieve this.

## KEY RECOMMENDATIONS

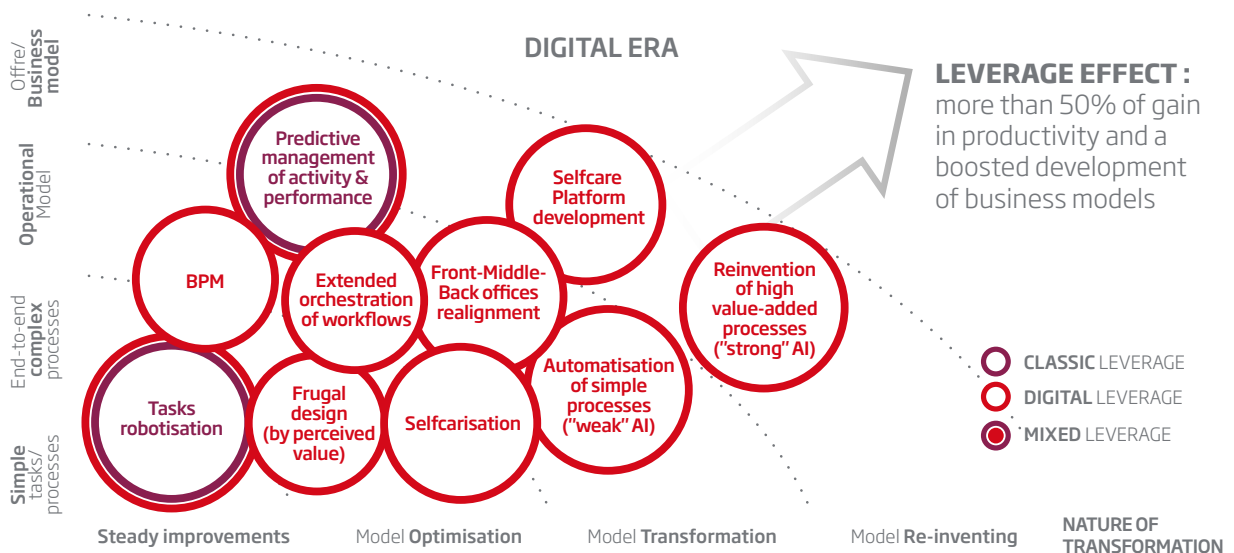
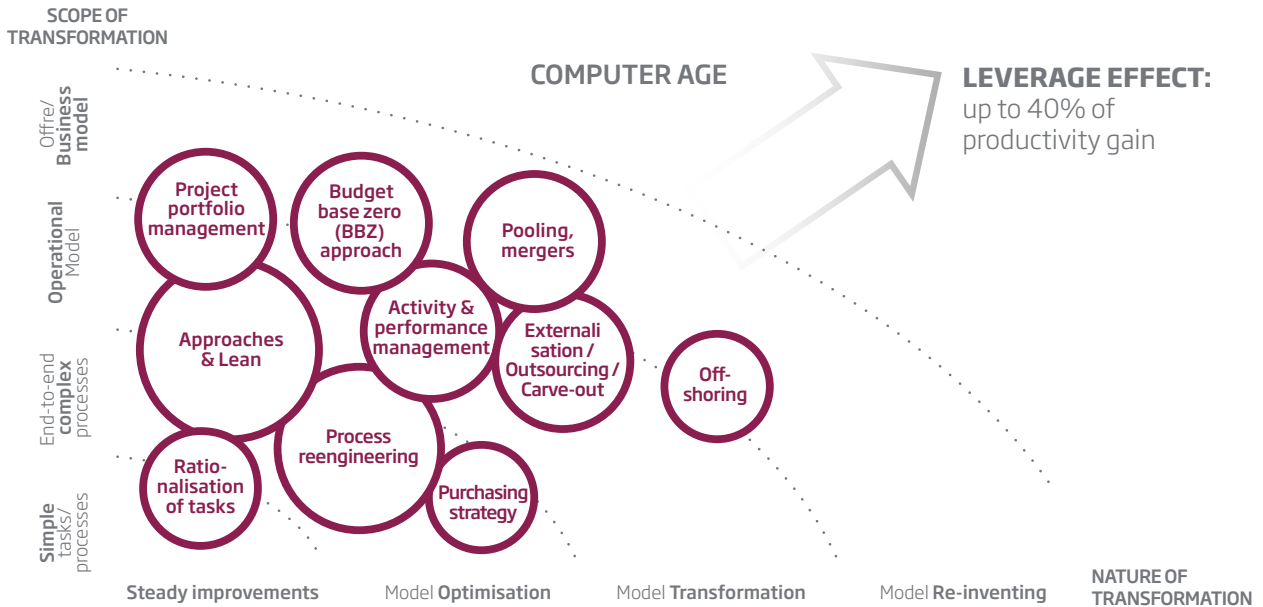
### 1 | Blurring the line between front office and back office

The fastest and most visible part of digital transformation concerns front offices (dealing with customer/user relations). It covers, among other things, the implementation of an Omni channel strategy, the integration of digital and automation in the sales outlet, but also the personalisation of the customer journey and the development of self-care (including via virtual assistants and the development of online/extranet tools enabling the customer to carry out a growing number of operations).

But transformation is not limited to front office alone: it is the speed of the entire value chain of the company that is at stake. Serving the promise to the customer or user by offering a "seamless" service means reconsidering the middle-office and back-office functions via an end-to-end

# IMPROVE PRODUCTIVITY

Thanks to digital leverage



*Digitalsing the company's processes frees-up new financial and budgetary margins that speed-up the transformation.*



approach, open to the ecosystem of stakeholders (industrial partners, start-ups), and without any digital discontinuity in the value chain.

The entire value chain must therefore be at the same level of responsiveness and excellence. What about an online sales service that cannot guarantee the availability of an item in real time? An online bank that does not allow an instant change to a payment cap? A customer service department that has no knowledge of the new product that the company has just launched?

This implies revisiting the boundaries between front, middle and back offices, but also isolating organisations and improving interfaces with all the partners involved in the value chain (customer service, points of sale, etc.).

All this contributes to delivering the chosen and coherent promise from start to finish.

## 2 | Robotise without "calcifying" the processes

Robotisation seems the natural solution to achieve margins of manoeuvre. This is the case for repetitive tasks with low added value, elementary control operations, data entry...). However, due to its repetitive nature, it does not necessarily mix well with agile methods. There is a great risk of a kind of "calcification": excessively automating the robotisation of processes runs the risk of leading to a loss of value. You also need to know how to hand over some tasks to the users, to the field teams, and to confront the processes with what the customer tells you. The key is not to robotise everything, but to robotise smartly.

What happens when you have a nice, fully automated process but the company has lost control of it? What happens when your process no longer "costs anything" but also no longer meets customer/user expectations?

Thus, to robotise processes without calcifying them, it is necessary to question them continuously, which implies anticipating their evolutionary character in the implemen-

## OPINION OF SOPRA STERIA EXPERT



### THIBAUT LEGRAND

Controlled Cost  
Value Creator



For any organisation, to succeed in an operational excellence project requires setting in motion all of its vital forces. This dynamic implies "providing meaning" by spelling out the strategic rationale and highlighting the operational contributions made by the teams (elimination of activities with low added value, making it possible to focus on the "service" provided to the customer). 🗨️

tation of Digitalisation. Beyond the technological dimensions to be taken into account (reversibility, scalability...), agile operating modes must be favoured from the design phase, then in permanent operation.

It also involves rendering the computerised operational processes within the legacy more agile (more often than not in the form of transactions or management rules) by introducing "by design" learning mechanisms based on the possibilities offered by AI (for example by enriching a deterministic decision-making process with a machine learning algorithm).

To go further, we will adopt a field approach by involving, within the "flying squad process", the operational actors in the identification and prioritisation of the operational fields to be transformed.

In short, robotise yes, calcify no!

### 3 | **Matching the pace of transformation with the evolution of teams**

The Digitalisation of processes (notably their automation/robotisation) feeds many fears and phobias in the social sphere regarding its consequences: transformation, even disappearance of production jobs (technicians, drivers...), services (administrative, sales forces...) or expertise (financial, actuaries, legal...).

It is essential to reassure society in general by anticipating and demystifying the transformation: how many and what type of positions are concerned? What new jobs are emerging? What workforce reallocation plans will be implemented? What support systems can be set up? Because beyond what is technically viable, to be effective, efficient and socially acceptable, this transformation must take place for the benefit and not to the detriment of existing employees. This is why you need to articulate the various speeds and scopes of transformation within your company closely in order to align them with the day-to-day experience of your teams.

Moving forward "at the right pace" presupposes establishing a global transformation plan (medium-term Job and Competency Planning solution (GPEC), redeployment/reconversion strategy for employees on activities that are "complementary" to those that will be digitalised, support plan, etc.), and involving all internal players: general management, operational management, finance, HR, staff representatives, union reps., etc. To give meaning and create a dynamic of trust, this articulation must be openly claimed and communicated about, in a transparent way regarding expected productivity gains and reallocation of these gains, by means of regular, transparent communication that is disseminated via concentric circles.

## OPINION OF SOPRA STERIA EXPERT



### ÉLIE BOURJAILI

Service Operational Excellence Designer



The digital revolution and the expectations it conveys (immediacy, simplicity, multi-channels, personalisation) reposition operational excellence at the heart of transformation while modifying its purpose: it is no longer just a question of increasing productivity gains or achieving better profitability, but of delivering the customer/user promise in an environment where speed and excellence of the proposed experience have become essential and inseparable. 🗨️

### THE PLATFORM AS A NEW ORGANISATIONAL REALITY

A vector for the development of value at a controlled cost, the platform enables an extension of the ecosystem addressed by a reinforced link between the back office and the front office.

# Éric Trappier

Chairman and CEO of Dassault Aviation



**VOICES**  
FROM THE FIELD

Aeronautics has long been using digital technology... But, as Éric Trappier, CEO of Dassault Aviation, points out, the value-creation potential of digital technologies has become so important, that we need to rethink our organisations and business models in order to take this potential into account. The transformation of skills, know-how and of the know-how-to-be of the workforce is a key to meet this challenge. Mobilising all the actors, getting everyone motivated and on-board, particularly in the factories, is of the outmost importance.

In the civil aviation market, the competitive pressure is very intense, and we need to improve our competitiveness and our capacity for innovation constantly.

Business aviation, where we offer the Falcon range of aircraft, needs to take into account the ever-increasing demands of our customers: more performance, more comfort, higher availability and continuous innovation, all at a price range that is constantly challenged downward by competitors who are inventive and always at the cutting edge.

We are seeing the emergence of Uber-type online booking services that we need to seriously take into consideration because the risk of "disintermediation" is clear and present. We are therefore offering new services that are made possible by the Internet connectivity of our aircraft in order to satisfy an increasingly "digital" clientele: personalised real-time maintenance services, online service ordering, downloadable applications to assist on-board personnel, connected work or leisure environment for passengers, etc.



“ IN THE DIGITAL AGE,  
THE TRANSFORMATION  
OF SKILLS IS AT  
A TURNING POINT. ”

As for military aviation, we are operating in an unpredictable geopolitical context. This is an uncomfortable situation, but it also represents an opportunity in the face of the United States, who are defending their turf with much greater resources than France or Europe can muster. We must therefore remain ultra-competitive, all the while enabling our customers, in France of course, but also elsewhere, to benefit at the best cost, from the latest technological advances in air combat. With the Rafale fighter plane, we have an exceptional product that enables us to compete effectively and stand our ground on export markets.

***What are the consequences at the industrial level?***

It is very simple; you have to be at the same level of excellence as the best players in the industry, especially in terms of agility, adaptability and of course overall performance.

The concept of transforming work processes and skills is essential: reinventing oneself to remain agile, always questioning oneself in order to constantly adapt.

To do this, you have to get the employees on board and make them want to stay and work with you: their accu-

mulated aeronautical experience is irreplaceable when it comes to finding the winning formulas.

### ***Is this the role of Digitalisation?***

Yes, Digitalisation is a major part of our transformation. It is a formidable catalyst that is already familiar to us: the aerospace industry has been using algorithmic calculation, digital simulation, CAD (computer-aided design), expert systems, etc. for a long time now. For example, we have reinvented a way of working with the digital model of the Rafale.

Digital technology is also an opportunity to thoroughly review our organisations, adapt our skills and globally reconsider our working methods with regard to what can be done automatically by a machine and what needs to be carried out by people.

It is also an opportunity for the company and its employees to share their experience on how to remain among the best in the modern world.

### ***How can the processes be digitalised?***

To be able to succeed in the transformation of our group, we obviously have to work on our IT infrastructures. We are thus working to "platformise" our applications and make them compatible with the Cloud and Big Data technologies. While this is indispensable, it is not enough. The value of Digitalisation lies in compartmentalisation, collaboration, mobility and data sharing.

Steering a project based on data that is up-to-date, anticipating, reacting, interacting at the right time on the right information, promoting the horizontality of organisations while maintaining a sense of priorities.... all these capabilities

are made easier or even possible by digital technologies.

The permanent and digitalised accumulation of the company's data on our internal platforms makes it already possible, thanks to algorithms, to cross analyse production, engineering, quality or even human resources data, to share "activity health diaries" each at its own level and made up of shared real time indicators.

This is the principle of Big Data applied to present day corporate data, and used in the near future to serve customers.

### ***How can you convince employees to change the way they work?***

Let us not deny it: this is a difficult and strategic issue. Digital transformation is not something that is self-evident, even for a successful high-tech company that prides itself on its products and history. We cannot do without the human aspect.

It is necessary to relearn how to collaborate, to share data among us, to trust each other, and for that, the human worker needs to adhere to the project and understand the when-and-how factors in order to reclaim the technology.

The long-term involvement of General Management is fundamental and top-down messages need to be matched with the messages of the employees, in a synthesis that everyone can take for themselves and use in their job.

Therefore, the support work of the change process must be carefully structured and implemented. Fortunately, this ability to come together to solve complex problems is part of Dassault Aviation's DNA.

**“ THE FACTORY 4.0, IS THE PLACE WHERE INNOVATION AND DIGITAL COME TOGETHER. BUT THE HUMAN FACTOR MUST REMAIN AT THE HEART OF THE SYSTEMS: THE MACHINE MUST REMAIN AT THE SERVICE OF THE HUMANS TO “AUGMENT” THEIR KNOW-HOW. ”**

WHO? COMMUNICATIONS/MARKETING/E-BUSINESS DEPT

# Inventing new user experience to attract and serve prospective clients

## KEY WORDS

- # Prospect knowledge
- # Omni-channel path
- # Conversational marketing
- # Prospect Relationship Management (PRM)
- # Storytelling- Gamification

## THINGS TO REMEMBER

- > **Attract the prospective customer through content**, which becomes a real weapon in the digital world if it is highly differentiating.
- > **Transform customers into brand ambassadors for prospective customers.**
- > **Create services and products based on usages** (individual and collective) rather than on ownership.

## CUT-OFF POINT

Approach the prospective customer through life projects, in order to build a value proposition, a coherent ecosystem that goes beyond the simple offer range.

How to capture a prospect well in advance and increase its conversion rate into a customer? Long before the act of buying, knowing the prospective customer is essential to personalise an emerging relationship as early as possible. It becomes important to build "individual" capital, not just "customer" capital.

## NEW CUSTOMER ISSUES

### More places to talk, more experiences to reinvent

Due to the multiplicity of conversation places (social networks, forums, comparators...), Digitalisation is both a very important breeding ground for potential customers, a place where prospective customers come to get information, find complete and detailed answers, and increase their level of expectation.

Brands that succeed in using Digitalisation to attract and capture new customers have a formidable weapon of conquest to develop their revenues in the new economy. To do this, companies must get to know and understand their prospective clients in order to identify their intentions and projects as early as possible and build a personalised value proposition, from start to finish, with a simple and adapted journey.

Indeed, the experience of the prospective customer can only be personalised and the offers adjusted to the needs and consumption patterns. Bespoke becomes the norm!

How to optimise the approaches of the prospective client while creating another brand experience?

### **THE SOLUTIONS OFFERED BY DIGITAL TRANSFORMATION**

#### **Basing yourself on the knowledge of prospective customers in order to offer personalised experiences and establish a relationship**

In an era of endless choice, the prospective customer becomes an informed and active consumer who shops for deals, compares products and informs himself about the pros and cons of products or brands before even considering a buy or entering the store. The prospective customer can even become himself an information relay, by publishing "opinions" and "reviews" and thus deprive the brands of their primary message. Internet gives the customer the power to boycott.

To identify and attract a prospective customer, marketing departments can rely on a panel of integrated tools. They are increasingly more known as data crunchers due to the widespread availability of data, and are less dependent on IT departments to provide information. The ultimate challenge of this data exploitation is to better identify, as far upstream as possible, ways to properly target and address the adequate prospective customer, doing it at the right time via the right channel, with the right messages, and with the right offer, thus converting more and

more prospective customers into paying customers thanks to an adapted customer experience.

Moreover, with virtual and augmented reality technology, with connected objects and AI, the Chief Marketing Officer becomes a creator of experiences in order to allow the potential customer to test the offer as closely as possible and project himself or herself into its use, not just giving a test drive of the product, but enabling the customer to bond with the product.

### **KEY RECOMMENDATIONS**

#### **1 | The ability to conduct end-to-end delivery, as far upstream as possible**

Approaching the prospective customer differently means identifying which is the first player the prospective customer will naturally approach when he or she has a project or a purchase intention. It is important, in these times, to focus on controlling the value chain upstream to capture these prospective customers as soon as possible. It is then the companies' task to make them want to discover the brand and pull out their wallet.

