



**RIGHT THE  
TECHNOLOGY  
WRITE THE  
FUTURE**

OVERVIEW FOR BUSINESS DECISION MAKERS



**TechnoVision  
2023**

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# THIS REPORT IS ABOUT TECHNOLOGY, NOT TECHNOLOGIES



## PASCAL BRIER

Group Chief Innovation Officer,  
Capgemini

Embracing technology sometimes feels like battling a blizzard. As CXOs, we can struggle to see a clear path forward because of an avalanche of hyped technologies that block our way. And yet, technology is here to stay – not only will it continue to shape our environments, but it can lead our businesses to a better future. Taking a holistic view on fast-changing conditions gives us clear insight into how technology can help our businesses to thrive.

With that blizzard of technology options in mind, we recently presented TechnoVision 2023 – our annual route map around the emerging trends and innovations that affect organizations today and tomorrow. The report provides a full, but also playful account of how our experts believe digital leaders can adopt and adapt to the ever-increasing range of technology tools at their disposal to give their businesses a competitive edge.

However, the narrative we present for digital leaders is not the only story. It's within this context that we present our CXO version of TechnoVision 2023. As business leaders, you have the authority and responsibility to ensure your organizations thrive. You also have an obligation to understand how technology can play a key role in the growth of your company. This is your opportunity to – as our motto for this year's TechnoVision report implies – **Right the Technology, Write the Future!**

The report is a call to action to be mindful of the resources we have at our disposal. We believe the challenge is in selecting the *right* technology solutions that not only provide benefits to our business but which also have a positive societal impact. Furthermore, as innovative technology tends to be hungry for energy and other scarce resources, we believe organizations should be both more informed and more frugal in choosing the resources they really need: this is all about *righting* the technology, for better futures.

We've taken our own lead in this direction with the AI-generated art for this year's TechnoVision report. Using a series of prompts, we asked Midjourney to design the report cover. The striking imagery shows how, with the right prompts, you can Write the Future your business requires. Now, it's your turn – CXOs need to Write the Future for their business by selecting and giving their IT departments the right prompts.

This report should be seen as an addendum to our 'Right the Technology, Write the Future' report. It is intended for CXOs who do not spend their days implementing technologies and systems, but who need to understand how Technology (with a capital 'T' and a singular 'y') can be leveraged for competitive advantage.

As many CXOs discovered during the pandemic, every business is now a Technology Business. This report serves as an informed perspective with overarching guidelines and principles, to adapt to the fast-paced and exponential world of Technology, without alienating its most important stakeholder: people. Let's embrace the blizzard.

[Watch Pascal Brier's video here.](#)



# RIGHT THE TECHNOLOGY, WRITE THE FUTURE

We run our businesses in challenging times. The world's natural and human resources can no longer sustain our current levels of consumption. The scarcity of almost everything is now a determining economic and social factor, as well as continuously rising pressure on the climate, resulting from an excess of carbon emissions. Add in an obviously shaky geopolitical context and the potential for operational activities to be disrupted is high.

As CXOs leading organizations through these stormy conditions, we are beholden to embrace the challenges we encounter and use whatever tools we can to help our organizations thrive. Technology, now that it is intertwined with all aspects of life, can be our greatest ally. As we've made clear in earlier editions – and has become patent during the past 24 months – every business is now a Technology Business. The systems we use underlie every organizational process in every sector, whether that's retailers reacting to the fast-changing demands of shoppers, finance firms predicting market movements, or public sector organizations looking to provide life-saving healthcare.

Technology, in short, is everywhere – and everyone must understand its potential. The systems and services we fund and provide can allow our organizations and their employees to deal with the disruptions they encounter. From the cloud to artificial intelligence and onto the Metaverse, the technological options open to business leaders today are dazzling. What's clear amongst this plethora of choices is that technology is now a fully entangled element of whatever business scenario pans out.

Yet, in a world where scarcity is in abundance, we must think carefully about the choices we make, including the technologies our businesses use. We believe a quote often attributed to Benjamin Franklin, one of the founding fathers of the United States, is perfectly illustrative of the Technology Business landscape of 2023: "Do Well by Doing Good". Simply focusing on the creation of revenue, profit, shareholder value, and superior performance is not enough.

