LEADING DATA
AMBITIONS

Industry Data
Leadership
Report 2023

Capgemini invent

EXECUTIVE SUMMARY
INDUSTRY DATA LEADERSHIP REPORT 2023

■ THE DATA CHALLENGE

Fueled by the rapid development of technologies, including cloud, artificial intelligence (AI), internet of things (IoT), edge computing, and 5G, the convergence of the physical and virtual worlds is the next phase of transformation – cutting across all facets of customer interaction, business operations, R&D, engineering, manufacturing, and supply chains.

This new era of Digital Transformation includes but goes far beyond Industry 4.0. Disruptive technologies and data enable previously unachievable use cases, from multi-physics simulation, remote operations, and digitalization of products and processes to autonomous vehicles, connected products, reimagined customer experience, and new as-a-service models.

With data as the intelligent industry's backbone, Data Excellence is the ability to repeatedly and continuously create strategic business advantages from data: Connected supply chains increase on-time delivery rates by up to 30%, and smart production capabilities cut unplanned downtimes by up to 50%. Data-driven sustainability cuts carbon emissions by up to 10%, while connected products & services boost customer satisfaction by up to 10% within industry sectors.

■ ROLE OF CHIEF DATA OFFICERS

This new era of Digital Transformation irreversibly increased the need for end-to-end data transformation: Many companies have nominated data executives (e.g., Chief Data Officers), which make them the primary stakeholder in this transformation. How are CDOs creating business value from their data strategies? What are they doing to scale data-based decision-making? How are CDOs empowering business units to achieve strategic goals?

To find the answers, we surveyed data professionals from 16 German industry leaders and conducted three one-on-one interviews to uncover how they create business value from data.

+10%
CUSTOMER SATISFACTION

+10%
DATA-DRIVEN SUSTAINABILITY

+30%
ON-TIME DELIVERY

-50%
UNPLANNED DOWNTIME

KEY LEARNINGS

LEADING DATA AMBITIONS: OPERATIONALIZING DATA STRATEGIES

1 **COMPANIES WITH A MATURE DATA STRATEGY REALIZE DATA-DRIVEN USE CASES 56% FASTER**

81% expect greater added value from data when linking data strategy and digitalization agenda. Only 43% have just started practically connecting first elements of their data strategy and digitalization agenda. Most fall short in value-based use case portfolio management and a strategic approach to data product management.

2 **DATA EXECUTIVES CAN SIGNIFICANTLY IMPROVE ORGANIZATIONS' ABILITIES TO TRANSLATE DATA INTO COMPETITIVE ADVANTAGE**

Only 44% of data executives have a mandate to drive end-to-end data transformation, which is sufficient to improve market position and increase the speed of data strategy implementation (up to 16%). For data-heavy business cases like S/4 implementations, 81% of respondents say data executives can speed up realization.

3 **LEADERS WITH A STRONG DATA MINDSET UPLIFT ORGANIZATION'S ABILITIES TO TRANSLATE DATA INTO BUSINESS VALUE BY 58%**

Incentivizing employees and functions barely impacts strategy operationalization. It is leadership with a strong data mindset that increases the organizations' ability to translate data into competitive advantages by 58% and implement their data strategy 20% faster. A hefty 94% see a need to strengthen the data mindset in leadership.

4 **ACTIVITIES TO EMBED A DATA MINDSET IN CORPORATE CULTURE RARELY YIELD SUCCESS AT SCALE**

80% of our respondents perceive that Data Executives take sensible culture evolution measures. Yet only 6% of them consider these measures successful. Data Culture at scale is the game changer to speed up time-to-market for data products (27%) and realization of data-driven business case elements (89%).

5 **BUSINESSES USING AGILE RESOURCE ALLOCATION OPERATIONALIZE DATA STRATEGIES UP TO 53% FASTER**

As of today, 25% of respondents exclusively rely on traditional resourcing. In comparison, companies operationalize data strategies up to 53% faster when adding agile resource allocation. 63% of the surveyed companies plan to apply agile resource allocation practices as a standard to operationalize data strategies more quickly.

6 **ALIGNED SELF-SERVICE ANALYTICS TRIPLE BUSINESS UNITS' CAPABILITIES TO ACHIEVE STRATEGIC GOALS**

Organizations, in which Data Executives provide aligned self-service analytics resources, also operationalize their data strategy 18% faster and realize data-driven elements of business cases 24% more quickly.