Take the example of a Bank. Rather than selling a car loan, let's imagine that it launches a marketing campaign "Change your car in three days", via a unified banking platform. The customer can visualise in real time all the elements linked to the loan (overall amount, duration, interest rate...), modify the scenario, and go as far as facilitating the associated administrative procedures (change of insurance, car registration, parking rental, buy-back of the old vehicle...).

#### **2 | Acquire prospective customers through differentiating, relevant and personalised content**

Once the prospective customer has been identified, the task remains to get them interested in the brand and to gradually lead them towards a value proposition adapted to their needs and expectations. How many times have

- › **Develop your knowledge of the prospective customer** by taking advantage of various types of data sources: structured data from the company's IT system (CRM, ERP) and unstructured data (social networks, blogs, forums, etc.).
- › **Create models of the different prospective customer profiles** based to usage, expectations and interests.
- › **Create innovative and unique campaigns to conquer the customer** based on experience, gamification and storytelling.
- › **Make it possible to transform parts of your offer range** from individual use to collective use.

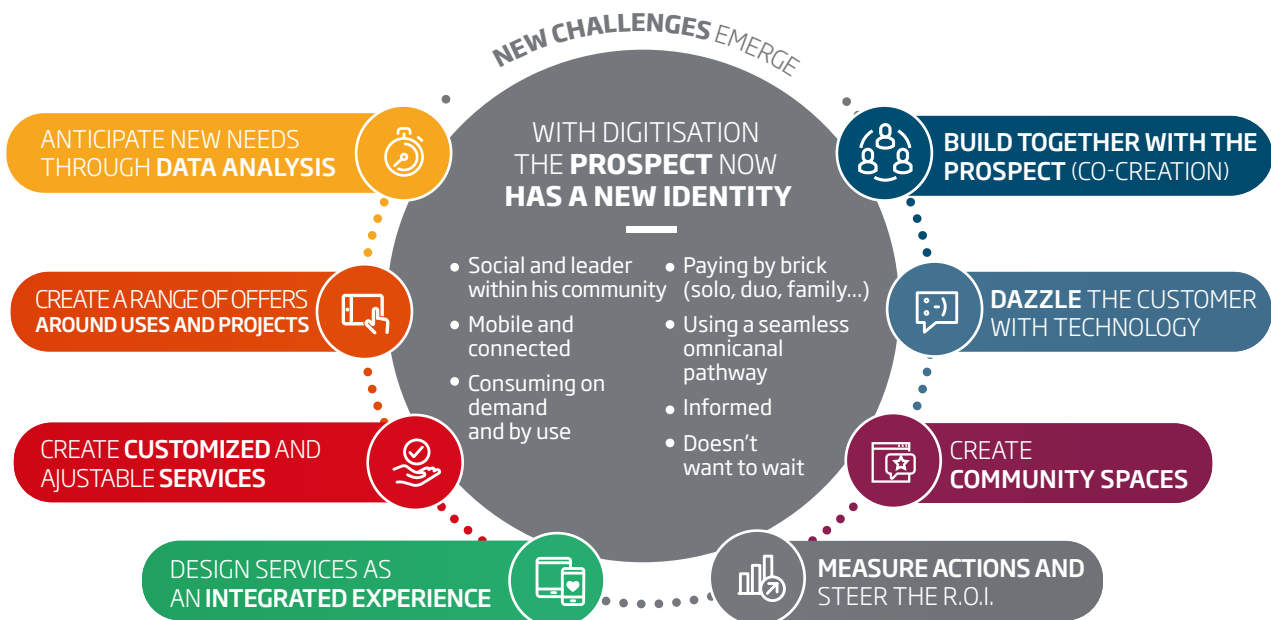
customers who purchased a product from Amazon been bombarded afterwards with advertisements for the very same product?

This is why it is important to attract and engage consumers through formats considered less intrusive and more interactive, or even through an educational or playful content.

For example, when L'Oréal launched its Maybelline Master Contour makeup line, the product was considered by some users to be difficult to use. The company thus specifically targeted this population, which had a negative and resistant attitude towards it. It presented these clients with a series of educational and personalised YouTube videos, defined on the basis of the socio-demographic data captured. The campaign attracted more than nine million views and made it possible to popularise the use of these

## FROM PLAIN CONSUMER TO ACTIVE CONSUMER

What does this change mean for the brands ?



*Symbiosis between technology, innovation and experience design, this integrated experience diagram makes it possible to offer the prospect a range of products, services and interactions in a synergistic manner that complement each other, together with a personalised and educational approach.*





**REDDA  
YAHY**

Digital  
Project Manager



The implementation of the prospective customer journey is one of the keys to the brand's competitive advantage, beyond its differentiating market positioning. This is the reason why it is necessary to think of this journey in a personalised way, based on the intention or the life project of the prospective customer. It must be aligned with the approach of the prospective customer and not necessarily with the company's offering. 🗨️

products and to remove the perceived barrier to purchase; the content was also used to drive sales in the stores.

This is how digital content evolves towards highly differentiating and personalised content, with a strong consulting and value-added dimension, to take the prospective customer by the hand and entice him or her to switch to the act of buying. A decision made even simpler and more adapted by the integration of a virtual assistant or "call to action systems", for example.

Finally, gamification allows you to use a playful and differentiating content. Some banks offer fun and educational applications to make young people aware of how to manage their budget or to increase the skills of customers who would not have thought about investing their savings in the stock market. These applications let the customer manage his account, receiving personalised advice and access to an online chat to discuss matters with an expert while they progress with their financial know-how.

**3 | Enrol customers to become  
the first and best promoters  
of your brand**

Once the potential customer becomes interested, it is the brand's responsibility to ensure that they respect the commitment made. To do otherwise can lead to a loss of clients. In fact, 88% of Internet users check customer reviews about a brand or product prior to finalising their purchase. 93% do not proceed to check-out after reading a negative opinion while 95% buy after reading a positive opinion [IFOP survey for VIP Reputation, "L'impact de l'e-réputation sur le processus d'achat " (The impact of e-reputation on the purchasing process)].

The best product promoters among potential customers are no longer the brands but their customers themselves. Many are already turning them into advisers and thus improving their conversion rates.

The customer community is also a monitoring tool for capturing trends on potential products or services that are popular with members. There is thus a real interest for brands to co-create with their communities of custo-



**PHILIPPE  
LAINÉ**

Customer  
Experience Strategist



Faced with an increasingly demanding, informed potential customer whose uses are being transformed by digitalisation, brands must adopt new approaches in order to engage with this type of consumer. The communication needs to be personalised, omnichannel and based on customer use. The end-to-end customer experience needs to be based on behaviours and on the knowledge that we have of the potential customer's profile. The customer community becomes the brand's first ambassador. 🗣️

mers and prospective customers in order to improve, create or test their products and services.

Many companies and brands, such as Société Générale, BUT or Lancôme rely on this new approach to boost their business. Some - like the community chatroom from OUI. SNCF - even go so far as not to filter the conversations between customers and prospective clients, letting them talk (and convince) freely.

## 4 | **Create services and products based on usage rather than on possession**

Digital technology facilitates new modes of consumption. The new collaborative model favours use (or rental) over possession - pay to use, rather than pay to own. The consumer, in search of meaning, prefers to use products and services occasionally when he needs them, rather than having permanent ownership over them. The advent of C2C sites (consumer to consumer) is proof of this new trend (Airbnb, Blablacar...).

Payment methods are also affected by this collaborative trend. For example, Cuvva, a Scottish fintech, has based its entire offer on this approach, with a mobile application that makes it possible to insure a rental car for a short period time, quickly and hassle free. Thus, certain services or products that were initially contracted for individual use can now be used according to a collective approach.

### THE PLATFORM AS A NEW ORGANISATIONAL REALITY

The platform facilitates openness towards other partners through real-time data exchange and across all channels.

# Ronan Le Moal

Chief Executive Officer of Arkéa



**OPINIONS**  
FROM THE FIELD

Numerous regulatory changes, customers taking power and the arrival of new players considered disruptive by some... The banking sector is facing such an upheaval that Ronan Le Moal, Chief Executive Officer of Arkéa, does not hesitate to describe as similar to a ground breaking revolution. To cope with this, and to design the bank of tomorrow, the mutual and cooperative banking group Arkéa is reinventing its customer experience with a mix of pure digital as well as phygital (combination of physical and digital points of sales).

More than a simple transformation, it is a real ground breaking revolution that the banking sector (as well as the insurance industry) is experiencing.

We are facing three major shocks. The first one is profitability: over the last ten years, with the growing fiscal, regulatory and legislative constraints, our margins have been steadily eroding. But such a revolution applies to the customer too: in a way, he or she is now able to recapture power in a relationship that was previously passive, or even in which he or she had to "endure" things; now he or she becomes an active consumer, has more choice and can interact more easily with the bank.

For a long time, we, the bankers, had the luxury of considering that it was useless to seduce the customer; but those times are over! The customer is back in control, he is the one who decides. And that's good. And finally, the third shock, is the arrival of new players on the market, the insurancetech and fintech players, who are hitting us hard!

All this encourages us to question ourselves, by bringing more value into the customer relationship, by recreating adequate conditions for a customer experience based on



## “ THE BANK OF TOMORROW? A SERVICE-HUB FOR OUR CUSTOMERS... ”

his or her life projects and not simply selling banking products... In short, to put back a little emotion and fun whilst helping you to shape your life projects.

### ***In the face of such upheavals, how should we react?***

The priority is to recreate value in the relationship with the customer and even more in the relationship with the prospective customer. The products we sell (loan, insurance, card and even accounts) take on almost second place, they are all more or less the same anyway. We need

to make sure that the relational dimension, the accompanying of projects and of important moments in the lives of our customers are better valued. It is essential to move from a logic of selling products to a logic of sharing experiences with customers.

This can only be achieved by relying on qualities that differ from those traditionally required across retail banking. I am thinking here of agility, the ability to move quickly and to capture new technologies, being close to the territory you work in, collecting data and exploiting it...

### ***By providing a central place for the use of data?***

Yes, but there is a paradox. Historically, the bank is the sector that has the most customer data, at least from a financial and consumer aspect. However, until now, this data has been rarely or never used. And this, despite the fact that data (its exploitation and valorisation) is a key element, because our capacity to better know our customers is the key to us meeting the challenges. This is part of the transformations that we need to implement.

### ***Does the cooperative and mutualist model of Arkéa help you in this?***

We know that we are evolving in a new world where cooperation between actors is essential.

Our cooperative model and our intermediate size are valuable assets. Basing ourselves on the idea of a truly phygital bank, and complementing rather than opposing the physical experience in our agencies with the digital experience, we focus on digitalising everything that can benefit from it in terms of customer relations, with a target of achieving zero-defect in our daily interactions with our customers.

In addition, open banking, partnerships and business input are models that will enable us to add new services in order to put value in the relationship. It's a reinvention of the customer promise.

### ***Like other sectors, should the bank structure itself into a platform and become a central player of its own ecosystem?***

It's not something that comes naturally to bankers, but it is the wave of the future. Our ecosystem is one of cooperation, and the concept of becoming platform driven encourages this. Customers no longer interact with a simple banking agent but with a financial coach who relies on ecosystems (partners, start-ups, fintech, insurancetech...) to design and implement solutions that meet their needs.

Some of our local saving banks will eventually even share their facilities with real estate companies. The client will come to see us less often but he or she will find, in our agencies, access to services that you cannot get on the Internet. Banking is becoming a true service hub for customers.

A further initiative is becoming closer to our customers. In France where we are not yet present, we have developed a concept of "pop-up agencies", that are "light" but nonetheless part of the ecosystem in order to propose real solutions to our customers. Some of them even operate without requiring a teller, a desk, or a desktop computer. Our consultants use an iPad to assist prospective clients and existing customers.

Of course, you cannot transform an entire banking network at the flip of a switch: in order to get the most out of your experiments, you have to test them on virgin territory before mainstreaming them.

**“ IT IS ESSENTIAL TO MOVE FROM AN APPROACH OF SELLING PRODUCTS TO AN APPROACH OF ACCOMPANYING THE CLIENT THROUGHOUT THEIR JOURNEY FROM START TO FINISH. BUT THIS CAN ONLY BE ACHIEVED IF WE ARE AGILE AND OPEN TO THE POSSIBILITIES OFFERED BY NEW TECHNOLOGY AND DATA SCIENCE. ”**

# Opening up to different horizons and diving into the "blue ocean"

## KEY WORDS

- # Competition
- # Differentiation
- # Customer culture
- # Blue ocean

## THINGS TO REMEMBER

- > **Do not "differentiate"** from competitors but be different.
- > **Expand your boundaries and aim beyond existing demand.** Work on neglected criteria from adjacent areas.
- > **Become the platform** of an ecosystem and live in a networked world.

## CUT-OFF POINT

Consider customers, not figures, and stop benchmarking yourself.

Reviving growth often means freeing oneself from the constraints of saturated markets. We must no longer think of our strategy in terms of competition, but position ourselves "differently" and experiment with new offers, taking advantage of the opportunities offered by "Blue Ocean Strategy". How can we use new digital tools to open ourselves to the outside world?

## THE NEW CHALLENGES OF GROWTH

### Turn your back on the competition

Is competition good for you? That remains to be seen, at least not for all of the impacts competition may have. One of the pernicious effects of competition is that it pushes you towards a model of standardisation in order to keep prices low. But in the frantic race to the bottom, emerging countries with low labour costs are upsetting the compe-

› Explore your customer potential and focus on the broadest possible market

› Explore your three types of customers

- The **"Imminent"** non-customers: those standing on the outskirts of your market and getting ready to abandon ship.
- The **"Anti"** non-customers: those who have consciously gone against the market.
- The **"unexplored"** non-customers: those located on distant markets.

Use the **"Four Actions Grid"**

- What are the "knee-jerk", unquestioned criteria that should be **excluded** by the actors of the sector? Exclude the elements at the heart of the competitive efforts.
- What are the criteria that should be **toned down** from the level considered normal in the sector? Identify the "trendy" products and services that have received too much attention.
- What are the criteria that need to be **strengthened** well beyond the level considered normal in the sector? Identify the compromises imposed on the customer.
- What are the criteria that have hitherto been **neglected** by the sector and that need to be created? Identify new sources of value creation.

titive landscape considerably and are now challenging established positions amongst traditional long standing dominant market players. And differentiation, which is an integral consequence of a heads-on competition, has already boosted product obsolescence, shortening product lifecycles down to under 18 months), with a rejection rate of 66% for new products (according to a 2016 study by the Nielsen Institute).

It is a tough pronouncement: there are simply not enough innovations that really improve the lives of customers, and for companies, differentiation is an expensive endeavour. How can we react and get back on a profitable path and move away from self-destructive struggle?

Part of the answer lies in innovation, obviously, but also and above all in a radically different attitude that some people consider almost reckless: turning our backs on competition.

**THE SOLUTIONS OFFERED BY DIGITAL TRANSFORMATION**

**Becoming the platform of one's ecosystem**

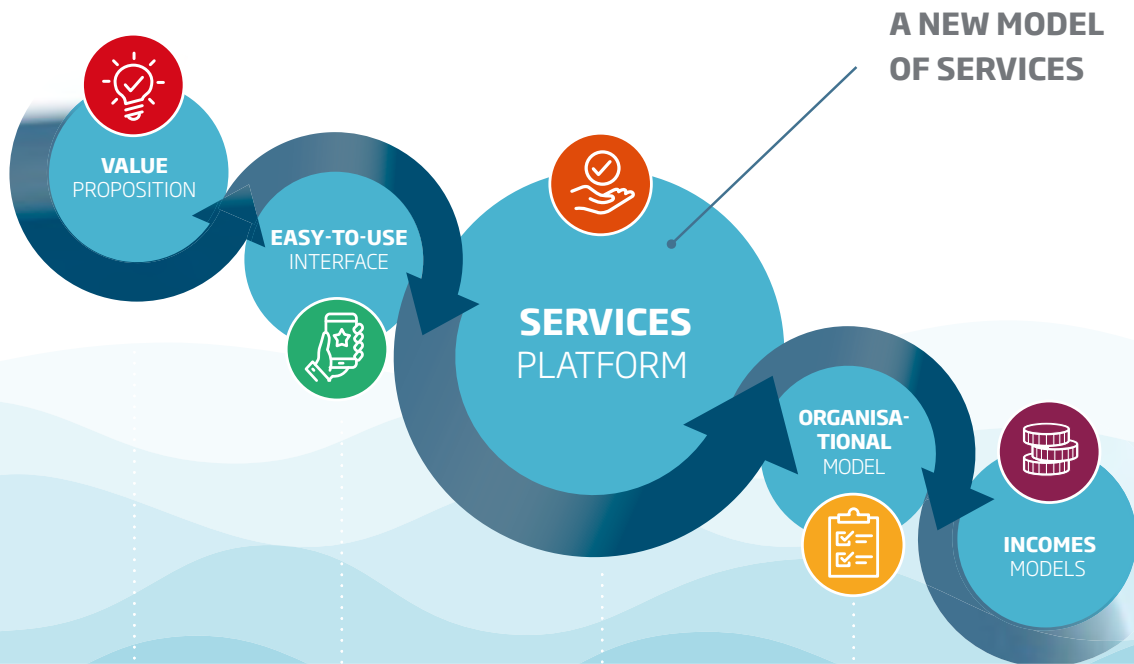
What if we innovated and dropped out of the race, turning our backs on competition, focusing instead on our strengths, our networks and the skills of our teams? The Philips company has shown precisely this by refocusing on the medical and wellness sector, and designing and offering a comprehensive health ecosystem, called "HealthSuite".