People, whether it's your customers or employees, demand a clear purpose. They want businesses that contribute to society, addressing the big challenges of our time and actively shaping better futures. Research from the [Capgemini Research Institute](#) suggests organizations that actively pursue sustainability goals achieve more revenue, are more profitable, and enjoy more customer loyalty. Here's the rub: by doing good, you also do well.

So, as we use technology to deal with the challenges our businesses face, we must find a balance between value creation, ease of use, climate-friendly outcomes, and the interests of society at large. Our businesses must take responsibility for the increasingly digital society they help to create. Clear consideration must be given to the societal impact of the technologies our businesses use and their impact on the people we serve.

# THINKING OF TECHNOLOGY AS A BIOLOGICAL CONSTRUCT



Before we go forward, we need to look back. The Technology Businesses that we all help to run today have been created through a process of continual development, where each new system that's been adopted and adapted by our organizations has brought successive waves of change. It's our contention that this evolution is not just technological but also biological.

In 2005, Kevin Kelly, founding executive editor of *Wired* magazine, gave a TED Talk entitled "How Technology Evolves", where he considered the influence of technology through the lens of biology. He suggested every technology follows the same evolutionary path as biological organisms, encompassing the same long-term trends: specialization, diversity, ubiquity, socialization, and complexity.

However, Kelly also recognized that technology deviates from biology in one crucial way: technology does not die out. Every new technology starts as something small and specialized. As it grows in use and is applied across society in a diverse manner, so it becomes ubiquitous, and it becomes increasingly difficult to know where one technology ends and another begins. Rather than dying out, the pace of technology evolution continues to accelerate infinitely. This non-stop evolution has huge implications for your business and the work you do as a leader. Just as it does in biology, the evolution of technology over time involves inherited traits being passed forward to each successive generation. CXOs are placed within this maelstrom of constant exponential change.

Your role as a CXO is to work with CIOs, CTOs, and CDOs on an ongoing basis to ensure this evolutionary process creates continual business benefits. The investments in cloud technology that your business has made to help it cope with the shift to new ways of working will provide a foundation for further digital transformation. These cloud platforms will be used to collect and share data, which in turn will be used to support and develop new information-rich initiatives connected to machine learning, Robotic Process Automation, and the Metaverse. Beyond those developments lie further evolutions associated to the pace and performance of computing, such as Artificial Intelligence and quantum technology.

No one can afford to be an island. The underlying role of technology in every organization means the successful adaptation of systems and services will rely on close integration between all the organisms in your Technology Business. Get it right and your organization will continue to evolve. Get it wrong and your organization could decline. In an age of disruption, only the fittest survive.



## RECOGNIZING THAT TECHNOLOGY HAS A WILL OF ITS OWN

So, how can our businesses cope with this continual quickening in the pace of innovation? Until now, the answer has often been to keep adding more technology. The fear of being left behind in a digital evolution means many businesses implement what they think of as potential solutions before fully understanding the challenges they face. Like a kid given free-reign to buy whatever they want in a candy shop, IT leaders look starry-eyed at the treasure troves of delicacies in front of them – and they binge on as many systems and services as they can buy, with all the risks that this overeating brings.

We suggest it's time to bring this to an end. A lack of governance and oversight to retire outdated technologies in due time means too many organizations carry a heavy burden of legacy technology. Wave after wave of digital evolution has led to an accumulation of technical debt and complexity. This debt weighs heavily on businesses, affecting their adaptability and limiting maneuverability. Instead of dealing with this legacy challenge head-on, they decide to add new tools to their already burgeoning kitbag, further exacerbating the complexity problem. We suggest a different approach. The rule should be that before any new technology is added, ample thought must be given to what can be removed. For CXOs, the message is clear: technology will not disappear without conscious choice and effort to remove it.

While organizations aim to bend technology to the requirements they have, there is no guarantee that the

tools we introduce will follow the path of evolution that our business foresees. Once installed, technological systems become socialized across our organizations in ways that are sometimes unintended. While some systems will help employees to achieve their goals in unexpected ways, others will at first be embraced then later ignored and forgotten. However, even when they become disused, they continue to consume valuable resources, effort, and attention. A system that once seemed a panacea for all the ills that your organization faces, can quickly become tomorrow's debt.

