CAPGEMINI DIGITAL CORE FOR AUTOMOTIVE

TURNING MOBILITY INSIDE OUT
Rethinking Automotive from its core

OVERVIEW

From an external perspective, the automotive industry has responded well to the global disruption first caused in 2020 by the health pandemic. From halts in production and a double-digit drop in sales across most geographies, consumer demand has bounced back surprisingly quickly. The result has been a V-shaped recovery that is attracting envious glances from other industries. Change, it would seem has been managed with minimal concern.

More informed opinion however knows that this is only half the story. Broader trends have also been at play, driving transformational forces ahead of them that are set to have a sizeable impact on the industry over the next decade.

Megatrends that collectively are era-defining in scope, and can be viewed in the same bracket as the other two momentous events to radically advance the industry's fortunes: the beginning of mass industrial production and globalization.

The three key mega trends in question being:

Sustainability: manifesting as societal and regulatory pressures pushing manufacturers to adopt an end-to-end approach that addresses the environmental impact of each vehicle, as well as all aspects of the mobility ecosystem. Tackling this also requires Original Equipment Manufacturers (OEMs) to rethink the way they collaborate with suppliers and partners, with the end goal of realizing the concept of a truly circular economy.

Customer Centricity: which is a direct response to ever-changing customer preferences: e.g. the demand for greater personalization and online interactions. This is the realm of Connected Services, built on the proliferation of software inside and around vehicles. Against this backdrop, even business models will need to change, for example the mass introduction of hyper-flexible mobility subscriptions.

Intelligent Industry: incorporating digital engineering and manufacturing, enhanced by the wide scale deployment of AI, cloud, and IoT technologies to help imagine a data- and software-driven industry. Critical for this development will be the ability to achieve improved uptime at lower costs, with software driven transformation playing a key role in delivery (however difficult this proves for many to actually implement).

THE MEASURES OF SUCCESS

Capgemini, working with a wide range of automotive clients to help them embrace the changes caused by these megatrends, has identified three critical success factors – and integrated them into an Automotive Transformation Framework. As a result, we can highlight to OEMs, partners, and suppliers the key success factors they should focus on in order to thrive in this new and exciting environment:

Technology and software competency

The simple truth today for any company operating within the mobility ecosystem is that they'll need to devote at least as much attention on software as they do on hardware. This attention will demand significant investment to quickly achieve high levels of technical competency in newly critical areas ranging from cloud, data, and connectivity, to AI and cybersecurity.

People and organization

Succeeding in this dynamic new world will also require new skills and competencies (both hard and soft skills), new styles of leadership, and more collaborative ways of working across the mobility ecosystem. These will be necessary to help increase both agility and value, while also addressing the challenge of introducing a technology-driven culture – while also maintaining an all-encompassing commitment to safety and customer trust.

Operational excellence

Last, but certainly by no means least, is the importance of a disciplined approach to managing costs and delivering significant efficiency gains. This is where investments in technologies such as AI and analytics will be needed to identify opportunities for improving processes, developing a culture of continuous improvement, and aligning outcomes to evolving business requirements. Additionally, companies will also need to commit time and resources to enhancing their resilience in the face of seemingly endless market disruption.

Figure 1

TRANSFORMATION FRAMEWORK FOR THE NEXT AUTOMOTIVE ERA
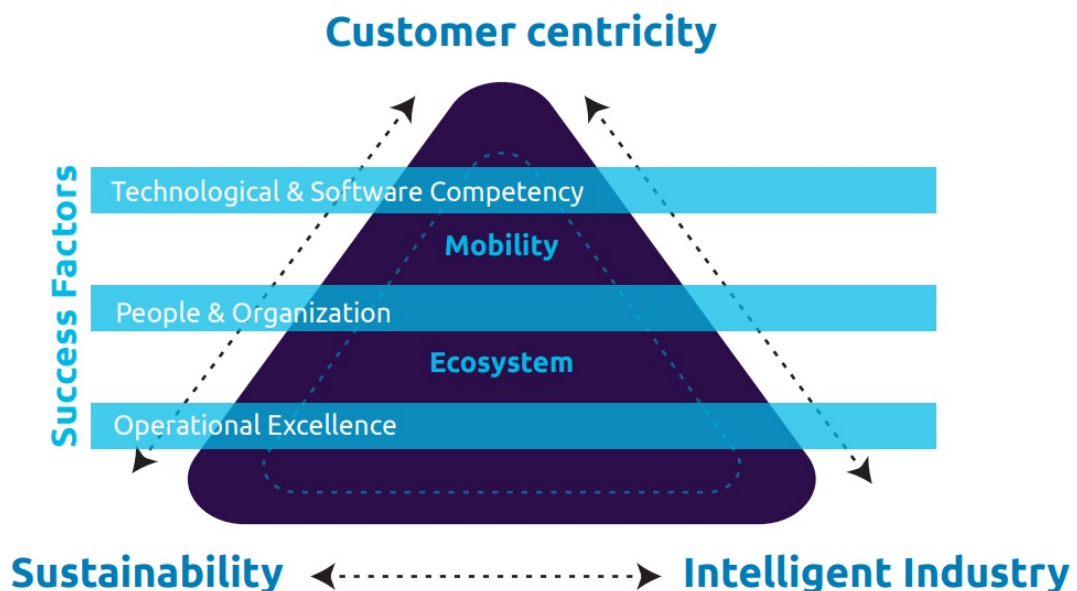
A CATALYST MOMENT FOR LONG-TERM CHANGES