A company must create long-term value. Maximising the margin for markets and constantly benchmarking yourself leads you to only focus on short-term perspectives, where priority is given to the valorisation of your production capacity, to R.O.I., to cost reduction and investment balance. But such a model is not sustainable in the long run. Many companies around the world have realised this and have taken themselves out of the stock market, freeing themselves from the chains of daily market recaps. This is the case of Dell, whose strategic shift towards services and software would have been negatively sanctioned by analysts if they had remained as dependent on the financial markets.

Among tomorrow's large companies, there will only be room for those who have opened up and learned how to function across networks, all the while perfectly controlling their areas of excellence. A company operating "as a platform", functioning in an organic manner, i.e. in a structured way that positions the company at the heart of its ecosystem (staff, customers, suppliers, partners, candidates, freelancers, start-ups, labs...), acquires the means to haul itself up to levels that are higher than the traditional approaches. Examples of such companies include Airbnb are directly threatening the hotel industry. LiquidSpace is taking over unused meeting rooms and Dayuse provides hotel rooms for short periods, during the day.

# DIVING INTO THE BLUE OCEAN

Thanks to new digital tools



CO-CREATE, CO-PROCESS, CO-CAPTURE **THE VALUE...**  
 ... IN COOPERATION WITH **EVERYONE INVOLVED** IN THE ECOSYSTEM

A new pattern for services  
 Dematerialising and standardising exchanges

A unique customer experience and simplified processes

Offering a more event-driven IS and a platform for exchange

Relying on a new monitoring and warning pattern

Reduced costs and flat-rate billing systems

*Opening up to the outside world will only have real meaning if it is coupled with a "blue ocean" strategy, a concept resurfacing today. And digitalisation is the perfect field of action for such a strategy.*



## OPINION OF SOPRA STERIA EXPERT



We are talking here about new entrants and their ability to penetrate established markets quickly. What can traditional companies do? The solution potentially lies in breaking down silos and barriers between teams, of thinking in terms of ecosystems to create shared spaces, to co-create experiences, to generate co-construction and co-production.

But such an openness will only have real meaning if it is coupled with a "blue ocean strategy", a concept that is resurfacing today. And Digitalisation ties itself perfectly into Blue Ocean strategic thinking.

### KEY RECOMMENDATIONS

#### 1 | Give priority to the customer's needs and not to financial figures

The company must rethink its processes to create long-term value. However, the practice of ongoing evaluations and the numbers-focused culture render this process difficult because they lead to short-term thinking. Indeed, they focus too much on immediate production capacities, on cost reduction and investments while losing sight of sustainability.

Building your corporate culture around a customer-centric approach, switching to a "customer culture" must no longer remain an intention but must be ingrained in activities and lived by everyone in the company. This is THE priority. The prerogative will no longer be the daily or weekly financials, but how to meet the needs of your customers, in real time. Only 5% of companies agree on a precise common definition of what "the need of the customer" actually entails, and this is one of the major causes of the failure of the innovation process (according to a 2008 MIT Study by Sloan).

#### BENOIT SPOLIDOR

Guild Leader  
Artificial Intelligence



Most companies are focused on their existing base because creating an entirely new demand requires taking risks. To survive, companies must also learn how to free themselves from their existing markets and make a leap of faith. 🗨️

#### 2 | Do not seek to "differentiate" yourself but aim to actually be different

Next, you need to promote breakthrough innovation as a central value. This means going beyond simply listening to the customer and moving towards new horizons, often at the risk of being quickly overtaken by imaginative challengers. Let's stop placing the customer at the heart of the company, and start placing the company in the hearts of the customers!

This means building an intimate and complete knowledge of the customer's value chain and to co-create together with the customer a new approach that addresses his or her concerns and wishes, from start to finish. But it also means designing and implementing solutions that are based on the common relationships they have with the brand, because such links are difficult for competitors to copy. Tyre company Michelin, for example, sells kilometres travelled and no longer just tyres, and with "Push to Pass", car-maker PSA is positioning itself as a mobility service provider along the same lines as BMW, whose CEO once said: "Mobility is a fundamental human need, while the automobile industry is not".

### 3 | **Work on neglected criteria from adjacent sectors**

Apple doesn't sell products but a lifestyle. The founder, Steve Jobs, who was called back in 1997 to retake the helm of the floundering company, was not just looking at his existing customer base, he was a visionary who wanted to bring about a "better world". This allowed the company to reach out to potential customers, to customers who were dissatisfied with what the current market had to offer, but also attract customers who had the money but had not found anything they liked in the existing offer range... The key to success is to aim beyond the existing demand.

So what are the alternative products and services? What are the needs that can be met with other means and what are the demands that remain unmet?

Here are a few ideas that have flourished: if you are a trusted third party, have you thought about selling certified information? If you are a marketplace, how about selling finance solutions to your suppliers and partners? Do you want to know where to find the needs of tomorrow? Go have a look on Snapchat, YouTube, Instagram...

### 4 | **Living in a networked world, get out of isolation**

Finally, the concept of a platform-driven company makes it possible to become the organiser of value creation by offering your customers and suppliers the ability to contribute to this value. You need to move from contract-centred management to the management of mobility and change, by assessing partners and service providers based on their value contribution.

The examples here are numerous: Boeing's "Best of Industry" is based on the principle that "we don't care about the partner's nationality, if he or she is the best"; Havas has acquired a crowdsourcing specialist to create its "Crowd Havas" platform, bringing together 15,000 talents spread out all over the world. Today, the traditional service providers of Havas have to compete with a "crowd" of independents!

## **THE PLATFORM AS A NEW ORGANISATIONAL REALITY**

It is by becoming the master platform of your ecosystem that you are best able to think in terms of "blue oceans".

# Stéphane Pallez

President and CEO of French betting company "La Française des Jeux"



**VOICES**  
FROM THE FIELD

"La Française des Jeux" holds a state-monopoly on any form of gambling and lotteries and has deployed a fully-fledged platform across the country with 30,800 points of sale. Today, it is betting its future on phygital innovation. For Stéphane Pallez, company CEO, it is a way of opening up to new territories.

As surprising as it may seem, even though we hold a state monopoly on gambling, we nevertheless are operating in a very competitive world! We have exclusive rights to part of our business, but we are also in direct competition with other gambling and gaming for money activities. We also operate in the wider entertainment industry, where competition is fierce.

Furthermore, this industry is undergoing profound changes, partly as a result of digitalisation. Half of our customers already use their mobile phones to play casual games, on a market where the interactive nature of a game and establishing a close relationship with the customer are seen as a standard, a "must have". And I'm not just talking about the Millennials or the Early Adopters: all types of players are increasingly adopting these new behaviours.

Our challenge is therefore to provide a range of offerings tailored to those multiple profiles, considering that we already have an active customer base of 26 million people! The key to success: moving from a product-focused company to a new entity organised and managed around the



“ IN OUR GAMES,  
INNOVATION IS  
ACHIEVED BY  
HARNESSING  
THE PHYGITAL  
FACTOR. ”

customer, his expectations and needs. For this, the phygital factor is an extraordinary source of innovation: we focus on digitalisation, particularly in order to enhance the link with our customers through our network of 30,800 distribution outlets.

What are the solutions offered by digitalisation in order to achieve this? We are aiming for 20% of our bets to be digitalised by 2020. To achieve this, we are of course developing online sales, which already reach 1.7 million customers.

But we are also modernising our point-of-sale customer experience: in the field of sports betting, for example, we have developed the "ParionsSport" mobile application, and today more than 50% of sports betting in stores are placed via this application.

***So these new behaviours are pushing you to innovate...***

Digitalisation is in itself a creative and innovative universe. It works in perfect symbiosis with the concept of gambling and games of luck. Inspired by casual games, we

have created a new range of online gambling and hazard games, driven by randomised game engines that are designed to promote interactivity.

Innovation is also in the new ways in which our company is organised, notably through the multiplication of internal incubator units or "cells" where co-workers from the marketing and IT departments co-construct new projects.

I also created a position of Chief Digital Officer upon my arrival in the company, then merged digital and marketing in order to position the customer at the heart of all our marketing innovations.

### ***Has the corporate culture changed?***

It is constantly evolving, with openness as a priority. Our corporate culture has been shaped by our monopoly, putting a focus on perfection but at the same time we run the risk of being too self-centred and not recognising in time the factors that can lead to change or even disrupt our business. We have therefore opened ourselves up to the outside world, notably through partnerships with start-ups or companies in the gaming sector.

Secondly, we are now experimenting on a small scale, with POCs (proof of concept) in certain points of sale. To generate traffic, we are looking to sell other services: for example, we are involved in an accelerator (Techstars) through which we have identified a start-up (Zify) that is

developing an instant carpool application for short and medium distances: our stores are thus becoming even more a meeting place for local audiences with a variety of needs.

Finally, we have learned to accelerate. Digitalisation requires global agility and the ability to test things quickly, before deciding whether to deploy them widely or not.

### ***What will gambling look like, in the future?***

Our activity aims to offer a range of differentiated games, from lotteries, scratch cards, sports betting, digital games, in order to reach a wide and diverse customer base. Who knows, maybe we'll do e-sport tomorrow? Our business model is extensive.

We have already tested some "phygital" games: a scratch-card that reveals a code allowing you to continue and enhance your gambling experience through a video-game on your smartphone. The key to the future lies in the ability to move from physical to digital and vice versa.

For us, there are clearly "blue oceans" to explore; through our physical points of sale, we have a genuine platform of assets deployed throughout the territory allowing us to test and deploy a wide range of complementary services. In the online world, we are developing new interactive and collaborative games as well as the platforms to market them. Why not extend this ecosystem internationally and design B2B platforms for digital games?

**🔗 DIGITALISATION IS IN ITSELF A CREATIVE AND INNOVATIVE UNIVERSE. IT WORKS IN PERFECT SYMBIOSIS WITH THE CONCEPT OF GAMBLING AND GAMES OF LUCK. BUT INNOVATION ALSO APPLIES TO NEW FORMS OF ORGANISING THE WAY WE WORK. 🎲**

---

# THE HUMAN BEING AT THE HEART OF TRANSFORMATIONS

---



**NICOLAS  
PETITJEAN**

Partner Digital Change  
Transformational  
Human Levers

"Digital technology is overturning the way people collaborate, challenging organisations and imposing the need to work differently, at all levels, between colleagues and beyond. HR functions, including training and talent management, are facing a total reconfiguration of their benchmarks. Performance thus requires the liberation of collective intelligence and new approaches to learning, making the war for talent more intense and more decisive than ever. This war for talents forces companies to adopt "contributor centric" corporate positions, going beyond the staff resources.

The "platform driven" company model accelerates access to the key ingredients of the transition: it reinvents the dialogues, collaborations and contributions between "extended HR", it establishes new models of leadership, it implements multidisciplinary co-construction, boosts motivations, and the new use of technologies, mobilising skills and cultures."

WHO? DEPARTMENT OF TRANSFORMATION

# Unleashing collective intelligence to foster commitment

## KEY WORDS

# Collective Intelligence  
# Collaborative Talent  
# Commitment

## THINGS TO REMEMBER

- > **Staging an epic narrative** for the actors of the transformation.
- > **Promoting network initiatives engaging in collective intelligence;** to establish a work culture where collaborative talent is at least as strongly valued as individual talent.

## CUT-OFF POINT

**Liberating the collective** from its established boundaries

To transform oneself is to transform one's culture of collaboration; but also, to enrich the diversity of the collective, to promote its harmony and to support its commitment and openness to the world. In short, to unlock collective intelligence. In the process, the customer experience will be renewed and fostered.

## NEW MANAGERIAL CHALLENGES

### Resisting the "digitally-induced" stress factor

We are facing a tsunami. Agility, SAFe (Scaled Agile Framework), business model canvas, lean start-up, UX, co-development ... Digital methods and attitudes are shaking up, transforming and sweeping away everything in their path. In addition, solutions and technologies like the Cloud or Artificial Intelligence impact each and every operational

process. All these digital-driven changes subject organisations to real "stress tests": they shake up cultural and organisational boundaries and affect all stages within the company, from design, to production as well as the distribution of the company's created value.

Digital also opens gaps in the sacrosanct vertical, top-down, silo-type organisational model, challenging hierarchical models as well as those that embody them. New organisational models, operating as a "one team" (squad or autonomous team, multi-functional team, pizza team of between 5 and 12 people...), are "blowing up" the Taylorist models in the workplace. They even marginalise the traditional "customer/supplier" binary structures both internally and externally, and shorten change cycles while questioning the very rationale behind value creation.

It is thus a groundswell that strikes well beyond the IT Department, impacting the organisation as a whole, in its internal processes, as well as in its relations with its customers, competitors, partners...

It is becoming crucial to generate collective intelligence and to gain the spontaneous commitment of each employee at every level. How can this be achieved effectively?

## THE SOLUTIONS OFFERED BY DIGITAL TRANSFORMATION

### Methods, leadership, cultures, technologies as well as redesigned and reshaped workspaces

Digital technology allows us to reinvent methods on the basis of new managerial principles: digital uses, multiple publications, digital "superheroes" that inspire by proving that "to think and play differently" can generate a new order...

In addition, there are solutions that rethink and reshape working methods: internal and external social networks, rich media platforms for document sharing, information push solutions aimed at employees based on their data profiling, design thinking spaces, collaborative platforms and other innovation hubs.

## BEST PRACTICES

- › **Request each position within the company** to develop a strategy for collaboration with external ecosystems
- › **Develop a culture** of continuous and collaborative intelligence watch.
- › **Deploy intranet portals** with highly personalised content and highly contextualised collaborations.
- › **Strengthen the validation of talented collectives** through corporate storytelling.
- › **Formalise the company's "intrapreneurs promise"** (purpose, means, rewards...)
- › **Stimulate the individual open-mindedness** of each co-worker.

In order to succeed creatively as a company, it is not enough just to search for solutions internally. The platform driven company using collective intelligence will make the most of a wide range of external resources; here are our recommendations.

## KEY RECOMMENDATIONS

### 1 | How to take advantage of digital tools to better captivate your employees

Generating collective intelligence begins with a purpose: rewards, sharing, lessons learned, benefits, ability to succeed. It is essential for companies nowadays to build internal communication strategies to engage employees. Corporate internal communication is no longer a one-way channel to provide corporate information; it is there to convey the vision to employees, to tell a story, to highlight collective successes, to prove that you can be daring. Its goal is to give a common purpose and to engage the wider employee community, giving them the freedom to think out of the box.



Whilst internal company communication is done primarily via internal channels, the use of external digital media channels such as LinkedIn, Twitter or Facebook also gives employees the opportunity to interact with company staff, especially for those working in multinational organisations.

There is a wide range of digital tools available. Communication can take the form of storytelling, or even gamification; videos targeted at a general audience or focusing on specific communities, podcasts and corporate radio programmes or interactive games to help explain appropriate strategies, such as the "The Cube" game developed for Orange. "The Cube" is a quiz game in which employees from all over the world challenge their peers. It is a way to retain employee engagement and share the exciting

dynamics generated by this gamified dissemination of the group's strategy.

Such an initiative is particularly influential when it contributes to shared stories between peers or with mentors, activating the mechanisms of collective intelligence. Spontaneous communication is more viral, more engaging and is often positive.

Digital transformation initiatives provide interactive narratives where employees can be immersed by individual and collective success. Such communication should be shared by all levels, sectors and profiles of the company, telling a common message giving employees the opportunity to tell the story from their side, sharing successes, lessons learned and their personal satisfactions.

## THE 4 KEYS TO SUCCESS THE COMMON APPROACH

Digital opens gaps in the sacrosanct vertical, top-down, silotype organisations, challenging hierarchical models

### TODAY

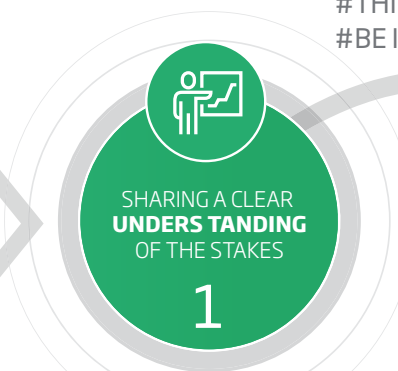


SILOS



HIERARCHY

### TOMORROW



#OBSERVE  
#CHALLENGE  
#EMBED

#THINK  
#BE INSPIRED



Sharing  
Multidisciplinarity  
Solidarity of commitment and experience  
Reciprocity of promises/involvement  
Continuous learning  
Empowerment at all levels  
Mutual trust, teambuilding

#SHARE



Digital is undermining organisations. To deal with "this stress", they have to endorse those key components: share a clear picture of the organisation's challenges, embody cooperative values, promote collective thinking and make viral the success of collective approaches.