OVERVIEW

To understand how data executives[1] evolve industry companies to become excellent in achieving strategic goals with data, we looked at three areas of Industry Data Excellence:

1 VALUE CREATION
How are data executives creating business value from data?

2 DATA LEADERSHIP & CULTURE
What are data executives doing to scale data-based decision-making?

3 PROCESSES & RESOURCES
How are data executives empowering business units to achieve strategic goals?

[1] Executive roles accountable for an organizations data transformation; e.g., Chief Data Officer, Chief Data Analytics Officer

[2] Data Executives, people involved in operationalizing data strategies or reporting to the data executive

[3] incl. Head of Digital (Executive level) and Chief Digital (Transformation) Officer

DEMOGRAPHICS

We surveyed 16 unique companies within the German industrial sector on their strategic data ambitions, progress, and learnings. We also interviewed 3 data leaders[2] to provide context to our findings – including practical advice.

INDUSTRIES

- Automotive
- Manufacturing
- Life Science
- Energy & Utilities
- Others

6%
12%
12%
41%
29%

SIZE (# of employees)

56%
13%
31%

< 30,000   30 - 80,000   > 80,000
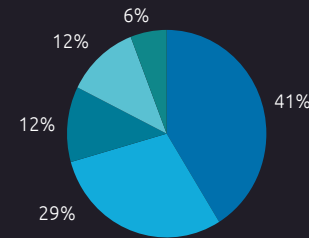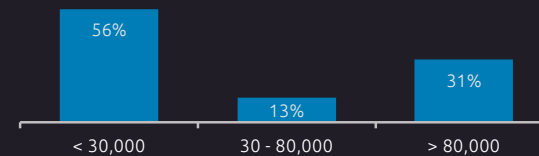
ROLE ACCOUNTABLE FOR DEFINING AND OPERATIONALIZING THE DATA STRATEGY
% of participating companies

75% OF RESPONDENTS HAVE ASSIGNED DATA LEADERS AS ACCOUNTABLE TO DEFINE AND OPERATIONALIZE THE DATA STRATEGY

83% OF THOSE ASSIGNED DATA LEADERS ARE C-LEVEL EXECUTIVES

Role	%
Chief Information Officer	31%
Chief Digital Officer[3]	19%
Chief Data Officer	6%
Head of Master Data Management	6%
Chief Technology Officer	6%
Chief Executive Officer	6%
Not specified	25%

AREA 1

VALUE CREATION

HOW ARE DATA EXECUTIVES CREATING BUSINESS VALUE FROM DATA?

75%
OF COMPANIES DON'T HAVE THEIR DATA STRATEGY FULLY LINKED TO THEIR CORPORATE STRATEGY

MATURITY OF DATA STRATEGY
% of participating companies

6%	25%	13%	31%	25%

- Data currently has no strategic value for us, and we do not have a data strategy.
- Data has a strategic value for us, but we don't have a data strategy.
- We have a data strategy. It is not linked to the corporate strategy.
- Our data strategy is partially linked to our corporate strategy.
- Our data strategy is closely linked to the corporate strategy. We have a data roadmap to implement our data strategy.

¹ Data Excellence is the ability to repeatedly and continuously create strategic business advantage from data.

Data plays an essential role for German industrial companies – 94% of participating companies state that data has strategic value. While companies increasingly explore data and apply data science methodologies, enabling employees to use advanced analytics on their own continues to be a challenge in the light of company culture and processes.

Today, only half of the surveyed companies actively incorporate data methodologies into their operations, and only 13% have data science methodologies integrated into all relevant departments and functions.

To translate data into value and achieve competitive advantages, companies must define their view on data's strategic value and consequently define a mature data strategy. Yet, **75% of companies don't have their data strategy closely linked to their corporate strategy.**

A mature data strategy recognizes data as a strategic asset and provides a foundation for leveraging data to drive innovation, enhance decision-making, and gain a competitive advantage. It is characterized by a holistic approach focusing on alignment with business goals to drive value and ensure a targeted approach, effective data governance, and the ability to integrate and leverage data across the organization.

USE OF DATA SCIENCE METHODOLOGIES
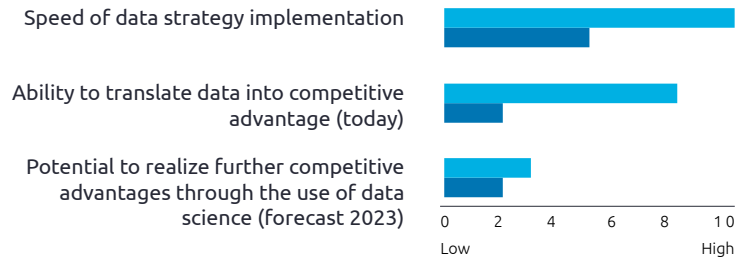% of participating companies