This ongoing struggle to find suitable technological answers to business challenges was brought into sharp relief during the coronavirus pandemic. When lockdown came, organizations had to find a way to keep their employees productive and their businesses operational. The solution to this conundrum was technology. With a clear goal to achieve what might once have seemed like an impossible deadline, organizations created cloud-led digital transformation programs in hours and days rather than months and years. A burning platform led to the implementation of the right solutions – such as collaboration platforms, faster networks, and mobile technologies – for the right problems at the right time. It's amazing how quickly our organizations can evolve when we're all working together.

The rapid and effective response to the challenges of the pandemic opened the board's eyes to the power of technology. In the business' hour of need, digital transformation and cloud computing kept organizations going. In fact, in many organizations, these technology-led changes led to the evolution of entirely new business models – be it the rise of hybrid working to keep socially distanced staff productive, the delivery of lessons online to new global audiences in education, or the creation of fresh e-commerce channels to serve customers in retail. Boards have seen the game-changing power of technology and now they want more.

# DOING LESS WITH LESS

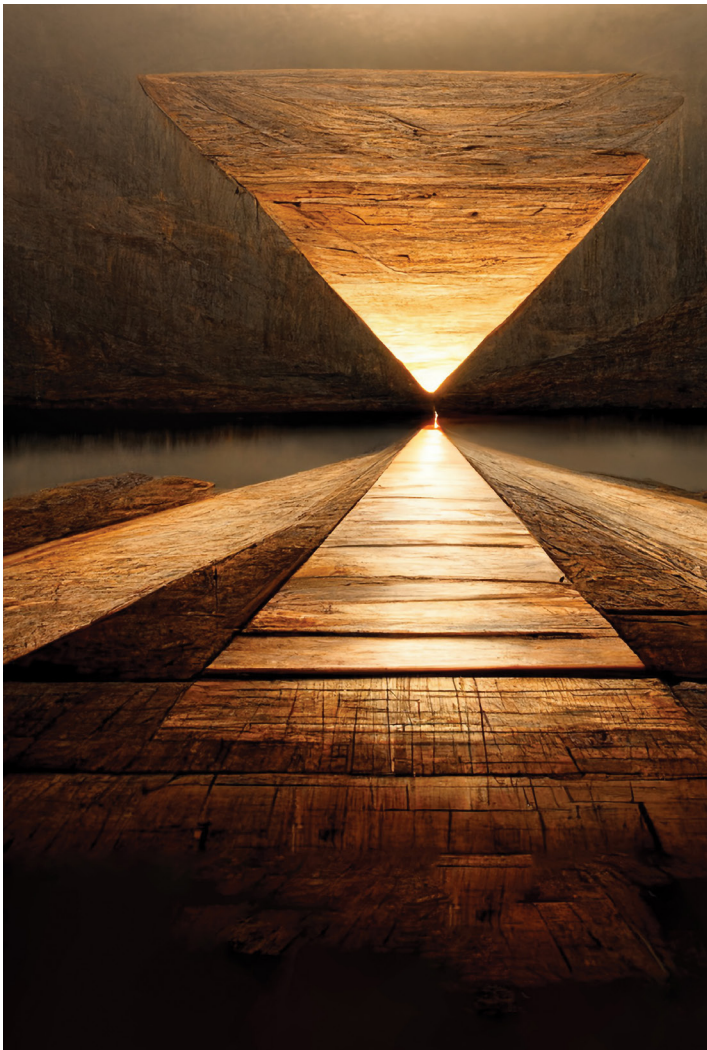
However, before we rush headfirst into a prolonged period of resource-intensive digitization, it is vital that we reflect on the rapid digital transformation that's occurred during the past two years.

First, simply adding more technology with the hope of enabling further digitization will not pay dividends and is only likely to create further complexity. CXOs must recognize the importance of using adequate technological solutions – just like they did in 2020 – to resolve specific business problems. Focus tightly on what your business wants to achieve and work in close collaboration with digital leaders to plan a technology-enabled route map to this destination.

Second, while the technology drivers for further digital transformation are abundant, CXOs must recognize that the resources that power these innovations are finite. These limitations apply to any resource needed for a successful technology business transformation: natural resources (including chips and rare metals), power and energy, reliable supply chains and transport, low-interest money, time, and in-demand human resources. If technological innovation is a biological construct, then we must ensure we protect the resources that feed our systems and services and the world they impact.