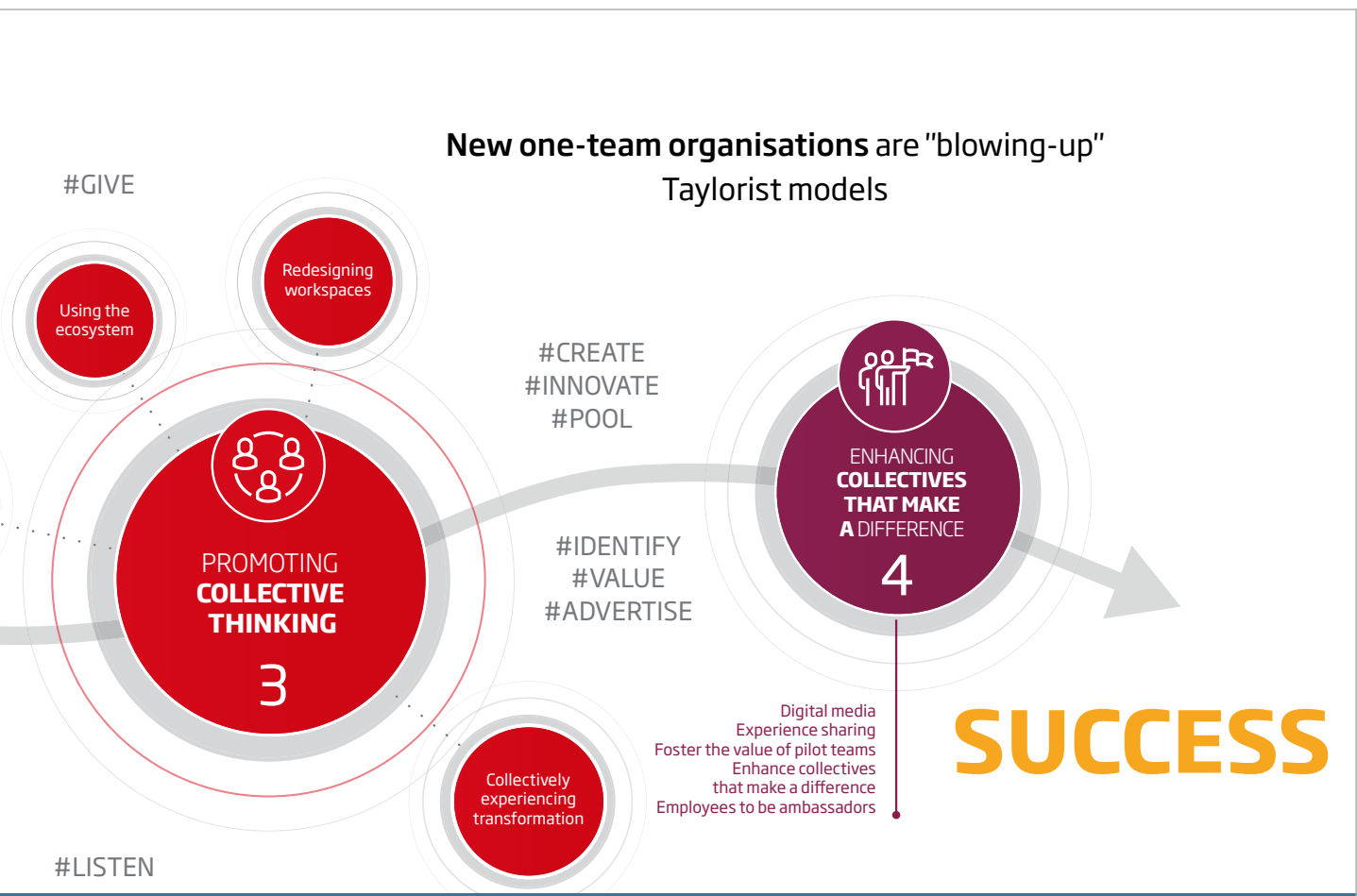
## 2 | Liberating the workforce from established internal boundaries

Digital Transformation, due to its ecosystem, cannot take place in a vacuum. Freeing oneself from strict internal boundaries is therefore vital and liberating. The company must encourage employees to observe not only what happens in their company, but also what is going on around it.

Sustainability, prosperity and satisfaction can only be achieved through the ability to learn from larger and more inspiring ecosystems. A note of caution however, this does not mean that you should seek a course or an operational model from the outside and simply "copy/paste" it.

In order to keep pace with the new environment and markets, companies need to decide on how they want to benefit from the ecosystems around them, using them as a source of information, inspiration and trends but also of new ways of working, obtaining external feedback and acquiring additional capacities. This extends to potential partnerships (R&D, cobranding, co-contracting).

Thus, collective intelligence is understood as an open, "extended" approach, fostered by the establishment of a strategy of exchanges (occasional and continuous) between specific and diverse players within the ecosystem. We are already seeing major industry players establishing "benchmarking" entities within their organisation, whose job is to provide highly structured solutions to this need. The aircraft manufacturer, Airbus, for example, has





**JÉRÔME  
TASSE**

Designer  
of Transformational  
and Digital Systems



Setting up networks linked to the external ecosystem allows collective intelligence to go beyond the boundaries of the company. Developing interactions between employees and start-ups, academia, customers or innovation partners means mobilising the talent pool to renew customer experience and improve performance. ”

set up a dedicated entity to facilitate intermittent exchanges with other companies, as well as creating long-lasting and committed cooperation with partners.

**3 | Fostering and enhancing initiatives launched by networks of co-workers who demonstrate collective intelligence**

The Digitalisation of firms is inevitably associated with new ways of working. Based on collaborative approaches that demonstrate relevance and speed of execution, they also challenge the fundamentals of organisation and behaviours in the workplace, beyond mere IT projects.

However, some pioneering teams are often already organised collectively and are carrying out multidisciplinary cooperation projects with the aim of achieving small gains at the best risk/value/speed ratio. Identifying, supporting and promoting these kinds of initiatives will allow you to foster and enhance them, demonstrating to the others in the workforce all the advantages of creating networks of employees that base themselves on collective intelligence rather than on individual talent.



**GAËL  
GAUTIER**

Senior Consultant in  
Digital Transformation



To be fully committed is to understand the adventure that the company is living and to share the conviction and desire to be part of this adventure, within a collective. Furthermore, in large organisations, valuation, recognition and the narration of collective talent must be encouraged. Investing joint efforts in these three aspects leads to telling concrete stories, providing evidence of realities in transformation, which have the potential to go viral. 🗣️

In today's corporate world, our mechanism with which we recognise, reward and appreciate talent as well as the way we manage it is still far too much rooted in individualistic approaches or structured within vertical organisational silos. We need to change the paradigm and learn how to recognise, reward and retain communities of individuals who "make the difference", and narrate, publicise and even "podcast" the most effective collaborative processes in order to make them viral. We observe that such a collective method of rewarding teams helps to not only retain talent but also to reinforce the trust of employees and their pride to be able to work for a firm.

In other words, the model will be all the more advantageous and potentially viral if it acknowledges those who "make something of it", those who can lead, those who can bring know how and providing a collaborative approach which invariably leads towards the elementary triptych of collective intelligence: cognition, cooperation, coordination.

Collective intelligence is something that needs to be taught, fostered and disseminated in a viral manner rather than imposed from the top.

**THE PLATFORM AS A NEW ORGANISATIONAL REALITY**

Collective intelligence is a result and condition of the platform driven company. Through its internal dynamics, working methods and an associated policy, collective intelligence makes it easier to synchronise the company with the world that surrounds it.

# Fabienne Dulac

Chief Executive Officer of Orange France



**VOICES**  
FROM THE FIELD

Major telecom operators, at the heart of the digital revolution, need to take into account the upheavals within the industry, brought by the rapid digitalisation of our society. Fabienne Dulac, Deputy CEO of Orange France, outlines the challenges facing the historical Telecom operator (formerly State-owned and monopolistic) and how the company is using digitalisation to transform itself from the ground up.

Our sector occupies a very particular position, insofar as we are among the builders of this digital revolution (without networks and routers, there is no digitalisation), and, at the same time as a company, we have to face this revolution within our own organisation and implement it within our own perimeters. This twofold problem has proven to be extremely complex.

This revolution is now gathering speed and presents operators with several challenges. Firstly, the usages are multiplying very quickly and it is our responsibility to build the network that will be capable of responding to these demands while maintaining a high level of performance. Secondly, we have seen the emergence of new media, new ways of expressing yourself and exchanging ideas: these new forms of communication are changing consumer perceptions and expectations, creating new demands. Finally, the competitive environment has become increasingly globalised and innovation has become a race for speed: we need to be able to deliver faster and meet our customers' expectations as closely as possible.



## THE DIGITAL TRANSFORMATION FORCES THE MAJOR PLAYERS IN THE TELECOM BUSINESS TO UNDERGO A CULTURAL REVOLUTION.

To address these challenges, we need to engage a global transformation, ranging from our business models all the way to our operating modes.

### ***Does your position as the former national and historical operator not add to the complexity?***

From our history, we have inherited a culture of service and an acute sense of responsibility towards our territories and their inhabitants. We are therefore particularly sensitive to the problem of the digital divide, particularly in rural areas where 40% of the French population lives.

That is why we have made commitments to deploy broadband access throughout the country by 2020 and put an end to mobile phone "White areas" - i.e. areas which are rural, underpopulated and commercially unattractive to providers. Today, we are the only industrial player in the deployment of new networks such as optical fibre.

### ***What is the role of digitalisation in this shifting landscape?***

For the past three years, digitalisation has become our main lever for transformation. First, it allows us to meet the needs of our clients who clamour for greater auto-

nomy and efficiency. When we released our "Sosh" offer in full digital, it was a real market breaker! Today, 55% of our customer relationships are handled online, as are 30% of our sales.

Orange is also experiencing a profound demographic change in its staff, with several thousand retirements each year. At the same time, we recruit 2,500 young people for integrated digital practices. To cope with the same workload while having fewer employees, digitalisation has become an ally and acts as a lever for the strategic management of our skills.

15 years ago, the thinking was that Digitalisation would replace shops; today it helps us to improve the customer experiences offered through our physical channels. As such, digitalisation is no longer perceived as being something to fear, but an ally in terms of both employability and team support.

### ***How, then, can we better transform ourselves with the help of digitalisation?***

Digitalisation challenges our culture and our operating methods. We must rely on it to build the company of tomorrow: agile, transversal, questioning hierarchical rationales and revisiting management... A company based on a new collective intelligence.

To disseminate these new methods, we must encourage the evolution of the manager's role towards a collaborative relationship, with a "Manager 3.0" who acts as a facilitator or coach, working in network mode and who helps break down vertical organisational silos. We need to put an end to those long V-shaped projects that require an eight-month interval between each stage. Let us make room for more agile projects that seek feedback from the customer at each stage, running tests along the way. To achieve this, the financial, legal and controlling functions within the company also need to undergo their own revolution. While 8% of our projects are already managed using agile principles, our objective is to be able to manage 50% of them by 2020, and 80% in the long term. In short, thanks to digital technology we are experiencing a revolution from within, unprecedented in its scale. Moreover, we are well aware that this cultural revolution will make us stronger.

**🗨 OBJECTIVE: 50% OF PROJECTS  
WILL HAVE TO BE DEVELOPED USING  
AGILE PRINCIPLES BY 2020. 🗨**

# Ensuring the continuous development of digital skills

## KEY WORDS

- # Digital skills strategy
- # Training strategy
- # Training content

## THINGS TO REMEMBER

- > Synchronise the skills strategy with renewed content.
- > Invent "skills strategies" by taking into account the diversity of the employees who will need to be supported, especially with respect to the generational factor.

## CUT-OFF POINT

Convert training strategies into skills strategies.

Training is crucial. It is both an objective and a tool. But it needs to focus more on digital skills. To meet this challenge, it is necessary to free up training strategies, sometimes hampered by narrow-mindedness, jingoism and universalist approaches, in order to move towards skill development strategies that are more agile and less narrow-focused.

## THE NEW CHALLENGES OF DIGITAL CONVERSION

### The very concept of training is changing

According to the "70/20/10" model of Lombardo and Eichinger, only 10% of the things we learn actually are the result of the use of "traditional" training methods (attending courses, reading...), while 70% of our learning is achieved when we go through difficult situations and 20% comes from collaboration and sharing. Other theories insist on the benefits of investing in collective and less academic learning levers, such as the concept of learning organisation.



### BEST PRACTICES

- › **Define the digital behaviours** that are expected of employees and managers.
- › **Give meaning** to the development of each person's skills.
- › **Adopt an approach that is focussed on the learning experience (LX)** to design adapted and efficient learning paths.
- › **Develop experiential training.**
- › **Rethink learning spaces** to support educational innovation and experimentation.
- › **Set up "training/actions" in natural teams** that promote the "learn/test/learn" method.
- › **Ensure that each component of the company has regular contact** with inspiring ecosystems.

Thus, "skills development" is an issue that goes far beyond the usual training resources. Digitalisation is giving the kiss of death to an entire generation of "training departments" that will have to adapt by rethinking how they can help employees conquer new digital skills. For this, they will have to take into consideration the diversity of employees' profiles as well as their individual relationship to the act of learning... Training Managers will have to be far more agile in order to be able to respond in real time to the large-scale needs of employees.

### TRANSFORMATION RESPONSES

#### Training: digitalisation goes beyond just the digital factor

Digitalisation enables you to make better use of the various pedagogical models offered by educational, neurological, cognitive and even methodological disciplines (like the "test and learn" method that emanates from marketing science). These models can be found in e-lear-

ning, COOC, applied games, mobile learning... We are even seeing the emergence of "learning chatbots" as well as VR Simulators or Augmented Reality systems that reinforce experiential learning.

The contribution of Digitalisation goes beyond the simple value of various digital tools: it accelerates learning through the systematic use of collaboration in different forms. This gives rise to practices such as co-development, social learning, learning expeditions, immersive learning, self-help formulas on sites, sharing personal tutorials...

But digitalisation also has its pitfalls: we must be careful not to isolate employees in learning sessions that are exclusively delivered online. Experience has shown that "pure" digitalisation is not attractive enough to motivate co-workers and staff. It would be a mistake to think that training through digital simply consists of replacing the traditional face-to-face training course with a digital session or some other kind of digitalised method. All major groups who pioneered the use of digital in training have now taken a step back and are reviewing their methods.

### KEY RECOMMENDATIONS

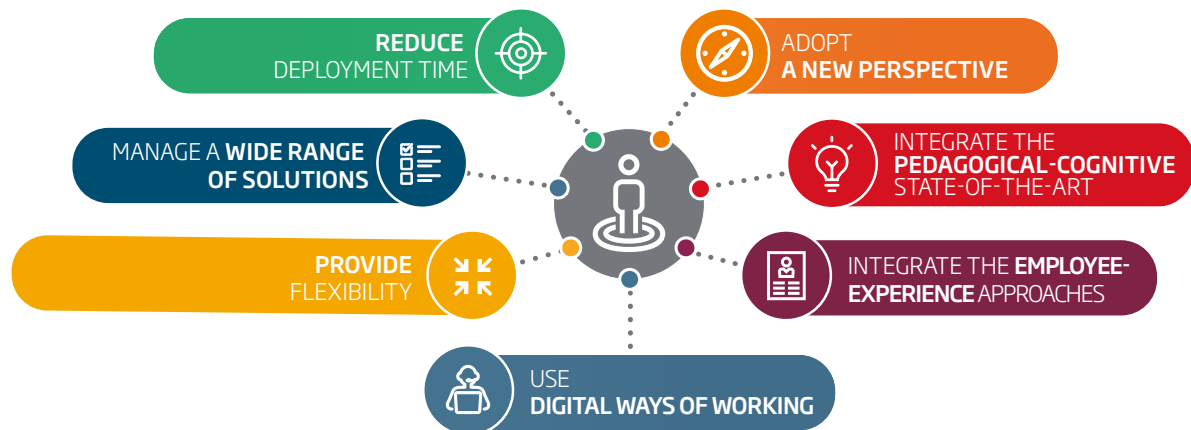
#### 1 | Converting your training strategies into skills strategies

Some companies are already shaking up old models of training strategies and are establishing true "skills strategies". They complement their approach not only with new tools, but also with the adoption of new roles and the dissemination of new services. What we have been finding is that employees who have the choice among a plethora of offers often risk getting lost in the maze of choice and spending too much time skimming over and comparing content.

To convert training strategies into skills strategies, there are several levers to exploit. It is possible, for example, to provide medium-term forecasts of the skills required in respective markets and to propose collaborative qualification solutions for training content (such as "positive star rating" functions).

# FROM TRAINING TO SKILLS STRATEGY

The employee at the centre of new challenges...



... and a change in strategy



*With digital conversion, the very concept of training is shifting. The rise in skills becomes an issue that goes well beyond the direct methods of traditional training. We need to rethink the acquisition of digital skills, give more consideration to the diversity of employees to be addressed as well as their relationship to learning.*



Depending on the profile and the position of the employee, it could be interesting, for example, to reward and encourage the continuous updating of his/her profile, by providing him/her with immediate compensation or "services" (push delivery of suggested trainings, expert articles, benchmarks made accessible, contacts with peers within the company or in partner companies, events that may be of interest to him/her...).

## 2 | Synchronising your skills strategy with renewed content

Reinforcing your content strategy at the service of a transformational process means making available cutting-edge "digital ways of working" (methods, leadership models, collaborative techniques, listening to the customer, customer focus...).

Of course, this requires organising training sessions, but it also means offering alternative methodological coaching methods, identifying best practices and promoting them in a viral manner, organising field trips or break periods at partner companies or start-ups, carrying out research work with schools or implementing intrapreneurship missions...

## 3 | Base your skills strategy on employee diversity

In the midst of the digital revolution, training also means addressing the diversity of populations through adapted and reactive means, and especially investing in the millennials that can accelerate the spreading of new reference points. It also means converting the skills (reskilling) of the many that are impacted by the changes, at all levels, in the technical field but even more by teaching them new ways of collaborating, managing, deciphering the market and grasping the new developments of the industry and of customers.