- 6%
- 13%
- 37%
- 44%
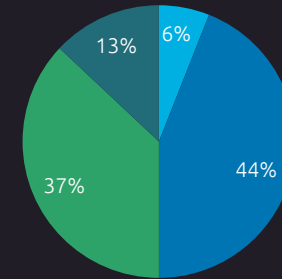
- We do not use Data Science methodologies in our company
- Data Science methodologies are primarily an IT function, but also found to some extent in other areas of the company. Through a cloud, our data is available in a decentralized manner.
- Data Science methodologies are integrated in many areas of the company. Our employees have access to solutions from third-party providers (e.g., SAP) on a platform and a cloud.
- Data Science methodologies are integrated in all relevant areas of the company. A cloud structure enriched with machine learning enables employees to apply advanced analytic methods independently.

COMPANIES TRANSLATE THEIR DATA INTO VALUE TWICE AS EFFECTIVELY WHEN BUSINESS AND IT SHARE COMMON GOALS

EFFECT OF BUSINESS AND IT SHARING COMMON GOALS

(Average values based on self-perception)

Speed of data strategy implementation

Ability to translate data into competitive advantage (today)

Potential to realize further competitive advantages through the use of data science (forecast 2023)

0   2   4   6   8   10
Low   High

■ All relevant business and IT processes are defined, and business and IT pursue a common goal.

■ There are no uniform processes nor common goals between business and IT.

[1] Data can create added value by enabling better (data-based) decisions (e.g., dashboards, predictive models), optimizing operating processes (esp. automation), be monetarized and enabling new business models (e.g., data-based predictive maintenance services).

Those who apply data science at scale have their data strategy fully integrated with their business strategy. Also, they **translate data into competitive advantage twice as effectively** when business and IT partner with shared goals.

Today, most companies (57%) **neither have uniform processes nor common goals between business and IT for leveraging data**. Only 6% of the surveyed organizations use their full potential on the increasing impact of shared goals for business and IT.

Many reasons hinder the alignment of business and IT processes, such as a lack of awareness, resistance from key stakeholders, poor prioritization for required investments in methodologies, data quality and availability.

81% VS 19%

BELIEVE TO ACHIEVE GREATER ADDED[1] VALUE BY IMPROVING THE LINKAGE BETWEEN DATA STRATEGY AND DIGITIZATION AGENDA

FULLY INTEGRATED THEIR DATA STRATEGY INTO THE DIGITIZATION AGENDA

While more than 4 out of 5 survey respondents believe data and digital strategy should be linked – only 1 in 5 fully integrated both strategies. This significant gap is what data executives must close to unleash the full business advantages from data:

■ By linking the data strategy with the digitization agenda, companies can use (limited) capacities and resources in a more focused manner

■ Aligning the two allows organizations to achieve their digital agenda significantly faster, as both strategies mutually reinforce each other

> ## "RESPONSIBILITY FOR DATA EXCELLENCE MUST BE MANDATED AND LED AT CORPORATE LEVEL."
>
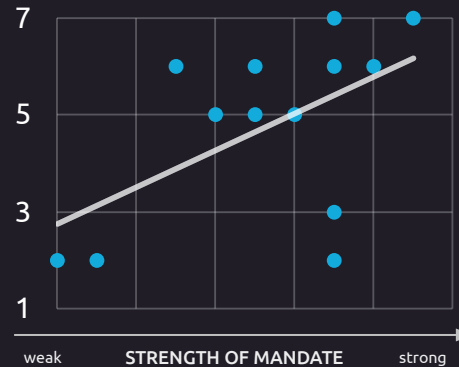> -Alexander Raimer (Data Governance Lead at Infineon)

[1] Authorization from top management to take necessary actions to manage the transformation to a data-driven company.

[2] Incl. values "Head of Digital (Executive)" and Chief Digital (Transformation)

EFFECT OF DATA EXECUTIVE's MANDATE

Average performance values based on strength of Data Executives' mandate

ABILITY TO TRANSLATE DATA INTO COMPETITIVE ADVANTAGE

weak   **STRENGTH OF MANDATE**   strong

SPEED OF DATA STRATEGY IMPLEMENTATION

weak   **STRENGTH OF MANDATE**   strong

Enabling the Data Executive with a mandate[1] to drive the transformation to a data organization positively impacts the speed of data strategy implementation by 16% and the organization's ability to translate data into competitive advantages by 38%.

While all participating companies agree that the responsibility should be anchored on the executive level, today, **only 44% of the participating companies state that their Data Executive is currently enabled by a sufficient mandate** to drive the transformation to a data-driven organization.