It's within this context – and as counter intuitive as it might sound initially – that TechnoVision 2023 makes a plea for CXOs to help their businesses do 'less with less' while achieving more. We recognize that your organization has a huge and ever-increasing range of options. The role of CXOs and their digital peers now is to be selective. As our main theme for TechnoVision suggests this year, we suggest businesses must aim to *Right the technology* in two significant ways. First, by *choosing the right technology options*. Second, by *rightsizing technology solutions*, rationalizing both existing and new systems to create a better balance between the positive and negative impacts of technology.

If you achieve this balance, then you can, as the second part of our main theme for TechnoVision suggests, use technology to *Write the Future* for your business. But whatever technology-enabled narrative you weave, you will also need to consider the realities of our modern age, where scarcity of all key resources, including human resources, determines success and failure. As we'll discuss later – after we've first considered how your business can choose and then right-size its technology solutions – shaping a lean portfolio of well-chosen, smart initiatives will be the key to long-term success.







# CHOOSING THE RIGHT TECHNOLOGY

In previous editions of TechnoVision, we have shown how innovative technologies can create better, customer-first businesses, improve enterprise management, and even build a next generation of intelligent industries. However, given the anticipated scarcity of resources and the increasing scrutiny on climate impact, we believe it is now vital to tune and optimize business operations for sustainability.

Back in 2015, the United Nations (UN) defined a collection of 17 global goals designed to be a “blueprint for achieving a better and more sustainable future for all.” These Sustainable Development Goals (SDGs) address global challenges, including poverty, inequality, climate change, environmental degradation, peace, and justice. Seven years later, the requirement to act on achieving these goals remains more crucial than ever. It is our contention that the technologies described in TechnoVision 2023 can help.

Take the emergence of industry clouds, which allow new collaborations between organizations amongst and across industries to deal jointly with important issues, such as shaky supply chains, limited availability and waste of natural resources, and measuring, managing, and acting on emissions

data. The continued evolution of the Internet of Things, meanwhile, enables the collection of real-time data and its analysis by algorithms to save energy or reduce emissions.

Capgemini Research Institute found that AI-enabled use cases have already helped organizations reduce greenhouse gas emissions by 13% and improve power efficiency by 11% during the past two years. Depending on the scale of AI adoption across sectors, we estimate that AI-enabled use cases have the potential to help organizations fulfill 11% to 45% of the Economic Emission Intensity targets of the Paris Agreement by 2030.

The requirement for CXOs to work with digital leaders to review, test, build and learn from the use of new technologies grows more pressing by the day. As the cost of using these tools decreases thanks to technological evolution, the ability of CXOs to start investigating their options increases. TechnoVision is a framework that helps your business navigate key technology trends, put them together, and craft compelling digital stories. It is a tool that will help you make wise and balanced choices, identifying the *right* technology drivers for doing well by doing good.



## RIGHTSIZING TECHNOLOGY SOLUTIONS

While we believe that technology can help businesses to thrive in a more sustainable manner, it's also important to recognize that digital innovations bring their own carbon footprints. The scope 1, 2, and 3 emissions generated by IT are responsible for 4% of CO<sub>2</sub> emissions worldwide and this proportion is projected to grow steadily in the coming years.

When organizations select, implement, and deliver technology, CXOs need to ensure the people who make these choices are selective and wise. It is crucial to carefully balance the expected business impact with the resulting sustainability costs. The same applies to rationalizing and decommissioning existing applications, datasets, and infrastructure: a less densely populated, more lightweight IT landscape – righted to properly balance the value it creates – is a crucial element of rightsized technology. A special place in TechnoVision 2023 is reserved for insights around 'Green Software Engineering', pointing to approaches and tools to minimize the environmental impact of both existing and new applications.

CXOs should also consider the extent to which technological innovations can help reduce the strain on human resources. The IT skills gap means all organizations – particularly when it comes to digital and data capabilities – struggle to find the talent they need. CXOs should work with their IT colleagues to explore how AI, intelligent automation, and self-optimizing technologies can help their organizations take advantage of next-generation innovations by using fewer human resources and creating less environmental impact. Advances in this area include infrastructure (software-driven platforms and AI that autonomously runs IT operations and security), applications (low- and no-code development), data (automated machine learning and self-service business intelligence), and service management (automated onboarding and ticket resolution).