Not everyone is equal in the face of the impacts of digitalisation. Everyone deals differently with the new expectations in terms of skills to be mastered, the risks to be taken and the opportunities to be seized. It is thus neces-

### BRUNO BUIRETTE

Transforming organisations and contributors in the field of corporate training



Moving from a training strategy to a skills strategy often requires a real and profound transformation from the teams in charge of the training programs. They need to integrate what digital has to offer and develop new skills to analyse more systemic needs, design more agile methodologies, multimodal and multiform systems, deploy more scalable devices involving multiple actors. This means that the training teams must be the first to adopt the digital culture. That's where you have to start! 🗨️

sary to understand, for each employee, what his or her relationship with the learning process is in order to identify the relevant and efficient pedagogical and motivational factors that will motivate that employee to learn and embrace the change: "one-size fits all" approaches are not efficient in every context.

Younger people are more familiar with "digital ways of working": it is necessary to invest in their ease to "absorb" and provide them with the latest advances in technology.

## OPINION OF SOPRA STERIA EXPERT



Their experience as employees will only be better for it and they will contribute to accelerating your company's "digital footprint" on a large scale.

At a time when digital talents are hard to find on the market, a well thought "reskilling" strategy for employees, if properly anticipated, can be one of the responses to the attrition of certain professions as well as the scarcity of certain resources. Well-designed actions strengthen the commitment of all employees. French telecom operator Orange, for example, through its employer promise, publicly displays its commitment to invest in the employability of all its employees.

According to a McKinsey study, 50% of European managers consider "reskilling" as being one of the major ways to adapt the skills pool within the company (this figure is much higher than in the United States where the focus is more on laying off people and hiring new skills). The French postal service "Groupe La Poste" has implemented a reconversion program for its postal workers in order for them to learn how to code. Telecom operator Orange has an outspoken policy of providing incentives and wage hikes to entice people to acquire the skills the company needs and that are in short supply.

The success of skills strategies can be stimulated by these kinds of initiatives. Nevertheless, the major factor for success, however, is the confidence of your employees that, by acquiring these skills, they will be able to remain "in the race" and their willingness to learn and to stay in a continuous learning process.

### CHRISTELLE KOFFI

Your ally  
for HR challenges



Inventing skills strategies means considering the diversity of the employees that need support, and implement "on demand" training schemes, accessible in self-service mode and "on the job". But these schemes will only be successful if go alongside with messages that help this diverse group of employees understand why it is in everyone's interest to engage in a proactive and continuous learning process. »

### THE PLATFORM AS A NEW ORGANISATIONAL REALITY

The platform also concerns skills, knowledge acquisition and experiences. It is vital to be able to rely on such a platform that provides your company with resources, contents and learning tools.

# Jean Bassères

CEO of Pôle Emploi



**VOICES**  
FROM THE FIELD

Having become the leading site for job seekers with nearly 600,000 job offers, Pôle Emploi positions digital technology at the heart of its strategic priorities. Its General Manager, Jean Bassères, explains how the public institution has shaken up its offer of service to users, companies as well as to its own staff by ensuring the continuous development of digital skills.

Pôle Emploi faces three major challenges. On the one hand, we need to develop a range of personalised and differentiated service offers in a context of mass unemployment. Secondly, we have to master the difficult task of matching the available skills of jobseekers with the actual profiles sought by the market. Finally, there is a real challenge around the managerial culture in our agency and the development of our agents' skills. Our central position at the heart of the French employment market and our status as a public institution requires us to be innovators on these three issues! Because through digitalisation we can go much further in the support and counsel we provide to our users.

### ***What are the solutions that digitalisation can offer?***

First and foremost, digitalisation has been a decisive lever to free up time: automation of the benefit processing chain, simplification of the enrolment procedures and more autonomy in the day to day dealings for user who do not require special assistance, etc. This has enabled us to invest in the development of our services and to develop welcome and support functions that are tailored to each job seeker's need. Our staff has been able to increase

“ THANKS  
TO DIGITALISATION,  
THE EMPLOYMENT  
COUNSELLOR CAN  
GO MUCH FURTHER  
IN THE SUPPORT  
SERVICES OFFERED  
TO JOB SEEKERS. ”



the time spent supporting job seekers by 25%, and to do even more for those who are furthest from the job market, to support professional conversion projects, boost motivation and fight against disillusionment.

Digital transformation has enabled us to develop new modes of contact; we are experimenting with a social network between job-seekers people and counsellors. Digitalisation also pushes us to be extremely attentive to

the rapidly changing usages and needs. That is why we have established a User Experience and Digital Department, whose objective is to ensure the quality of the user journeys on all of our channels. One example: users can now rate the vocational training they receive. This system, called ANOTEA, has been implemented together with the Île-de-France region; it allows users to evaluate, rate and post comments on the vocational training courses they have attended.

Finally, to reduce the pressure on recruitment and to reduce the difficulty of matching existing skills of job seekers with the profiles and expertise sought by companies, digitalisation, and more specifically the large scale exploitation of data has enabled us to speed up the analysis and definition of needs in the field of skills development, as well as in the identification of the know-how that can be transferred to new jobs.

### ***Is Pôle Emploi investing heavily in innovation?***

We are clearly positioned as a major player within digitalisation!

Thanks to digitalisation, we have developed a wider range of partnerships and become more transparent. We play a unifying role within this dynamic ecosystem; together with start-ups, private and public job boards as well as with companies... digitalisation is at the heart of Pôle Emploi's strategy. Our digital services are a real cut-off point for our users as well as our employees. They are also rated positively by 91% of job seekers.

Our platform "Emploi Store" is a good example of that: it boasts over 300 employment and training services: quiz, MOOC, eLearning, serious games, job interview simulator, virtual reality sensors... Among the most liked applica-

tions, "La Bonne Boîte", created by a former employment counsellor, is an application based on an algorithm that detects the companies that are likely to hire within the next six months. And the App "Maintenant!" ("Now!") allows you to find a job... in less than 5 minutes and without having to send out resumes, for specific jobs (seasonal, catering, construction...).

### ***The continuous development of digital skills is essential in this context. How do you achieve this internally?***

Digitalisation is a great opportunity to transform your company from the inside. This involves digitalised training schemes generating virtual classrooms, a more flexible HR Information System, a social network internal to Pôle Emploi with 800 working communities and 4,000 connections per day, 2,300 digital ambassadors who help colleagues adapt to the new culture across all of our agencies and branches, people working from home one or two days a week.

And let's not forget our « Pôle Emploi Academy » which carries out over 2,5 million hours of training per year through personalised « à la carte » training programmes, ensuring that everyone, from our counsellors to the managers develops his or her skills. Digitalisation allows us to go faster and the employment counsellor can go further in the services offered to the user.

**“ DIGITALISATION MAKES IT POSSIBLE TO GO FASTER AND THE EMPLOYMENT COUNSELLOR CAN DEVOTE MORE TIME TO PROVIDING A BETTER SERVICE: 91% OF JOB SEEKERS SAY THEY ARE SATISFIED WITH OUR DIGITAL SERVICES. ”**

# Winning the "war for talent" and connecting skills amongst each other

## KEY WORDS

# Talent war

# Employee experience

## THINGS TO REMEMBER

- > **Don't reduce talent sourcing to only the best CVs:** talents "reveal themselves" if the profiles are in line with the company's project.
- > **Refocus HR services on employee experience** to attract, motivate and retain talent.

## CUT-OFF POINT

Seek transformative talent beyond just salaried employment.

To attract, integrate, motivate and retain are the key concepts if you want to win the war for talent. But to be successful in this digital race and to bring together different skills, companies must find complementary means beyond merely paying employees.

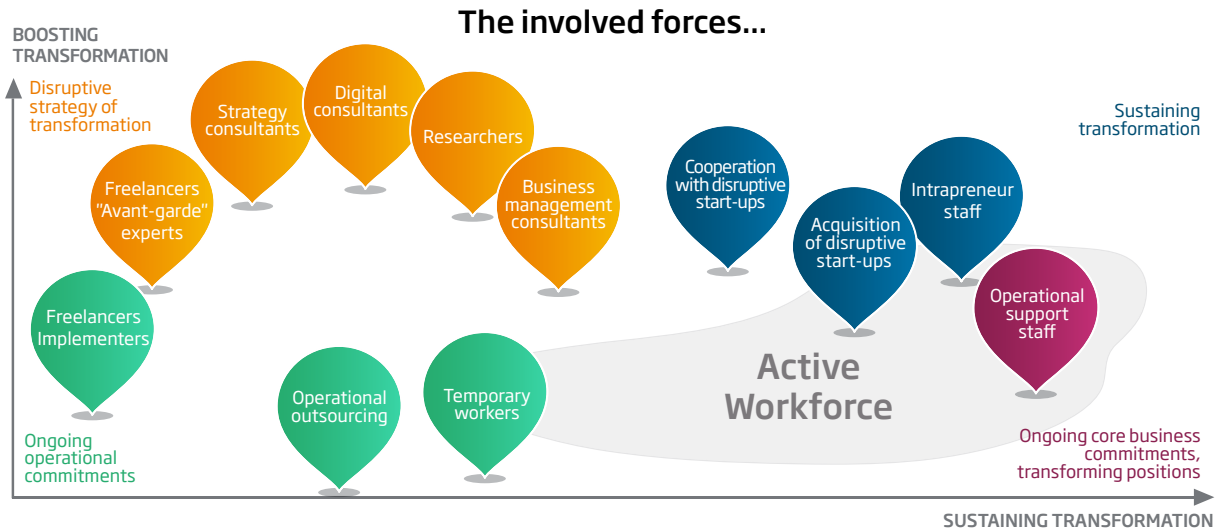
## THE NEW CHALLENGES OF SOURCING

### Finding the right digital talent is a stressful process!

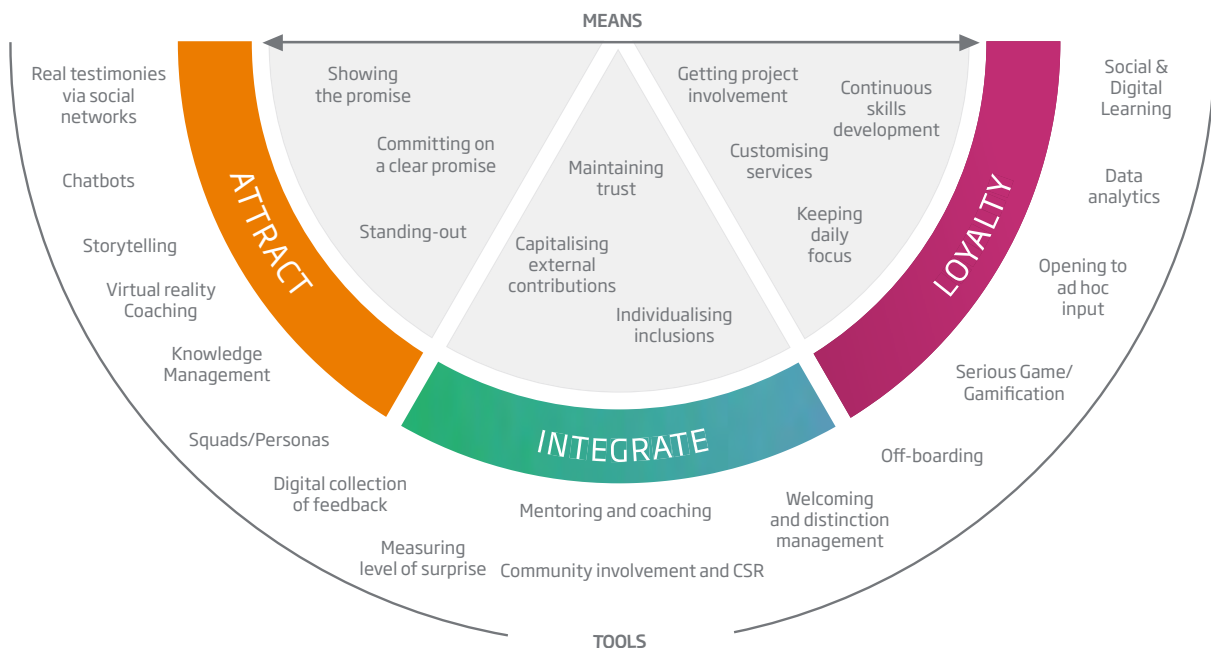
The acceleration of digital transformation is placing unprecedented stress on the process of recruiting required skills. Digital talents, be it in the field of technologies, business, general management or support functions are extremely sought after. In a period of growth, this increase in demand can even trigger a very real "war for talent" that can be extremely beneficial for the job seeker as we know that demand today exceeds the supply of existing suitable talent.



# CONQUERING TRANSFORMING TALENTS



## ... and the tools to win their commitment



*In the context of digital speed-up, we are witnessing an increased used of "extended human resources".  
Employees, freelancers, consultants, experts... (Top of the page illustration)*

*To attract, to include and retain these talents, the "design" of available services must be renewed (Bottom illustration).*

**RECRUIT:**

- › **Attract employees that are relevant to your operating and corporate model but who are also in line with the future strategic direction of the company.**

**INTEGRATE:**

- › **Preserve the various features of the diversity** acquired by the company (via the recruitment of a diverse workforce).

**BUILD LOYALTY:**

- › **Enable the commitment of talent beyond the present position of an employee** through the development and implementation of a "marketplace for transformational projects and actions" that staff can contribute to.
- › **Define and animate "extended HR" policies** that encourage the involvement, skills development, loyalty of not just your staff, but also within your entire external circles such as freelance consultants amongst others.
- › **Management to be aware of and make use of their company's hidden digital talents.**

If they want to be able to "perform" at high speed, companies must therefore find new ways to win this war on talent.

## THE SOLUTIONS OFFERED BY DIGITAL TRANSFORMATION

### Extended mobilisation and strong commitments

The challenge in question is no longer played out solely in the field of salaried employment: increasingly, it is extending to other forms of employment such as freelancers (on site, contracted or teleworkers) as well as to mergers and

acquisitions or the use of service providers referred to as "Contingent Workforce Managed Service Providers" (MSP), who take charge of the outsourcing or even of the entire management of HR activities, going as far as taking all human resources aspects out of your hands.

Succeeding in this challenge requires to showcase your employee value proposition, making it tangible and adapting it to coveted and compatible profiles. As is increasingly seen, candidates and employees that may be interested in working with you are more and more paying attention to companies who communicate on their social commitments, who offer work environments where one can experience transforming adventures and "Great Places to Work" that attract the right people with pleasant, enriching and collaborative everyday work environments.

In order to succeed in this challenge race and acquire the most relevant profiles, you also need to know how to integrate the talent in a collective but without dissolving it: integrating does not mean disintegrating! This is the key, since the value that a digital talent brings you is certainly immediate, but also lies in the influence of the couple "mind-set and ways of working" that it can inject into the dynamics of transformation. Finally, it means offering a "range of promises" that are real and attractive to these types of employees.

## KEY RECOMMENDATIONS

### 1 | Do not reduce talent sourcing to the best CVs only

Talent is much more than skills and experience: it is about the suitability of an individual to the company, finding that sweet spot in the Venn diagram. In addition to designing a job description with technical capabilities and specific keywords the employer must know how to ensure that a candidate's soft skills are not overlooked. Knowing how to define and describe the soft skills and mind sets you are looking for is a challenging exercise.

Therefore, when recruiting, the company must formulate a clear, attractive and differentiated promise to the future



**CANDICE  
CARRIER-BUREAU**

Consultant Human  
Transformation Levers



Winning the challenge to attract the best means making use of the company's real USP; it also means communicating the social commitments of the company (commitment understood in the sense of adhering to a set of values). It also means making a promise, particularly regarding the transition from the immediate to the ambition: talents are taken on board not only on the basis of their skills but also on the basis of their adequacy with the company's project. We win this challenge on attracting the best employees when we manage to attract people who are joining us because want to actively participate and take part in the company's future direction rather than just "enjoying" a desirable position in a "great place to work". Actors of change, not consumers. 🗨️

employee. This promise is a discriminating factor because it channels applications beyond the actual skills sought. Talent is also an element of diversity in a collective, which must be maintained. Integrating a talent is not making it disappear into the general mass, but continually stimulating its singularity and keeping it involved throughout its own adventure. Integration will be truly individualised through the implementation of a programme such as onboarding initiatives aimed at fulfilling this ambition ("My 1st day, my 1st week, my 1st month, my 1st quarter..."), as is done in mentoring programs, as is the case with Cofidis, the Caisse d'Épargne or the Hewitt Equipment retailer.

## 2 | Refocusing HR services on employee experience

Employee experience can be defined as the perception the employee has of his or her workplace. This experience must meet the commitment that was offered by the employer in order to retain staff. However, for a long time, HR departments have mainly positioned themselves as a support function, or even as just a "supplier" to the company's core business sectors. But in the crucial times of the challenge to identify and retain talent, HR needs to function at the heart of the company's development strategy and position the experience of the employee at the centre of HR policy and services.

The need to attract and retain talent must therefore lead to a review of the "design" of services offered to employees. Digital technologies offer many opportunities to improve the efficiency of each employee's life. Data analytics, for example, make it possible to get to know and even "understand" better each employee, and thus to offer them individualised and sometimes even high-value services.

To retain talent, the organisation will also need to adapt its skills development model, as many employees are looking for continuous learning, and not exclusively "while on the job".

What is true for employees is also true for external contributors (potential candidates to strengthen the workforce), hired over time for a customer company.