The role of the Data Executive must be seen as a critical partner for digital and data-driven transformation.
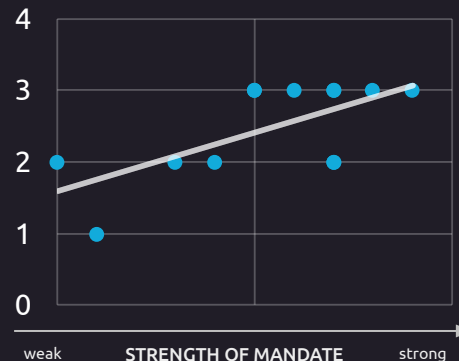
Strengthen their role with an unambiguous mandate to drive the necessary transformation even against resistance. A central positioning is crucial to give the Data Executive the necessary clout (preferably as a C-level executive). This signals the strategic value of data to and for your company. At the interface between the CIO, CTO, CPO, and CEO, you can give the Data Executive wide-ranging leeway to actively shape and drive your transformation.
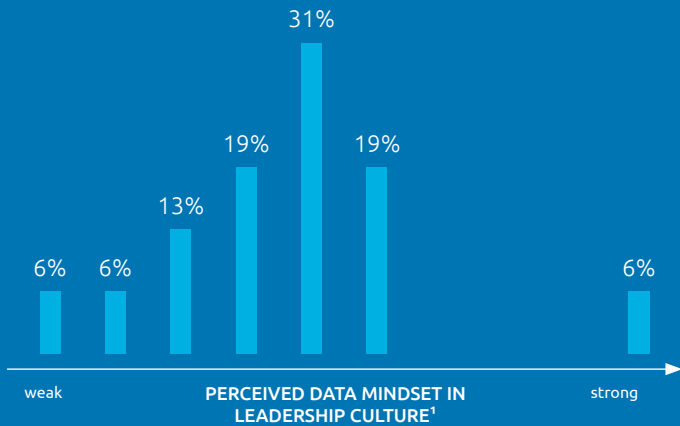
AREA 2
DATA LEADERSHIP & CULTURE

WHAT ARE DATA EXECUTIVES DOING TO SCALE DATA-BASED DECISION-MAKING?

94%

OF COMPANIES SEE A NEED TO STRENGTHEN THE DATA MINDSET IN THEIR LEADERSHIP CULTURE

PERCEIVED DATA MINDSET IN LEADERSHIP CULTURE
% of participating companies

weak					strong
6%	6%	13%	19%	31%	19%	6%

PERCEIVED DATA MINDSET IN
LEADERSHIP CULTURE[1]

[1] To what extent is a data mindset reflected in your company's management culture?
(Scale 1-10)

Having managers and leaders visibly role model a strong data mindset has undeniable business impact:

16% FASTER TIME-TO MARKET OF DATA PRODUCTS

27% FASTER DATA STRATEGY IMPLEMENTATION

58% INCREASED ABILITY TO TRANSLATE DATA INTO COMPETITIVE ADVANTAGE

89% FASTER REALIZATION OF DATA DRIVEN BUSINESS CASE ELEMENTS

We firmly believe that middle and upper management has unique leverage to encourage the use of data, as they translate vision and strategy into actionable plans, ensure employees have the skills, knowledge, and resources needed.

For all but one of the surveyed organizations above, business impact from data still needs to be addressed (see findings on the left).

This is why Data Leadership & Culture is the second imperative for data executives: linking strategies reduces complexity for everyone – leaders with a data mindset inspire to execute these strategies.

DATA MINDSET DECODED

A data mindset is to culture what the engine is to a car: it defines how people act and collaborate with data – and what moves them forward.

People with a strong data mindset view data as an integral part of the organization and recognize the value of information derived from it. They see opportunity in data, handle it with a scientist's care, and happily share and collaborate on it – they know: four eyes see more than two.

In a corporate culture deeply rooted in a data mindset, people make decisions based on data-backed insights – instead of e.g., hierarchy, status or power. The people making these decisions are those who have the expertise to handle the required data and can access the necessary data seamlessly.


Scientist Mindset

Abundance Mindset

Growth Mindset
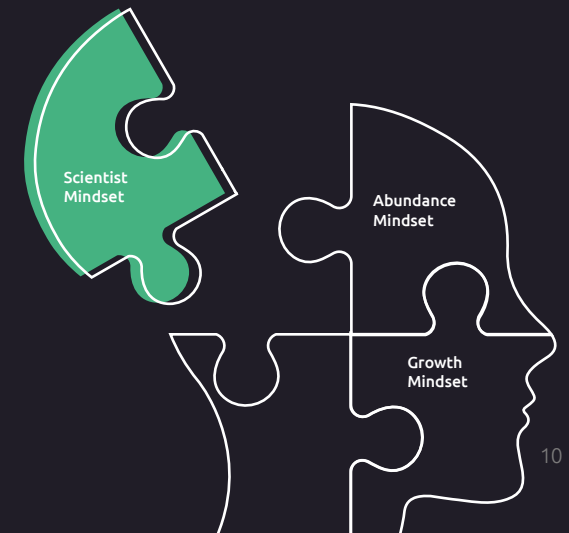
"DATA MUST BE FREE AND AVAILABLE TO EVERYONE – ONLY THEN DATA-BASED DECISIONS CAN BE MADE AT SCALE QUICKLY."