## BUILDING A LEAN AND LIGHT PORTFOLIO

Now, let's bring everything together – what does this focus on choosing the right technology options and rightsizing technology solutions mean for CXOs and the organizations you lead? Most crucially, 'less' doesn't mean that we're suggesting your business should use less technology to grow. Technology as a biological construct will continue to evolve. If your organization doesn't embrace continued digital transformation, then it will be disrupted and left behind.

What we're advocating is a fresh strategic approach, where CXOs are more informed and more selective about the innovative technology business initiatives they pursue. In times of abundance and relatively low risk, CXOs could support a strategy of trying a lot and failing fast, where their organizations would start a variety of digital initiatives and see which proof of concepts delivered results. Now, in times of scarcity, a different and more frugal approach is required.

We have reached a point in time where much of what we once dreamed of has become technologically possible. From a financial point of view, many of these dreams have also become feasible, mostly because of the easy availability of solutions through the cloud. But at this time of scarcity, our attention must shift towards the social desirability of the technology solutions our businesses create. The question we ask should no longer be 'can we build it?' or even 'can we afford to build it?', but instead must be 'should we build it?'

TechnoVision 2023 is designed to help your business make smart, selective decisions. CXOs should note that the shift to lean and light technology is already beginning to proliferate across the technology lexicon and into the business models these innovations enable. For example, there's 'serverless' computing in IT infrastructure, 'headless', 'shrunken' services in applications, and there's also the move from 'big' data to 'less' or even 'tiny' data and 'touchless' process automation, all the way up to the 'frictionless', emphatic interfaces that emerge in user experiences. These examples exemplify why a plea for a lean and light portfolio of technology innovations, requiring less human intervention and effort, makes perfect sense.

# EMBRACING FLOW AND FLEXIBILITY

A final word: lean and light isn't just an approach for innovation; it's also about exploiting your existing technologies. As stated at the outset of this paper, we believe technology can be viewed as a biological construct. As the digital evolution continues and we seek new solutions, we can't afford – both in financial and environmental terms – to forget the systems and services that our businesses have already purchased. Evolution might be centered on the survival of the fittest, but we can't afford to leave the older kit behind. CXOs should aim to help their organizations recycle and reuse technology, rather than ripping and replacing systems and services for every new initiative.

They should [look to build a circular economy](#), which moves production away from linear take-make-waste processes and towards regeneration. Thinking first of what we already own, and how it might be repurposed and reused, can help to reduce the pressure on finite resources, allowing our businesses to cut the costs associated with continually purchasing new equipment.

In last year's edition of TechnoVision, we referred to the Indian concept of "Jugaad": a flexible and pragmatic way of problem-solving, using limited resources in an innovative way. This frugal approach to innovation is an infinite source of examples and inspiration. Applied to IT, it helps us find ways to tease more life out of the technology products that our businesses run. We need to think much more creatively about the hardware and software we discard. As an industry, and as businesses that consume these IT products, we have a responsibility to do better. We must find ways to extend life, reuse, and even upcycle the technology we already have.

All this talk of flow and flexibility is reminiscent of 'Being Like Water', the main theme of the past two editions of TechnoVision. This theme still resonates strongly. In fact, it would have been easy for us to hold on to this theme for another year. After all, we believe 'Being Like Water' will still be a key mantra for organizations through 2023. Disruptions in the economy and environment – concerning geopolitics, but also in terms of social dimensions and technological evolutions – all come together in a melting pot we identify as Uncertainty<sup>2</sup> (although the rapid pace of change that characterizes all elements of society suggest that Uncertainty<sup>n</sup> might be more accurate).

For CXOs, this unprecedented level of disruption makes the quest for a 'water-like' Technology Business that is agile, adaptive, creative, responsive, and resilient – yet always flowing – even more crucial. Making this evolution will be far from straightforward. In an age of complexity, doing the right things for society and the company's purposes is a journey.