**PAULINE  
PEREIRA**

Consultant,  
Supporting digital  
and HR transformation



Winning the war for talent means not only attracting talent, but also retaining it, in particular by placing employees at the centre of a range of company services that are useful to their daily lives, that enhance their performance and support them at key stages of their personal development. Nowadays, to meet the expectations of your workforce, you have the possibility to customise your service offerings to address the diversity of your employees' needs. Moreover, Digitalisation and the data that the company has at its disposal provides many opportunities to personalise the attention and services they provide to their workforce. 🗨️

### 3 | Seeking transformative talent outside of the workforce

In the context of digital acceleration, we are witnessing an increased use of "extended human resources": high-expertise freelancers, transformational consultants, offshore subcontracting, crowdsourcing, creation of spin-offs (legally incorporated or not). All these resources bring together internal and external collaborators in a common workspace.

Skills acquisition strategies sometimes lead the company to buy a start-up who are often afforded a certain degree of independence from the mothership but can nevertheless benefit from the expertise and support functions of the parent company.

Despite the fact that they are "not on your payroll", contributors with various employment statuses will be more effective if you involve them as much as possible in the adventure of the platform company to which they contribute. You therefore need to extend the purpose and meaning of your brand to these contributors and get them on board by having them develop with you the overall operational excellence, make them adhere to the company values and the corporate project. In a sense, you need to consider them as being "customers of the customer".

#### THE PLATFORM AS A NEW ORGANISATIONAL REALITY

The platform driven company can only function with "extended HR": external resources at the forefront of transformation, complementary contributors that are called in to support the reinvention of the core business.

# Vincent Paris

CEO of Sopra Steria



**VOICES**  
FROM THE FIELD

As a federator and aggregator of digital services, Sopra Steria's business is to support its clients in the far-reaching and in-depth transformations that are stimulated by digitalisation. To be able to deliver on this promise, what is required by people, both in terms of skills and the ability to act collectively, is continually rising. Vincent Paris, CEO of the company, offers a number of leads to win the war for talent.

For us, as Digital Service Companies (DSC), and also for our customers, digitalisation and the upheavals it generates represent a real challenge that is both questioning and motivating at the same time. In this revolution, we are as much the actors as the "consumers".

But we are also the ones on the lookout... At the forefront of the digital revolution, keeping a constant watch on technological developments, being attentive and even proactive with regard to emerging habits, we need to identify changes very early on, anticipate them and filter them to keep our customers informed. And more and more, we even try to suggest them or even to provoke them very early upstream. We are the experimental vanguard. This makes us both privileged but also exposed stakeholders of the digital world.

Not to mention our fundamentals! As a DSC, we offer business services as well as industrial services. But digitalisation tends to shift our own lines of balance. Artificial Intelligence and robotics are pushing for greater industrialisation of our activities, whether in the development and maintenance of applications or in user support. We



“DIGITALISATION  
BRINGS BACK  
MANAGEMENT  
IN ITS MOST  
NOBLE FORM.”

must therefore combine our approach to services with an increasingly strong industrial approach. It is a challenge to reconcile the two, because customers demand tailor-made solutions. Digitalisation is also shifting the lines between our businesses. To accelerate time to market, to be more agile, all our businesses work together in an end-to-end approach to serve a more global commitment focused on results. Consultants, engineers, cloud and cybersecurity specialists and of course the experts who design software which we edit generally operate in small, squad teams to serve these new commitments.

***Isn't there also a certain degree of uncertainty but also a new quality in this transformation, that you have to take into account?***

No one is safe from the arrival of a new disruptive player on the market, or even a player whose very nature we cannot even imagine today. Everything moves so fast that the key to success lies in our ability to detect and analyse major trends and then react to them with clarity and agility. Our sector is not protected from a partial "uberisation" if we do not grow our value and scale up. We have no

choice but to be differentiating and remain at the forefront of innovation.

This is the whole aim of our own transformation, in which the human being is at the heart of things. Of course, we need more and more talented technicians. New areas such as data science, Artificial Intelligence or the Cloud are developing rapidly, and expertise is still lacking.

New architectures are being developed and the platform concept is at the very heart of the company's strategy. These new architectures mobilise broad skills in digital strategy, in IT strategy in order to implement them. These skills are new, to reinvent or to build.

Finally, digitalisation also requires employees with a very strong collective spirit, who know how to collaborate in multi-business teams. It requires managers who know how to bring out in their employees that collective spirit that everyone is talking about.

The war for talent is therefore not only fought on the field of technological expertise but also on the ability of these talents to function as a collective and of course on the talent of managers to create and mobilise this collective.

### ***Precisely, but how do we meet these challenges and win the war for talent?***

Our strategy is, of course, based on the recruitment of talent, but above all on emphasising the collective spirit - Sopra Steria's trademark - and on a fierce determination to keep each employee at the cutting edge of their field of expertise, by strengthening their adaptability.

But the war for talent is first and foremost about detecting the talents at our disposal, revealing the qualities of the men and women who make up Sopra Steria. And then it is our responsibility to build a corporate journey that allows them to develop within the company by increasing their skills.

In addition, some of our talented employees choose to pursue their careers as freelancers; the most entrepreneurial are setting up start-ups - while others opt for intrapreneurship, which works particularly well with our model built around decentralised and diverse task teams. Digitalisation, via a collaborative platform, allows us to keep these engineers within our reach; we combine their desire for independence with the necessary collective spirit required by Digitalisation. For us, the war for talent also depends on our ability to open up and collaborate with talents outside the company.

To win the war for talent, you have to inspire and make the goal desirable. This is achieved by getting the employees involved in building their careers and by going back to the original "purity" of human management. Regardless of future upheavals brought upon by Digitalisation, the human will always be at the forefront, and so much the better! Employees in this increasingly digital world still want to chase dreams and are itching for challenges to overcome. And Digitalisation brings back management in its most inclusive form.

We design and deploy digital tools in order to relieve the manager of time-consuming and repetitive tasks so that he can concentrate on the essential part of his role. These

tools also strengthen the employee's ability to become an actor in his own professional career. They facilitate access to information, to training and to external resources. We have thus chosen to give our engineers access to the "PluralSight" technological training platform to help them develop their technological expertise.

### ***What actions do you undertake to integrate talent?***

Sopra Steria hires over 9,000 people each year.

Our employee promise is evolving. It relies more and more on a responsive and agile organisation that functions as close as possible to the employee: project-based management, customers, small and nimble task teams, empowered by a very strong task delegation, backed by the support of the entire group and rooted in powerful common values...

Our decision-making system remains as close as possible to the people on the ground. Recruitment and HR management are handled by operational managers, who work on a one-to-one basis; management is tailored to each individual, focusing on their specific strengths. Our end-to-end approach, combining all of our business lines and functions also enables everyone to open up and work together in multidisciplinary teams. What's more, these processes provide our teams with a wider access to talents that can complement the stimulating digital experience of our collective's projects.

Finally, our training system has been strengthened.

In the end, the key, the essential ingredient of our management is enjoyment: giving meaning rather than orders, motivating rather than steering, empowering rather than controlling.

**“ REGARDLESS OF FUTURE UPHEAVALS  
BROUGHT UPON BY DIGITALISATION, THE  
HUMAN WILL ALWAYS BE AT THE FOREFRONT,  
AND SO MUCH THE BETTER! ”**



---

# INFORMATION SYSTEMS CONSIDERED AS VALUE CREATORS AND GOVERNANCE BY EXCELLENCE

---



**XAVIER  
SIMONIN**

Strategist,  
Innovation  
Accelerator

"Transformation rest on two essential pillars: the digital IT system, designed to serve as an accelerator and the global process that breathe the spirit of excellence into every activity, at every stage of every project, into anything undertaken by the company, its employees and its partners.

At the heart of the organic company, acting like the backbone of its transformational capacity, the "as a platform" concept functions both as a skeleton and a tool for energising, for applying tension. It relies on an abundance of advanced technologies but also on new regulatory bodies and new operating modes."

WHO? IT DEPARTMENT

# Building an IT System that functions as a digital accelerator and creates value

## KEY WORDS

- # Platform
- # Ecosystem
- # Responsiveness
- # Personalisation
- # Value

## THINGS TO REMEMBER

- > **Adopt a three-pronged approach to building platforms:** the hub (exchange), the mall (sale of data and services) and the lab (providing data or building connectors).
- > **Stop developing**, instead, integrate existing bricks.
- > **Drive your ecosystem of partners and suppliers**, but also your internal ecosystem by learning to steer increasingly decentralised operational and functional departments.

## CUT-OFF POINT

**Stop centralising:** capitalise on competition.

With digital transformation, IT is no longer a simple tool: it becomes an element of value creation. The new IT must be differentiating and be able to integrate everyone, in a kind of cross logic: employees, service providers, business partners, complementary brands of the company... And of course, customers.

## THE NEW IT ISSUES

**Intermediation and new uses**

The world is moving from an organisation-based economy to a networked economy orchestrated by platforms. Uber, Amex Open or Doctolib have paved the way. These platforms integrate the company's ecosystems of innovation, exchange and consumption. They circumvent corporatism, barriers to entry, regulations and

### BUILD YOUR ECOSYSTEM

- › Categorise suppliers and share responsibilities with those who create value.
- › Establish performance management for a better evaluation of the added value generated.
- › Build a reward system to motivate suppliers to go beyond expectations.

### THINK PLATFORM

- › Sort, segment and tag data.
- › Integrate the data from partners and ecosystems into the platform.
- › Facilitate automation and integration to establish links between software packages and in-house developments.
- › Dematerialise, virtualise and move to the cloud.
- › Work on your interoperability to be able to open the value chain to external partners.

### TRANSFORM, INNOVATE

- › Involve employees, partners and integrate ecosystems in the design process of new services as well as in open innovation.
- › Give yourself the means to implement the ideas proposed by your employees.

sometimes even legislation. Consumers and partners become co-producers and contribute to creating part of the value produced by the company.

In this context of organic business operating “as a platform”, IT systems are much more than a simple tool: they are THE platform at the heart of all exchanges and even become a key element of value creation; they are positioned at the forefront of a value chain that is opening up and extending to the collaborative ecosystem.

## THE SOLUTIONS OFFERED BY DIGITAL TRANSFORMATION

### Data and value at the centre of the new platforms

Faced with this development, data becomes part of the value delivered. Data, content, information, search, matching or recommendation algorithms, sentiment analysis are at the heart of platforms. Through data, platforms provide a more qualitative value that goes far beyond metrics, acquired audience or push advertising. The richness of data and the value it brings will increase with the number of partners ecosystem that the company will manage to bring together.

The concept of “as a platform” invites you to network the company’s extended ecosystem, but also to rethink its value chain from start to finish in order to take advantage of the data that the company can collect through this network. It will provide more qualitative and more targeted information to its partners. New roles, such as: trusted third party, financier, aggregator, marketplaces are now within the company’s reach.

Creating this type of platform, networking the extended company are at the heart of the challenges the IT department must tackle.

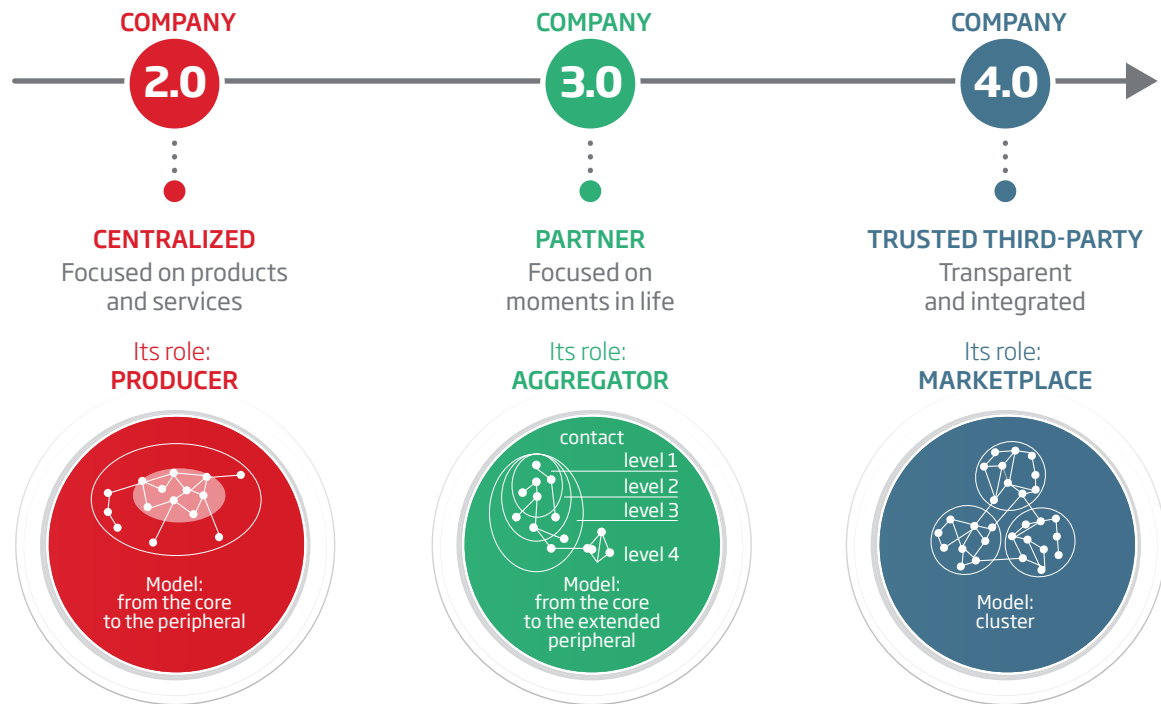
## KEY RECOMMENDATIONS

### 1 | Adopt a three-pronged approach: hub, mall and lab

Creating a platform means reviewing the role of data in the construction of information and the added value that is produced. It also means opening up your value chain to include the best services available. You therefore need to think in terms of hubs (trading platforms), malls (marketing platforms) and labs (value creation platforms). As early as 1982, the Southcentral Foundation health care organisation implemented these concepts in order to improve the quality of its health services and to monitor its patients. The idea was then somewhat forgotten, before coming

# VALUE CREATION THROUGH IT

The concept of the company as a platform and the concept of IT as an accelerator reshape the entire organisation of the company



*The organisational models of tomorrow (trusted third-party, financier, aggregator, marketplace...) can already be implemented within the company.*

back with a vengeance in the banking and insurance industry.

The concepts of Open Banking/Open Insurance will force bankers and insurers to provide “service bricks” or Third Party Applications that can be integrated into systems offered by aggregators, merchants, marketplaces or competitors.

## 2 | Stop developing and integrate your existing IT components instead

To provide these platforms, you also need to be able to go faster and cheaper. The traditional V-shaped (vertical

top down) cycle is replaced by agile and collaborative methods. But speed is above all based on re-using existing bricks.

Achieving speeds requires having an adequate internal knowledge management system and obtaining feedback. It is powered by business architecture, data sources, solutions and ensures openness, modularity and reuse of components.

It also relies on the use of multiple external bricks, as it is highly challenging for a company to be the best at every stage of its value chain; more often than not, a high level of specialisation is required. These external bricks are

obtained from start-ups, publishers and the open source world. The Github platform and repository, for instance, is an endless source of code and ideas, particularly for innovations linked to artificial intelligence, data and blockchain.

IT is becoming a much more industrial integration business than in the past and digital service companies are at the forefront to spread these new practices.

### 3 | **Drive your ecosystem of partners and suppliers, but also your internal ecosystem**

Being able to master the complexity, flexibility and agility of the new systems has become key to delivering the level of added value expected by end customers. Collaboration with and between suppliers, going beyond cooperation, has become essential in order to focus on the added value created through an end-to-end approach targeting the end customer.

By creating an open system and by aggregating data, the IT department acts as a bridge between businesses, partners, fintechs or other "xxxtechs", digital service companies and outsourcers (businesses and IT). This extended responsibility of the IT department forces it to rethink its contractual relationship with its partners as well as with its own ecosystem. Contracts should focus primarily on benefits to the end customer; they should reward commitment and contribute to create value. Prices and service levels will continue to be important but as a consequence will play a less critical role. Purchasing departments will have to take this new situation into account.

## OPINION OF SOPRA STERIA EXPERT



### ANTOINE LANCESSEUR

Agile expert in Insurance  
and Social Protection



Less than 3% of the IT budget is dedicated to steering partners and suppliers to a world where ecosystem-based operations have become the norm. This shows how far we still are from making networking an essential part of the daily life of our companies. Our current ways of working tempt us to internalise our strategic decision making without benefitting from innovations and changes happening around us. As a consequence, it is necessary to fight against such a trend and to develop new models of governance by opening up to other ecosystems. The most successful companies are those that have made this jump. 🚀

## 4 | Stop centralising, capitalise on competition and think in terms of openness

Almost 60% of all employee training programmes are a failure because employees, partners or service providers are not involved in the review process or in the implementation of changes.

Hackathons, digilabs and co-design workshops are forms of collaboration that enable employees to get involved and better mobilise the company's partners and ecosystem.

They empower employees, decentralise actions and decisions to those who deal with the consequences on a daily basis. They offer the ability to set more ambitious innovation and breakthrough goals, while giving employees access to state-of-the-art from outside the company.

A successful assignment has the capacity to create a new business model, a new financial model and a new operating model that capitalise on the strengths of the company. By definition, strategies such as these are unique to firms and therefore cannot be copied "as is" by competitors.

These new forms of cooperation, mixing collaborators, partners and ecosystems, offer the capacity to create new business and operational models. But be careful, these so-called open innovation initiatives must be followed by concrete actions. Time and budgets are not just devoted to innovation, but also to the integration into the company platform of concepts designed by employees.

By integrating such innovations designed through open innovation initiatives (customers, fintechs, partners and digital service companies) the IT department becomes, in the same way as the company's other business line, an actor of transformation and supplier of added value to the end customer.