– Dr. Dominik Deschner (CIO & Head of IT Strategy and Management at MVV Energy AG)

"Without the Data Executive's mandate to activate the desired data culture at all levels of the organization, many companies will fail to implement the data strategy."

Level of consent

		6%	69%	25%
0%	0%			
Strongly disagree		**LEVEL OF CONSENT**		Strongly agree
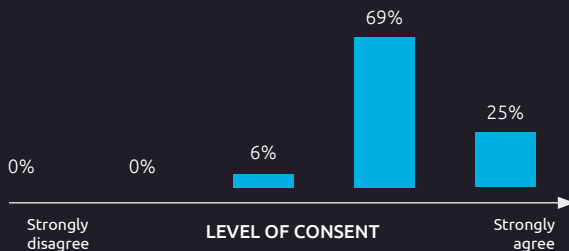
[1] Data Culture: part of the corporate culture, which describes the handling of data as the most important resource for, e. g. decisions in terms of corporate strategy. The target is to establish data-driven behaviors, habits and routines across the organization.

94% of our respondents believe that without the mandate to demand and activate the desired data culture[1] at all levels of the organization, data executives at most companies will fail to operationalize their data strategy.

To be successful, Data Executives must deliver outcome in driving the organizations' cultural evolution towards a data-driven company.

80% | 6%

vs

PERCEIVE DATA EXECUTIVES TAKE SENSIBLE MEASURES TO ANCHOR A DATA MINDSET IN CORPORATE CULTURE

SEE SUCCESS FROM MEASURES TO ANCHOR DATA MINDSET

Most participating Data Executives state they have already taken sensible measures to anchor a data mindset in their corporate culture (80%). Yet our findings show a hefty gap between the intention and success of these measures: Only one of the participating companies considers themself successful in anchoring a data mindset at scale.

We also observe a strong tendency to design data governance for "access-on-demand". In these organizations, data consumers must request access to data products when needed. The results often are delays in use case implementation, lengthened time-to-market for these use cases – and thus, delays in value creation from data.

Part of the data executives' mandate for cultural evolution must be an "access-by-default" design

principle for data governance, as vocally confirmed by Dr. Deschner, CIO for MVV Energy AG.

Our research shows that a strong Data Culture is the most critical game changer for improving time-to-value for use cases. This stems from three essential qualities those organizations developed:

- They collect data at heightened quality because they experienced the pain of working with bad data

- They deploy use cases faster because high-quality data is already findable and accessible

- They make better decisions and automate faster because they deploy and improve use cases faster

NEITHER PERSONAL NOR FUNCTIONAL TARGETS ALONE SPEED UP DATA STRATEGY IMPLEMENTATION
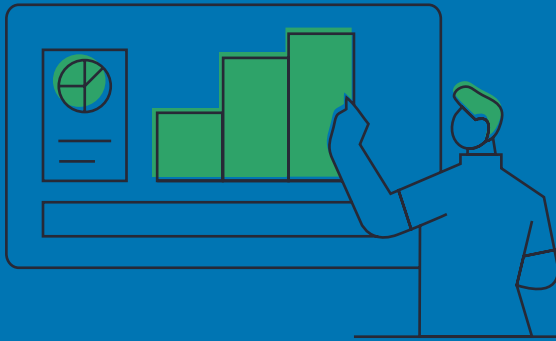
COMPANIES PERCEIVE MOTIVATIONAL INCENTIVES AS CRUCIAL FOR ACCELERATING DATA STRATEGY OPERATIONALIZATION

BUT

THERE IS NO CORRELATION BETWEEN NEITHER INDIVIDUAL NOR FUNCTIONAL TARGETS AND SPEED OF STRATEGY OPERATIONALIZATION IN OUR DATA

Thoughtfully designed incentives (both functional and individual targets) mobilize and motivate employees to implement the data strategy. As one might expect, the impact of individual targets is slightly stronger - as those are linked to personal objectives.