However, it's also a journey that brings big benefits. As we clean up and modernize our IT infrastructure and applications landscape, get our data skills to the next level, learn how to benefit from intelligent automation, create new ways to collaborate and provide immersive user experiences, we believe that all aspects of Technology Business are boosted by doing the right things, including the elements that define business success such as revenue growth, profit optimization, cost-effectiveness, and overall corporate performance.

As we stated in the introduction, we lead our businesses through the most challenging of times. Complexity comes in from all directions, including via the technological innovations that should help us overcome the barriers we encounter. Now is the time to think very carefully about how your business will embrace these challenges. By helping their organizations to choose the right technological solutions in a rightsized manner, CXOs can ensure their organizations thrive in an environmentally sustainable manner. If you Right the Technology, you can Write the Future your business deserves.

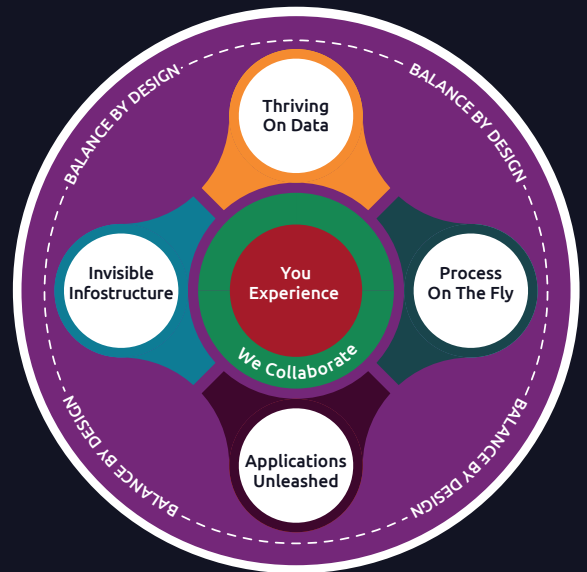


**Watch Ron Tolido (CTO, Master Architect, Insights & Data Global Business Line, Capgemini) speak about TechnoVision 2023 here.**

# OVERVIEW OF TECHNOVISION

TechnoVision categorizes technology trends into six well-defined containers, offering a snapshot of innovation from different perspectives (the “what”) – ranging from user experience and collaboration, via data and process automation, all the way to infrastructure and applications. A seventh container offers a series of overarching design principles to successfully apply to the trends and create transformational impact (the “how”). These principles help to build a sharp mindset, ready for any portfolio, program, project, architecture, innovation initiative, or idea.

Within each container, trends are presented as one-page summaries, designed to be crisp and to-the-point, yet appetizing enough to warrant further study. Balance by Design follows a similar principle, offering a view of how to shape balances within an organization using easy-to-digest one-page principles.



## You Experience: immersive, low-touch, emphatic

You Experience forms the very definition of a highly personalized, seamless user experience. As technology entwines itself into our daily lives, the user experience is no longer a separate discipline. Fully immersive, it is now an integral part of life: at home, at work, or even in leisure time. Organizations can no longer take the well-loved “customer-first” route, but must consider “employee-first,” and even “partner-first” routes too, emphatically considering user experiences from a holistic, end-to-end perspective. Loyalty, advocacy, and satisfaction remain buzzwords, joined by talent retention, engagement, emotional connection, sustainability, and inclusiveness to boot.

[Watch the video here.](#)



## We Collaborate: teamed, distributed, creative

Many realities have changed irrevocably since the pandemic – how businesses operate and collaborate being one of them. Many aspects of value delivery are now entirely independent of location and time. People work together in different ways, increasingly at the very edges of what used to be considered the “core organization.” Consumers and employees expect creative, integrated experiences. This requires a new level of cross-organization, and cross-sector partnering to meet these expectations. Distribution is the leading design principle, together with mesh-style, loosely coupled collaboration. And as the physical and digital fuse, it’s no longer clear where technology ends, and business begins.

[Watch the video here.](#)



## Thriving on Data: algorithmic, federated, shared

It’s no wonder organizations aspire to thrive on data, to be data-powered enterprises. With every business now being a de-facto Technology Business, data is at its core. Dare we say, every Business is a Data Business? Data powers superior customer experiences, highly tuned operations, and smart, self-optimizing products and services. Data provides resilience, predictability, and effectiveness, but equally enables organizations to achieve their sustainability ambitions. It’s tempting to declare data to be the new, corporate asset. But assets tend to be stacked, isolated, and safely put away. It’s much better to see data as a first-class product; carefully and sustainably owned, managed, and activated by business domains, and shared in lively exchanges inside and outside the organization.