### THE PLATFORM AS A NEW ORGANISATIONAL REALITY

Building the master platform of one's ecosystem implies concepts like openness, end-to-end, interoperability, data sources and added value, integrating already existing bricks, adopting a three-pronged approach of hub, mall and lab.

# Henri Verdier

## Director of DINSIC

Interministerial Directorate for Digital and Information Systems and State Communications  
(Direction Interministérielle du Numérique et du Système d'Information et de Communication de l'État)



**VOICES**  
FROM THE FIELD

In an agile and "platformised" world, the State's administration cannot escape the digital revolution. It is hastening its modernisation to make life easier for users and for agents as well as mutualising their information systems. Henri Verdier is the head of DINSIC, the IT department of the French State as well as chairman of the Digital Transformation Group. He pilots the project to make the administration become "platform driven" and to build a digital IT system that will act as an accelerator.

If the state does not accelerate its digital transformation quickly, it will run the risk of losing the support and loyalty of a big part of its citizens and taxpayers. By simplifying and streamlining the range of services we offer, we will achieve productivity and efficiency gains, in order to develop services that are even more user-friendly and caring.

Digitalisation has also blurred the line regarding the state's legal framework. For example, the legislative authorities had problems defining a legal framework distinguishing between Taxi operators and VTC services (VTC = chauffeured car rental service) following the arrival of services like Uber. The digital revolution has reversed the value chain. And the challenges will be even more important for social contributions and the fiscal system. Facing these challenges, there's only one solution: you have to reinvent yourself.

Another challenge is to retain control. In a "platform driven" world, the challenge is to maintain our independence, our power of action and our capacity for action. Citizens' autonomy does not go without sovereignty.



## “PUBLIC ADMINISTRATION “AS A PLATFORM”, A TOOL FOR STEERING OUR DIGITAL STRATEGY.”

Finally, in my opinion, promoting digital inclusion is a major challenge, since digital transformation carries the risk to leave over 30% of the French population (those who do not have Internet access, do not have access to broadband, who have literacy issues...) by the wayside.

### ***How can we rely on digital transformation to provide answers?***

The French Public service (with no less than five million employees) is a giant organism, a bustling hive that requires specific strategies. In order to achieve a digital

transformation that benefits the user, we need to internalise agile methods (prototyping, constant modernisation, testing and continuous learning...) and develop an IT foundation created specifically for this purpose, built from small and very open modules, APIs, platforms as well as shared data repositories. Large data centres, key registries and the mainframe systems should be open to the other administrations who will be able to use their own combination of small modules. In a sense, we aren't building an administration functioning "as a platform", we are effectively building the "Platform State".



### ***What actions are taken to facilitate procedures for users and increase the efficiency of agents through digital?***

Digitalisation must both simplify citizens' lives and be mastered by the State and its employees. To achieve this, we are focusing our efforts on three fields of action.

Achieving consistency through authority is the first step. We need to put an end to mammoth projects, outdated computer practices and widespread system redundancy. Before 2014, each State ministry was in charge of its own IT, and we ended up having to oversee and establish links with over 700 HR applications... and growing! Now, thanks to DINSIC, the State is progressively implementing a single and modular information system enabling all services to be mutualised.

The second step is to provide coaching and support. In the past three years, we have supported over 50 projects through our start-up incubator. The implementation of this type of agile methods allowed us to launch the nationwide "Culture Pass" for young people. Five ministries now have their own incubators. We have also introduced data science into the State's services like, for example, a tool for the national employment services Pôle Emploi, that is able to predict, based on data, which companies are likely to hire in the short term. In the field of Energy, we have implemented an analytical system capable of calculating and predicting the electricity consumption of 12 000 buildings.

Last but not least, resources. Today, the "France Connect" administrative identification service hosts the digital identity of French citizens and offers them personalised administrative services. Four million of our citizens and 500 public services already use this registry.

### ***How will the Platform State change the lives of the French and of businesses?***

Our objective is to achieve 100% digitalisation of administrative procedures by 2022 (there are 4 000 administrative procedures in total). We have set up a platform [www.demarches-simplifiees.fr](http://www.demarches-simplifiees.fr) that acts as the central tool to accelerate this dematerialisation. Without APIs, without agility and without the platform, it would be impossible to achieve this goal. Thanks to the dematerialisation of processes we have been able to carry out administrative procedures four times faster.

As far as businesses are concerned, "Dites-le nous une fois" ("You Only Need To Tell Us Once"), our programme to simplify and mutualise administrative information across all of our services, is now routinely used by companies.

Beyond that, a real culture shock is taking place... digitalisation also provides open strategies, free software, open innovation, citizen participation, increased use of data, agile methods... all leading to a "liberated administration".

**🗨️ TO MAKE DIGITALISATION WORK FOR USERS, WE MUST INTERNALISE AGILE METHODS AND DEVELOP AN IT FOUNDATION BUILT OUT OF SMALL OPEN MODULES, APIS AND SHARED DATA REPOSITORIES. WE AREN'T BUILDING AN ADMINISTRATION FUNCTIONING "AS A PLATFORM", WE ARE EFFECTIVELY BUILDING THE "PLATFORM STATE". 🗨️**

# Ensuring excellence from start to finish

## KEY WORDS

- # End-to-end Excellence
- # Alignment
- # Governance

The rapid change in customer behaviour, the constant evolution of technologies, the pressure to reduce costs and comply with regulations are creating more and more stringent requirements. Being excellent from start to finish enables you to overcome and surpass these challenges. Everyone is concerned, and excellence is directly linked to the execution of the strategy and requires alignment on all levels: men and women, organisation, governance, management methods, processes, technologies.

## HOW DIGITAL TRANSFORMATION IS CHANGING GOVERNANCE

### **Digitalisation forces you to function in real time:**

Establish partnerships, accelerate decision-making process and be open to constant innovation. Companies functioning as ecosystems are able to identify and offer responses to demands that do not yet exist and to create

**A new work organisation that is fundamentally liberated**

- › A more cross cutting and transparent sharing of information
- › Favouring autonomy and empowering, allowing for errors in the innovation and project phases
- › Processes/methods/instructions reduced to what is strictly necessary
- › Resources given to managers to make promises and strategy effective

**Key values to deliver the customer and employee promises**

You cannot pull intrapreneurial, competitive and creative mind-sets out of thin air. They are generated by the feeling of trust created by the adherence key values:

- Give respect before demanding respect
- Give before you receive
- Open up to others and share with them
- Turn challenges into opportunities
- Valorise employees, ideas but most of all, customers

new platforms for new markets. The corporate organisation is constantly evolving. The slightest glitch or slump in the production of value is immediately registered and everyone is informed about it: it just takes one weak link to undermine the entire structure.

**Digitalisation allows you to do more:**

- › Open up your system in order to understand the objectives and the limitations of all the entities within your company, their respective ecosystems and cultures better.
- › A better understanding of the final customer and of your employees, their challenges, their expectations and their desires.
- › Adopt an inductive approach to reinforce the interest in new uses made possible by technological and managerial developments.

- › But Digitalisation also makes customers more demanding, it therefore requires excellency to make a difference.

**Managing through desire and empower to guarantee excellence**

- › **We firmly believe that future generations will expect management to be disruptive, cooperative and agile...** taking their cues from social networks, video games, etc. Transformational management distinguishes itself from the standard management systems centred on production control. It does so by focusing on empowering co-workers and making them autonomous to facilitate their achievement of the defined objects but also by better rewarding innovation. A variety of skills and cultural diversity contributes to this new type of management and networking acts as a counterweight to the hierarchical structures that are still in place.

- › **To guarantee excellence, managers must no longer rely on a culture of power and single-source knowledge,** on exerting control and supervising large numbers of people. New managers need to be able to convince, to become a facilitator and a provider of purpose and meaning, to convey common sense, to liberate energy and creativity, to foster and enrich experiences, to value the people within their teams... just like you do when you are a team-leader in a game. To mobilise and sustain his or her communities, the commitment of the manager is based on respect for his or her actions, on respect for him or herself, as well as respect for the company, its promise, its strategy, its clients, its peers and its partners. But be careful, the vagaries of everyday life must not overwhelm the strategy; the manager must always take into account given contexts and situations in order to provide meaning and purpose to be able to guarantee excellence.

- › **There is no end-to-end excellence without motivated employees and partners,** but also, and above all, co-workers who are in line with the strategy, who are empowered and committed. All the company's employees must understand the ambition, the meaning and adhere to the purpose of the project. They need to understand how their work contributes to alignment

with the strategy and why it is essential to work collectively as well as individually to achieve this ambition.

- › **Excellence means sharing the 'duty of requirement'** with regard to the company's values. These conditions for valuing women and men in the company make it possible to instil an entrepreneurial, dynamic, competitive and creative spirit.

## A MODEL IN RUPTURE

To survive, remain innovative and be perfect in your value chain, the platform driven company will need to have organisational agility. Its speed will depend on its skill to redefine its scope and respect the following principles: collaborative work, openness, sharing and a global vision.

### **This model is indeed different from the model of multinational production where:**

- › The head office develops a plan and then transmits orders to an international network of production satellites that supply local markets.
- › The company is a collection of subsidiaries, business units and product lines where processes are duplicated.
- › Insufficient knowledge transfer between subsidiaries prevents opportunities for innovation or cost control from being taken advantage of.

Learning to interact and co-create with an informal group of self-organised partners is becoming as fundamental a skill as finance, R&D or planning.

The nature of work in the platform driven company is evolving towards closer cooperation where the free circulation of information is promoted, where trust-based attitudes and mutually supportive employee behaviours are rewarded, where the link between the interest of the company and that of each of its employees is accentuated; in order to encourage them to participate, where human, organisational and technological methods are used to achieve objectives, where entertainment in the workplace is valued, and where a better work-life balance is achieved.

## OPINION OF SOPRA STERIA EXPERT



### **OLIVIER GERVAISE**

Digital Transformation  
Officer, Transformative  
Team Builder



To guarantee an outstanding customer experience, it is necessary to change behaviour and management methods, at the level of the company and of its ecosystem. It is then necessary to instil a culture of respect for strategy, customer and employer promises, by empowering sponsors, managers and employees. The precise management of customer experience activities must be monitored by indicators that are relevant to the customer, and preferably managed through an external organisation thus promoting a higher level of objectivity. This requires an approach based on reasoning in terms of ecosystems and platforms. 🗨️

### **This type of collaborative work promotes:**

- › Rapid dissemination of best practice.
- › The possibility of developing new hybrids and technological combinations.
- › The availability of just-in-time expertise.
- › The availability of ever more powerful research tools as well as more and more horizontal and distributed methods.

# THE THREE KEYS OF GOVERNANCE



## 1 THE EMPLOYER'S PROMISE, A LEVER TO ACHIEVE END-TO-END

End-to-end excellence means accepting ideas from unexpected places to succeed and to transform them into levers for improvement and excellence. It is therefore above all a corporate culture that encourages teamwork and sharing, that urges improvement, innovation and global, collective thinking.

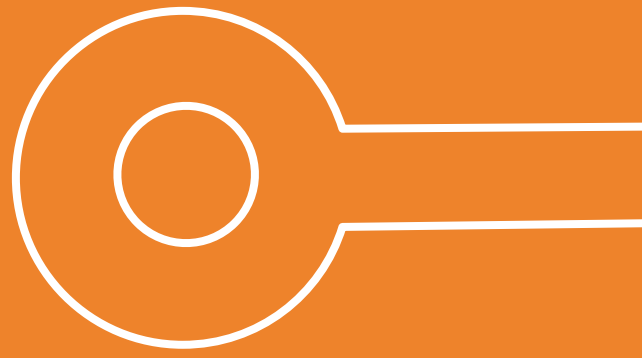
Employees aspire to fulfil themselves in their work, but their expectations, their concerns, their motivations and the way they see their involvement in the workplace have changed. To guarantee excellence, companies must adapt and redesign the "mutual commitment contract" that binds them to their employees and partners. They need to offer a comprehensive employer promise, aligned with the promise made to the customer as well as the company's values and overall strategy.

Excellence is a major lever, but - in a tight job market - it must be proven and demonstrated at all times. To retain your employees, you need to prove to them that you are keeping your commitment to them at all times. To do this, you need to operate as in a video game, where rewards are handed out along the way. They will then know why they want to stay, in which framework they should contribute to the strategy, and thus make the link with their own expectations and motivations.

The company must give its managers the means to deliver tangible and concrete proof of the promises made, and thus value their employees by rewarding their individual contribution to the overall objectives of the company, supported by the collective.

### THE NEW SITUATION BROUGHT BY THE PLATFORM

- The quest for end-to-end excellence is a balancing act where you need to combine customer satisfaction and economic performance, employee promise and customer promise, the right to make mistakes and industrial production processes... It is only through the platform that such a balancing act can be achieved and synchronised.



## 2 EXCELLENCE, A NEW CULTURE OF BALANCE BETWEEN THE RIGHT TO MAKE MISTAKES AND INDUSTRIALISATION

Excellence also consists in embedding the commitment of the firm within your corporate culture in order to anticipate risks before committing to actions, and, above all, to learn before committing to producing a good or service.

With the advent of digitalisation, the right to make mistakes is accepted and is part of the corporate promise. The company Dyson uses a quote from the inventor Thomas Edison as the company motto: "I didn't fail a thousand times, I've just found 10,000 ways that won't work". Quick failure is actually considered beneficial when the action can be reoriented without delay. Awareness becomes an accelerator, it is the key to excellence at all levels in the

company. However, be extra careful when upscaling: you cannot make mistakes at the production stage!

Since the stakes are very high at that stage (security, financial, image risks...), before moving on processes need to be known, personnel adequately trained, and the ecosystem must be under control. In such a high-stakes context, mistakes can only be tolerated at the margin, and the margin is very thin. Take driverless cars for example: before you go industrial, you had better make sure that they will operate in a totally safe way and that there will be no glitches.



## 3 DESIGN A NEW GOVERNANCE DEDICATED TO EXCELLENCE

With digitalisation, the creation of a CX-Office (Customer Experience Office or Customer Excellence Office) is a typical result of the new governance model. It functions as hub for excellence, providing advice and whose recommendations are taken on and implemented.

The fate of Kodak is good example: while the company had focused on optimising the excellence of its processes in each area, it nevertheless failed. Top management had an accurate perception of how digitalisation was going to impact the company. Sadly, they did not succeed in getting the whole company on board because they failed to break down the vertical silos to reorganise the company structure in a transversal way. The lesson of this is that governance and ecosystem need to be

continuously improved and strive for even greater openness, control and responsiveness.

To keep the momentum, the CX-Office works with highly skilled internal and external collaborators who have the capacity to promote a transversal and renewed vision and adapt it every time the environment evolves. It guarantees that you stay in line with your strategy and that you keep and fulfil your customer promise as well as your employer promise. Its performance must be based on management indicators that analyse and measure the true experience, both of the customer and of the employee, in an end-to-end approach that goes beyond the boundaries of the company.

# Isabelle Kocher

Executive Director of ENGIE  
French energy company



**VOICES**  
FROM THE FIELD

Energy transition, changes in consumption patterns, Uberisation... All these are challenges which a major industrial energy player like ENGIE meets by relying on solutions in the field of digital transformation. As Isabelle Kocher, General Manager of ENGIE explains, for this to be possible, the company governance needs to focus on excellence from start to finish.

Energy is the largest CO2 emitting sector in the world. A transition to clean energy has therefore become a necessity if we want to address the many challenges brought on by climate change. At ENGIE, we have set ourselves a target of having 100% of our gas supply in France coming from renewable sources by 2050. We have made the choice to migrate the entire group to decarbonised, decentralised and digitalised energy production in order to evolve from a world of large power stations to a mode of energy production that is increasingly integrated into the objects it powers.

As far as consumers are concerned, they are no longer passive: they have become "prosumers" – producers and consumers at the same time, relying on their own means of producing renewable energy. They are already actively managing their energy consumption. We need to take into account this new landscape and meet the new needs of our customers, that is the reason why Digitalisation is at the heart of our strategy. For this, we are integrating technologies from the Internet of Things, from Big Data, from AI or the blockchain into our projects.



## “GOVERNANCE OF TRANSFORMATION: EXCELLENCE IS A MUST!”

### ***Are we faced with a risk of a “Uberisation” of the energy market?***

Yes, clearly. This risk does not necessarily emanate from our historical competitors... It is the new digital technologies that give rise to new services and accelerate the transformation of the energy sector, moving towards decentralised production, intelligent infrastructures and smart networks, green mobility, smart cities and improved energy efficiency.

### ***Evolution of businesses and customer relations, energy efficiency, renewable energies... in this context, how does digital transformation fit into your strategy?***

The energy world is not immune to the digital revolution, and the entire chain of our activities, both on the customer and employee sides is impacted by it. For example, in 2016, we invested heavily in customer experience, re-designing our modes of operation and our range of services.



It allowed us to redefine the ENGIE customer experience and identify the difficulties encountered at each stage. With this new approach, many case studies have been identified to develop new services, such as consumption forecasting, energy flexibility, cost comparators, virtual assistance via chatbots...

### ***In a wider sense, how does digitalisation help you ensure end-to-end excellence in your projects, services and customer relations?***

Digital transformation begins within the company. When we asked ourselves if our 150,000 employees were ready for change, we realised that they were far more ready than we thought! But to go further, we need to make our motto reality: "Our group is like a blue whale and we need to transform it into a school of fish". This means transforming a large organisation into something much more responsive and agile, providing each employee with a clear vision and capacities, every day, in order for every link in the chain to be able to make choices that contribute to the overall project.