86% STATE, THE IMPLEMENTATION OF THE DATA STRATEGY AS PART OF THE **FUNCTIONAL TARGETS**[1] MOBILIZES & MOTIVATES TO QUICKLY ACHIEVE THEIR GOALS

89% STATE, THE IMPLEMENTATION OF THE DATA STRATEGY AS PART OF THE **PERSONAL TARGETS**[2] MOBILIZES & MOTIVATES TO QUICKLY ACHIEVE THEIR GOALS

Although most participating companies confirm the importance of setting personal and functional targets, **we could not find any significant performance differences**, e.g., faster data strategy implementation for those surveyed companies that link the data strategy to functional and/or personal targets. Even though we could not find any correlation in our data set, it makes sense to set data strategy targets on a functional and individual level.

Yet, those must be supported by a corresponding leadership culture (see page 10). From our experience, it is the two levels of leaders above one individual or team who, with their behaviors and practices, define how fast their teams implement the data strategy.

This is precisely where the most significant opportunity is for data executives: role-model data leadership and data culture, campaign for both among higher and middle management, and enable and require them to follow your role modeling.

[1] Agreed targets (e.g., sales, quality, cost savings, customer satisfaction) for a function (and thus a whole team), which contribute to the achievement of corporate targets

[2] In the personal development or target agreement, mostly annually agreed targets. (Examples: qualification in a specific subject or management position; further development of skills and competencies; expand network)

AREA 3
PROCESSES & RESOURCES

HOW ARE DATA EXECUTIVES EMPOWERING BUSINESS UNITS TO ACHIEVE STRATEGIC GOALS?

> ## "GOOD RESOURCE ALLOCATION ENABLES (DATA) PRODUCTS TO BE BROUGHT TO MARKET QUICKLY."
>
> - Lasse Schmidt van Hülst (Lead Business Development & Sales at Volkswagen Group Info Services AG)

63% agree that …

"In the future, agile resource allocation should become a standard practice at many companies so that data strategies can be implemented more quickly."

Level of consent

0%	6%	31%	50%	13%

Strongly disagree **LEVEL OF CONSENT** Strongly agree

---
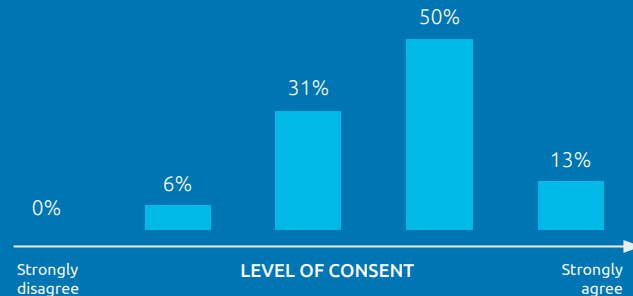
1 out of 4 companies still entirely rely on traditional resource-allocation methods. In today's fast-paced world, where markets, problems, and solutions are constantly changing, it is beneficial to maintain some flexibility in one's resource planning:

Our results show that a **mixture of traditional and agile methods** in resource allocation holds the highest potential to gain competitive advantages. Our data indicates that companies can **operationalize their data strategy faster when using agile methods** for resource planning compared to traditional ones (or a mixture of both).

This makes much sense, as Lasse Schmidt van Hülst vocally confirms. Instead of having to put a use case on hold until upcoming budgeting rounds, agile resourcing elements allow for greater agility in quickly allocating resources where they add the most value to the data strategy. This is how agile resourcing speeds up data strategy implementation as well as the creation of competitive advantages.

This impact only holds in combination with traditional resourcing. Those companies that mostly or only rely on agile budgeting implement their data strategy at the same speed, yet their ability to translate data into competitive advantages plummets. Two potential factors contributing to this might be the time-consuming re-evaluation of current budgeting and the tendency to invest in new topics and lose focus.

EXAMPLES OF AGILE RESOURCE ALLOCATION

BACKFILLING

Pre-approving a "flexibility budget" allows managers to backfill additional resources when needed. Managers can react to changing market dynamics more effectively and decisively. Backfilling requires either a culture of strong entrepreneurial trust – or strong governance.
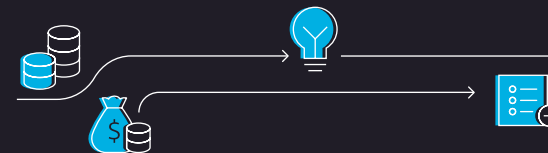
COLLECTIVE RESOURCING

Instead of assigning budgets top-down based on requests from each manager, task your team of managers to collectively agree on investment distribution for available budgets. Regularly (e.g., quarterly or monthly) run reallocation sessions with the team for them to adjust their resource planning and investment priorities as a team. While this might increase tensions when starting, it pays off with increased management alignment, collaboration, and accountability for outcomes.