[Watch the video here.](#)



### Process on the Fly: binding, portable, self-driving

Strategy tends to be eaten for breakfast, by culture – but also by a lack of operational execution. Organizational aspirations are simply “blah blah blah” without any ability to turn insight into action, quickly respond to events, or go with whatever flow the corporate purpose supposes. And all that goodness must be delivered against a scarcity of various resources and the need to drastically reduce travel and energy consumption. This is where Process on the Fly shines brighter. Having been less in the spotlight than its complementary container, Thriving on Data (ever heard of “Big Process”?), breakthroughs within intelligent automation and a taste of touchless execution, firmly places this container center stage.

[Watch the video here.](#)



### Invisible Infostructure: omnipresent, autonomous, invisible

The odyssey towards a truly invisible IT infrastructure remains ongoing, but progress is made. For many organizations, the pandemic accelerated a move towards the cloud; a signpost of increasing “invisibility.” To keep up with the pace of a Technology Business, IT infrastructure needs to be omnipresent, fluently adjusting to the whimsical ways of the time. A software and AI-driven, nearly autonomous supply chain is key – reliability built in. It also deals with the scarcity of skilled experts, excess energy consumption and the growing heap of e-Waste. But IT infrastructure also expands its reach, integrating Operational Technology and “things” at the edges of central IT, showing yet again that “Infostructure” is not a spelling mistake.

[Watch the video here.](#)



### Applications Unleashed: meshed, headless, augmented

At the heart of any Technology Business is its applications portfolio. A thriving heartbeat of the organization – part of the business, responsive to every demand. These applications mirror the new business dynamics, built, and continuously changed at high speed, to a high quality, and in whatever incarnation necessary. Yet, many applications no longer look like the ones we used to know, as they morph into a connected mesh of lightweight, sustainable microservices. With agility and minimum viable products no longer the “new normal,” but the “well and truly established,” the quality of application services needs to be at enterprise level, with a continuous, flawless deployment throughout all business operations.

[Watch the video here.](#)



### Balance by Design: overarching, righting, purposeful

The essence of designing a Technology Business is to find and preserve the right balances: between the interests of stakeholders, short and long-term, centralized and decentralized, friendly and authoritative, purposeful, and spontaneous, value-delivering and sustainable, innovative and trustworthy, fact-driven and empathic. Therefore, besides the “what” of technology trends, TechnoVision offers a view of “how” to adapt, to help shape balances within the organization – by purposeful design. Exploring technology drivers can be an enticing exercise but applying these principles may determine the actual success of the transformation afterwards.

[Watch the video here.](#)

# 7 QUESTIONS TO ASK

*Mastering a Technology Business is not only about understanding trends and their overarching themes. It's about making it work, moving from articulating aspirations to actually righting the technology and writing the future. We recommend asking seven questions at any signature digital juncture – when assessing a strategy, a portfolio, program, project, or architecture, or simply any time a promising innovative idea pops up:*



## 1 Do plans and actions contribute to societal good?

Boost the organization's societal purposes by saying "Yes" to technology that boosts sustainability and saying "No" to what is energy-wasting, non-essential, or non-ethical.

## 2 Are business and technology the same?

Move from alignment to unity of business and IT, creating a seamless Technology Business strategy and operations.

## 3 Do systems and processes change naturally?

Move adaptability from afterthought to prime time.

## 4 Are systems and processes open by default?

Upgrade your technology platform to the ultimate Technology Business platform: a superior, open set of attractive services, acting as a magnet for active collaboration, internally and externally.

## 5 Is trust at the foundation of the organization?

Power up the entire trust ecosystem – from the organization's core to its edges – securing your existing business and pushing forward to its next permutation.

## 6 Is the data and AI applied human-centered?

Ensure a properly measured and monitored balance between three – sometimes conflicting – assets: the corporate Intelligence Quotient, Creativity Quotient, and Emotional Quotient.

## 7 Are all hands-free perspectives considered?

Assume full, hands-free automation as the default for all new Technology Business processes.



## About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of over 350,000 team members in more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2021 global revenues of €18 billion.

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