In order for Digitalisation to become a lever of transformation, it is also necessary to consider the issue within the framework of an inspiring strategy and to assuage the fears about its impact on the future of jobs and the evolution of the various positions within the company. This means implementing digital tools in the workplace, and changing the overall work context. It also means making use of digital training tools: as of today, 13,000 ENGIE employees have already obtained their "digital passport".

Finally, overall, we must continually get inspired, question ourselves, change our state of mind and above all, have a very clear long-term vision and orientation, all the while maintaining a hyper-focus on processes that can be implemented and achieve results within 3 to 6 months. Because, for a major group like ours, the greatest danger lies in our tendency to isolate ourselves, fall back on our structures, habits and processes and forget that we need to open up and remain open to the outside world. In this era of digital transformation, we also need to meet the challenge of attracting and retaining the talents who will, together with us, imagine tomorrow's solutions that will benefit our nations' landscape, companies and individuals.

**“ EXCELLENCE IS AN ISSUE THAT CONCERNS THE ENTIRE COMPANY; IT REQUIRES EVERY LEVEL OF THE COMPANY TO BE ALIGNED: STRATEGY, ORGANISATION, GOVERNANCE, MANAGEMENT METHODS, IT, EMPLOYEES... IF YOU WANT TO SUCCEED AND - MORE IMPORTANT - IF YOU WANT YOUR SUCCESS TO BE PERCEIVED BY THE CUSTOMER. ”**

# The platform, the systemic and structuring organisation of the future

## PRACTICES

# Where do we really stand with regard to platform driven strategies: what progress has been made by large companies and the public sector?

## A CULTURAL TRANSITION

# The platform, a structuring, transformative and... cultural transition, with a new managerial model based on empowered and autonomous teams

## MONOPOLY

# Do platform driven strategies harbour a risk of monopolistic power?

## CROSS-CHECK INTERVIEW

# What is the future for platform driven strategies?

Open gov, open data, agilisation and openness: two actors of the "platformisation" of organisations share their visions. The CIO of a Interministerial Directorate , who has described his vision of a "Platform State" in a recent book, and the Chairman of Sopra Steria's Board of Directors, continue to discuss the topics addressed in this white paper and, in a cross dialogue encompassing technologies and concepts, outline the broad lines of the future of organisations, whether private or public.



**HENRI  
VERDIER**

Head of DINSIC  
Interministerial  
Directorate for  
Digital and  
Information  
Systems and State  
Communications



**JEAN-CLAUDE  
LAMOUREUX**

Executive Director  
Consulting  
Sopra Steria Group

*In this white paper, we focus on the internal transformation of large companies, whose two main assets are their customers and their employees, while building their organisation on the concept of functioning "as a platform". Is the public sector faced with these same issues?*

**Jean-Claude Lamoureux :**

One certainty: in the business world, this concept of functioning "as a platform" is no longer under debate! Many companies are now in the process of planning and implementing this.

In this respect, the confrontation of points of view, if I may say so, between public authorities and private

companies is interesting because it gives us a good perspective and a better understanding of the developments and experiences to be shared, and even of the complementarities to be harnessed. We are thus faced with the same force fields, both internally and externally, and have the same need to mobilise our employees and provide purpose; while businesses have customers, the public sector has users. And above all, in my opinion, certain parts of the State are disintermediating.

**“ In the concept of "becoming a platform", there is an idea of "becoming agile". The entire organisation needs to change. ”**

**Henri Verdier**

**Henri Verdier :**

That is true, even if the strategic position is not really the same. Entrepreneurship and governance do not have the same objectives, although there are similarities - one could deepen the analysis with corporate democracy for example.

The role of Government should not feel threatened although it is likely to be supplemented or replaced in certain areas by private sector initiatives which naturally generate more pluralism. At the same time, we cannot really talk about "competition". A company can lose market share... but a public sector body cannot. The public sector can organise its objectives differently and entrust more things to the private sector. Digitalisation can help to encourage public-private partnerships, but needs to respect the fundamental principles of democratic governance that defines the role of the public sector.

There are many links between our considerations and, in particular, the concept of a platform. While we know that the State and the businesses do not have the same objectives,

we can draw inspiration from the GAFAM companies, which are developing technologies capable of delivering a complete product or service to the final consumer and who have control over the entire value chain of their activity. The state also needs to be provide similar end to end services: it must possess strategic added value at each layer of the value chain. But that does not mean internalising everything. Keeping control of the foundation, the software, the user experience, the identity... the State can become a platform and cooperate with the outside world.

**Where do we really stand on platform strategies?**

**Henri Verdier :**

In France, public authorities have always had a platform mentality: they have always manufactured the resource, guaranteed or protected it so that one could seize it, make business with it, innovate and prosper while, in return pay taxes to the State. When computers arrived, the notion of platform as we know it today began to emerge, for example with Microsoft Windows. Then a new capacity emerged: being able to have a comprehensive, direct and continuous knowledge of its users.

So I would say that in this domain, public authorities have been on the forefront, having almost inherently designed the platform philosophy. The public authority lost its step during the digital revolution when it failed to assert or reinstall its central role, leaving the field free for the giant platforms of the Internet and struggling to regulate ultra-fast innovations like Uber or Airbnb. Nevertheless, public sector power still retains a very strong potential.

**Jean-Claude Lamoureux :**

As surprising as it may seem, the large French companies (in the energy or banking sectors) find it difficult to position themselves in this game. I would even go so far as to say that even digital service companies themselves, although very active, are often more in a state of reaction to this model rather than of projection.

However, a strong factor is emerging: well beyond the routes traced by the GAFA and NATU, it seems interesting

to me to see that the notion of platform is evolving. From the point of view of large companies, the platform must be seen both as structural and as a transforming tool that accelerates and facilitates the transformation of companies.

### ***Isn't there monopolistic risk in platform strategies?***

#### **Henri Verdier :**

Yes, indeed, that strikes me too. Platform driven strategies tend to be monopolistic: they provide the resource to innovate, they collect some of the added value from the people who come to innovate on the platform, they share some of that value with the subsequent innovators, and in the end, following Metcalfe's law (that says that the utility of a network is proportional to the square of its number of users), platforms end up becoming monopolies.

We are clearly moving into the era of the "software network". Maybe the anti-trust authorities will have to step in and break up these conglomerates.

The State can react, both as legislator and regulator, but also by providing defensive technical and strategic assets. We can thus prepare ourselves as we have done with the DSP2 directive, which forces banks to become interoperable. We can reinforce our capacity to plug ourselves into larger groups in order to become wide platforms. We can also prepare ourselves by ensuring free access to resources, or even by producing "digital commons with many contributors". This is how we created "France

**“ The platform acts as a tensor, structures, coordinates and steers. It is de facto a cultural object. ”**

**Jean-Claude Lamoureux**

Connect Identité" so that we did not have to use something like Facebook Connect. We also defend the persistence of commons: resources that are accessible to all but that cannot be alienated for the benefit of anyone. And we defend Open Gov and Open Data. The State and democracy in general can be strengthened by a platform driven organisation. Disruptive strategies are more complicated.

#### **Jean-Claude Lamoureux :**

All the more so as, in order to implement a disruptive strategy, you need to be able to decide quickly. But - as we often see - large groups often have a problem when it comes to being daring. There is no shortage of ideas, but you still need to successfully make the transition to scale. The hurdles are considerable.

This is why the "platformisation" of the company should not only be seen simply as a goal to be reached, but also as THE way to transform the company more easily and more quickly. It is both a framework for action and for tensioning that must be constantly rethought so as not to bog down the structure. The platform thus emerges as a transformational tool and not just a target to be defined. The platform should not be considered as an infrastructure or a plethora of technological applications. It is also a way of thinking, of acting and of transforming oneself, ruled by a reconsidered governance. It provides dynamics, structure, coordination and leadership. It also imparts a dynamic of continuous improvement. It is de facto a cultural object.

### ***Is it also a managerial tool?***

#### **Jean-Claude Lamoureux :**

We see it clearly: companies become organic and with a will to make their activities more agile and also to position the end user at the heart of the decision-making process. The managerial model of tomorrow is based on autonomous, empowered and agile teams.

The platform is based on an infrastructure (IT, API, process...) on top of which you need to clarify a concept of "superstructure" that gives meaning to the initiative and defines the operating framework. The meaning is conveyed

by the brand platform as well as by the company's strategic framework. The operating framework is determined by the company's rules of compliance and the rules of operation. In this respect, the platform is systemic; the company increasingly resembles a "biological" structure.

The difficulty lies with traditional organisational methods that have taught managers to steer the company through KPIs. However, companies need leadership if they want to be agile.

**Henri Verdier :**

Platforms have indeed been able to become more agile internally, with a very strong alignment between the interests of their users and their own. In my opinion, some companies have lost sight of this obligation, while platforms such as Amazon respond very well to it. All this is reinforced by the "APIfication" which considerably lowers the access-barrier to experimentation.

In the concept of "becoming a platform", there is an idea of "becoming agile". The driver of a company is its reactivity, and it undeniably needs to become a platform in order to achieve this.

But be careful, becoming a platform is not simply creating APIs. The entire organisation needs to change. And that is the hardest part. The other challenge concerns HR. In this way we promote contribution, especially in the free culture.

**Jean-Claude Lamoureux :**

We are encountering a certain difficulty here when it comes to detecting possible internal contributors to the company. We recommend that IT Departments open up, promote shadow IT to stimulate innovation: IT Departments need to become "as a service" or "as a platform". This approach makes it possible to make all internal data (via APIs) and all IT components available to all employees in order to give them free rein for the development of new services.

***Data seems to be at the centre of everything...***

**Jean-Claude Lamoureux :**

Companies often has difficulty releasing their data, fearing that this could cause them to lose their competitive

**“ Large companies should understand that they have a certain responsibility to the public, and they need to reconnect with consumers and the wider public through platforms. ”**

**Henri Verdier**

advantage. However, consolidating data from a sphere can be very profitable: the banking centre, for example, would benefit enormously.

**Henri Verdier :**

It seems to me that with the exception of a few cases, especially in telecoms, the perception of data in the company is still somewhat reductionist: it is very strong in CRM, customer knowledge, business analytics, but that is not enough in my opinion. There are countless different types of evidence-based strategies.

Finally, I would point out that there has always historically been a dialogue between the public and private sectors, as each draws on the other's experience. However, we realise that the GAFAM have a tendency of considering themselves as political actors, with very strong strategic power. Large companies should understand that they have a certain responsibility to the public, and they need to reconnect with consumers and the wider public through platforms.

1. Pierre Peziardi, Henri Verdier, From State's start-ups to State's Platform.

2. Interministerial Directorate for Digital and Information Systems and State Communications.

3. Pierre Bellanger, The digital Sovereignty.

# The T-Squad

## Sopra Steria

- # Transformative
- # Disruptive
- # Innovative
- # Organic
- # Open

To successfully help major companies carry out their transformation, Sopra Steria has established a Transformation Squad, a small, agile and autonomous task force, to take on new commitments.



**JEAN-CLAUDE LAMOUREUX**

Executive Director Consulting  
Sopra Steria Group



**ÉLIE BOURJAILI**

Service Operational  
Excellence Designer



**CÉCILIA TENET**

Service and Innovation  
Designer



**REDDA YAHY**

Digital Project Manager



**PAULINE PEREIRA**

Consultant,  
Supporting Digital  
and HR transformation



**NICOLAS PETITJEAN**

Partner Digital Change  
Transformational  
Human Levers



**GAËL GAUTIER**

Designer of transformational  
and digital systems.



**THIBAUT LEGRAND**

Controlled cost  
Value Creator



**CHARLOTTE DELATTRE**

Data scientist



**PHILIPPE LAINÉ**

Customer Experience  
Strategist



**XAVIER SIMONIN**

Strategist, Innovation  
Accelerator



**CANDICE CARRIER-BUREAU**

Consultant,  
Supporting Digital  
and HR transformation



**BRUNO BUIRETTE**

Transforming organisations  
and contributors in the field  
of corporate training



**BENOIT SPOLIDOR**

Guild Leader Artificial  
Intelligence



**CHRISTELLE KOFFI**

Your ally for HR challenges



**OLIVIER GERVAISE**

Digital Transformation  
Officer, Transformative  
Team Builder



**JÉRÔME TASSE**

Senior Consultant in Digital  
Transformation



**MALIKA KAOUA**

Customer's Excellence  
Partner - Creator of  
differentiating Customer  
Experiences



**ANTOINE LANCESEUR**

Agile expert in Insurance  
and Social Protection



# Glossary

## **Blue ocean**

Notion introduced by professors Chan Kim and Renée Mauborgne in their 2005 international best-seller Blue Ocean Strategy. A blue ocean aims at creating an unexplored innovative market space, where competition doesn't exist yet. There is opportunity for profitable and rapid growth while creating new consumer value.

## **Phygital (Physical plus digital)**

A marketing term that describes the synergy between digital and physical experiences. As customer interaction and communication channels increase, companies aim at combining physical experience in-store and digital experience to offer the customer the best seamless marketing experience possible. This consists of implementing interactive tools helping customers seeking for information, real-time prices or willing to explore personalised 3D conception.

## **Codesign or co-design**

An innovative product or service development process that involves designer professionals and end-users at every step of the project in order to create the most suitable product/service for the consumer and best answer to market needs. The quality of the product/service increases if the stakeholders' interests are considered in the design process. It also enhance users' loyalty as it requires commitment to be part of this process.

## **Augmented reality**

An interactive experience that overlays real-time digital information above the existing environment, bringing immersive perception as natural parts of the user's environment. This technology can improve perceptual information across different sensory component, such as visual, haptic, olfactory or auditory.

## **Virtual reality**

An artificial environment created by a software. Mainly based on visual and auditory sensations, it creates an experience that allows users to interact with virtual features or items.

## **Platform driven company**

A platform is a business model that creates value by facilitating exchanges between two or more interdependent groups, usually consumers and producers. To make these exchanges happen, platforms create large, scalable networks of users and resources that can be accessed on demand. Platforms create communities and markets with network effects that allow users to interact and transact.

## **Taylorism**

A factory management system developed in the late 19th century to increase efficiency by evaluating every step in a manufacturing process, and divide it into specialised repetitive tasks.

## **Serious Games**

Games designed for a purpose beyond pure entertainment. They are used in varied professional situations such as education, training, assessment, recruitment, knowledge management, innovation and scientific research. They use the same motivation levers as game design and game media, such as competition, curiosity, collaboration, individual challenge, physical representation, avatars and 3D immersion, to enhance the motivation of participants to engage in complex or boring tasks.

### **DigiLab©**

A dedicated hub for innovation, which emphasizes and federate methodological and functional Sopra Steria Group expertises.

Either for external and internal audience, DigiLab© provides a full End to End support for a smart innovation experience.

Relying on 5 technological streams, data valorization, IoT automation, Blockchain, Go-to Cloud and digital interaction, DigiLab© offers an immersion into a concentration of functional expertise and technologies to allow creating new value.

### **NATU**

An acronym referring to the initials of Netflix, Airbnb, Tesla and Uber, companies known as symbols of uberisation in the digital economy.

### **Doctolib**

A platform that provides an online service of arranging and managing medical appointments, connecting patients and healthcare professionals.



<https://www.linkedin.com/company/soprasteria>



<https://twitter.com/soprasteria>

<https://www.facebook.com/soprasteria>

<https://blog.soprasteria.com>

## The Nine Major Guidelines of Digital Transformation

is a publication by: **SOPRA STERIA**

**Address:** 6, avenue Kleber - 75 116 Paris

**Website:** [www.soprasteria.com](http://www.soprasteria.com)

**Contact:** [contact-corp@soprasteria.com](mailto:contact-corp@soprasteria.com)

---

**Director of publication:** Jean-Claude Lamoureux

**Editor-in-Chief:** Olivier Gervaise

**Deputy Editor-in-Chief :** Contenteo

---

**Editorial Board:** Jean-Claude Lamoureux, Olivier Gervaise,  
Xavier Simonin, Malika Kaoua, Nicolas Petitjean

---

**Many thanks to** Élie Bourjaili, Bruno Buirette, Candice Carrier-Bureau,  
Charlotte Delattre, Gaël Gautier, Christelle Koffi, Philippe Lainé,  
Antoine Lancesseur, Thibaut Legrand, Pauline Pereira,  
Benoit Spolidor, Jérôme Tasse, Cécilia Tenet and Redda Yaho

---

**Authored by:** Contenteo together with the Editorial Board

---

**Powered by Contenteo** - Media Maker for Brands  
([www.contenteo.com](http://www.contenteo.com)) together  
with the Communication & Marketing Department  
Sopra Steria

**Pictures:** Didier Créte and iStockphoto agency

© Sopra Steria 2018

## About Sopra Steria Consulting

Sopra Steria Consulting, a European consulting firm, is one of the major players in the consulting market. The digital revolution is both a source of cultural and technological change, acceleration and ruptures in usages. It puts people back at the heart of projects. Sopra Steria Consulting assists its clients in identifying, managing and designing their major digital transformation projects. Valorising the customer capital, reinventing the user experience, liberating collective intelligence... Sopra Steria Consulting focuses its added value on the ability to transform and industrialise innovations while guaranteeing end-to-end excellence for its clients. Present in more than 20 countries, the Sopra Steria Group has almost 42,000 employees and posted a revenue of 3.8 billion euros in 2017.

[contact-corp@soprasteria.com](mailto:contact-corp@soprasteria.com)  
[www.soprasteria.com](http://www.soprasteria.com)