"SELF-SERVICE ANALYTICS ALSO REQUIRES DATA LITERACY IN THE BUSINESS UNITS."

- Dr. Dominik Deschner (CIO & Head of IT Strategy and Management at MVV Energy AG)
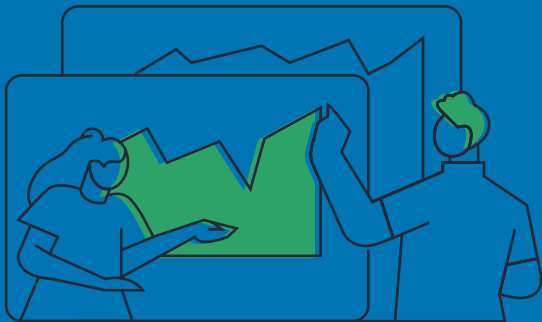
[1] Participating companies report to provide self-service analytic tools such as PowerBi, Tableau or DataIQ to their employees today.

69% of participating companies agree that the Data Executive should provide resources and scalable processes, tools & services for business units. Today, **only 31% of Data Executives are fully responsible to provide resources and scalable processes along the data product lifecycle.**

While the need for resources and scalable processes, tools & services is well recognized, Data Executives do not yet have a sufficient mandate to provide them.

COMPANIES THAT STRATIGICALLY PROVIDE ALIGNED SELF-SERVICE ANALYTICS ARE **3x MORE CAPABLE** TO TRANSLATE THEIR DATA INTO COMPETITIVE ADVANTAGE

IMPACT OF DATA EXECUTIVE'S RESPONSIBILITY ON BUSINESS FUNCTIONS' ABILITY TO INDEPENDENTLY AND QUICKLY ACHIEVE STRATEGIC GOALS WITH DATA

% of participating companies (impact estimated on a scale of 1-10)

10%   10%   30%   30%   20%

weak   **ESTIMATED SIZE OF IMPACT**   strong
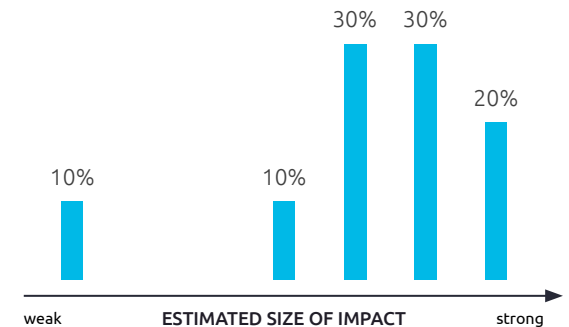
By providing resources, processes, tools[1] & services, the Data Executive empowers business units to independently achieve strategic goals with data. But this effect can only unfold if the corresponding competencies are available in the business units that allow them to interpret data independently in a meaningful way.

Also, data must be made available and shared in high quality to unlock valuable insights. This links directly to the potential of establishing a strong data mindset across all levels of the organization.

9 KEYS TO SUCCEED AS AN INDUSTRY DATA EXECUTIVE

FOCUS ON TIME-TO-VALUE FOR DATA PRODUCTS AND USE CASES

LINK DATA & BUSINESS STRATEGY
Business priorities and governance must reflect how strategic an asset data is for your business, while data strategy and governance must do the same for business priorities.

ASSIGN EXECUTIVE E2E MANDATE
Unleash your data executive with a mandate to drive data transformation end-to-end: across processes of your entire value chain, technology selection, and organization development.

MANAGE BY VALUE
In portfolio & lifecycle management, prioritize investments in use cases and data products by their value add to the value chain or users.

DELIVER ON DATA CULTURE EVOLUTION ACROSS ALL LEVELS

CAMPAIGN FOR DATA CULTURE
Unambiguously communicate your convictions and aspired data mindset. Translate those into observable behaviors and practices for you and your leaders to role model.

LIFT LEADER'S DATA MINDSET
Unlock your management's unique leverage on transforming your business by investing in leadership development and coaching for the age of data, analytics, automation, and AI.

MANIFEST YOUR CONVICTIONS
Reinforce your desired data culture by creating consistent patterns across business practices and corporate processes. Invest in data literacy on all levels of the organization.

EMPOWER BUSINESS UNITS TO MOVE FROM INSIGHTS TO ACTION

DEMOCRATIZE INSIGHTS
Provide essential reporting and self-service analytics for insights your business units can intuitively slice & dice to their individual needs.

ADD AGILE RESOURCING
Uplift business resilience and agility by enabling short-term budget and capacity availability to leverage data. Implement swift processes to access these resources.

BRING FRAMEWORKS TO LIFE
Implement swift data governance processes across tools and platforms – with maximum user experience for providing, accessing, and working with data.

BUSTING COMPLEXITY AND INGESTING INSIGHTS FROM DATA IN YOUR COMPANY'S DNA

As Data Executives in the industry sector, your primary focus is to create business advantages by harnessing the power of data across value streams. This involves aligning your business and data strategies, simplifying data transformation processes, and prioritizing projects that leverage data to improve products and processes.

One of your biggest challenges and opportunities is cultivating a data-driven corporate culture that encourages data sharing and utilization throughout the organization. To tackle this, you must lead by example and inspire your teams to embrace a data culture.

Streamlining decision-making processes is also crucial, making it easier to derive insights and automate operations based on data. Additionally, empowering your business units with configurable reporting allows them to develop specific use cases tailored to their unique needs, unlocking the full potential of data and generating maximum value.

I appreciate your feedback on how valuable the learnings from our research have been to you – and what you would like us to uncover in future research.

Find out more about us and our offerings for Intelligent Industries
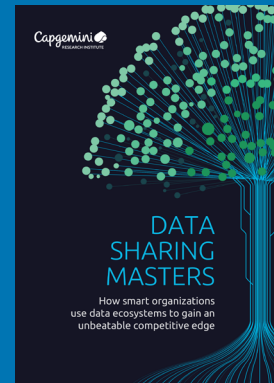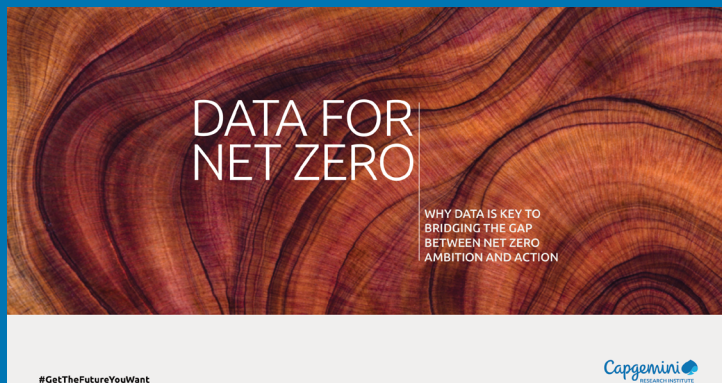
Ingo Finck
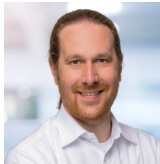Head of Intelligent Industry Data & Analytics, Capgemini Invent Germany

YOUR PARTNERS FOR INDUSTRY DATA EXCELLENCE

CONNECT WITH YOUR INDUSTRY DATA EXCELLENCE PARTNER

INTELLIGENT INDUSTRY DATA & ANALYTICS

AUTOMOTIVE

Maria Stöhr

INTELLIGENT INDUSTRY DATA & ANALYTICS

MANUFACTURING & HIGH-TECH

Felix Balhorn

INTELLIGENT INDUSTRY DATA & ANALYTICS

LIFE SCIENCES

Ingo Finck

INNOVATIVE & INDUSTRIAL TECH & PLATFORMS

ENERGY & UTILITIES

Günter Knorr

INNOVATIVE & INDUSTRIAL TECH & PLATFORMS

CONSUMER PRODUCTS & RETAIL

Fabian Becker

RESEARCH SPONSOR & AUTHORS

Ingo Finck

Head of Intelligent Industry
Data & Analytics Germany

As a strong believer in the – yet mostly unlocked – value of data, Ingo thrives for excellence in working with data & AI.

Christof Ziegler

Co-Lead Industry
Data Excellence

As a complexity buster passionate about data and people, Christof operationalizes data strategies and enables organizations globally.

Katharina Gleichmann

Research Design &
Management

Katharina is a system thinker passionate about tackling the economic-psychological aspects of organizational transformation toward becoming fully data-driven.

Christian Michalak

Head of Intelligent
Industry Germany

Christian is passionate about generating value - driven by data through Intelligent & Sustainable Operations.

About
Capgemini Invent

As the digital innovation, design and transformation brand of the Capgemini Group, Capgemini Invent enables CxOs to envision and shape the future of their businesses. Located in nearly 40 studios and more than 60 offices around the world, it comprises a 10,000+ strong team of strategists, data scientists, product and experience designers, brand experts and technologists who develop new digital services, products, experiences and business models for sustainable growth.

Capgemini Invent is an integral part of Capgemini, 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 360,000 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 2022 global revenues of €22 billion.

Get the Future You Want | www.capgemini.de/invent