The rise of the pandemic in 2020 will certainly be long remembered in the automotive industry for a mixture of right and wrong reasons. That said, it was not the year that each of the megatrends listed previously emerged or even 'matured'. Rather it was the year that their combined effects, magnified by global lockdowns, began exerting mainstream influence.

Not that they were alone. A series of other short-term factors were also having a marked impact on the sector led by:

The rise of new market players

New entrants entering the automotive sector today certainly pose different challenges to those who came before. These are organizations that more often than not are highly tech and customer-centric, well-funded, and have development roadmaps in play that are free of legacy challenges, including traditionalist mindsets. Examples being the continuing emergence of Chinese OEMs, new electric vehicle manufacturers, and new mobility solutions – plus the potential of an iCar to add another industry to the list that Apple has disrupted.

The continuing shift to online channels

This is a shift that brings with it a host of new consumer expectations relating to purchasing and support experiences. For example, we've now reached an even split (i.e. 50%) of consumers preferring to find vehicle information via online channels, versus seeing the car in person – and a growing proportion of consumers are buying online as well – potentially never visiting a dealership. This is an inevitable development as it leads to greater convenience, and in turn the task for OEMs and their networks is to deliver seamless, low-touch buying processes. But more than this, the full ownership experience needs to become super-personalized, frictionless, flexible and channel agnostic.

An ever-growing range of standards and regulations

As cars get more interactive, smart, and connected, the data alone that flows in and around them helps introduce new regulatory hurdles to navigate – on top of those already in place to address emissions and sustainability targets. As OEMs move towards new business networks and technology standards such as the GAIA-X European cloud data infrastructure ecosystem and the Catena-X Automotive Network for data sharing will play an increasingly prevalent role.

Supply chain disruptions

The move to lean, just-in-time supply networks has obviously led to significant cost savings, global lockdowns – and the resulting shortages of skilled labor – pushed many to breaking point. A development that in turn is also hampering sales growth and driving forward the potential for further trade wars and localized protectionism. This is a problem magnified further by stagnating markets, global semiconductor shortages, and the growing popularity of other 'mobility solutions' (e.g. e-bikes) that are serving to cannibalize future car sales.

> *The world is learning that innovation in sustainability demands co-operation, and the same is true in Automotive. Mobility ecosystem thinking is critical to the industry's transformation as it becomes software-driven, and deep partnerships – like Capgemini's with SAP – are key enablers as the industry becomes more data-driven, resilient and customer-centric."*

Markus Winkler
Executive Vice President
Global Automotive
Capgemini Group

EXPLORING THE MEGA-TRENDS IMPACTING AUTOMOTIVE

Sustainability

Customer Centricity

Intelligent Industry

SUSTAINABILITY

Megatrends are of course not new in automotive. Until recently, OEMs had their attention turned to the CASE trends (Connected, Autonomous, Shared, and Electric). Their strategic directions are now evolving towards the new demands from consumers and regulators.

Nowhere is this better illustrated than in the area of sustainability, with the Capgemini Research Institute estimating that nearly 80% of customers are now making sustainability-based purchase decisions. And it's not just this growing societal demand driving the 'sustainable re-orientation' of automotive: regulation is also exerting considerable pressures. In Europe alone, the first regulatory frameworks regarding vehicle emissions were first issued in the early 1990s – and have been repeatedly tightened and extended ever since:

- A net zero CO2 footprint for all of an OEM's operational ecosystem will be considered the standard beyond 2030
- During the same timeframe we expect all major OEMs to offer vehicles driven by mechanisms other than combustion engines across the totality of their model ranges
- 62% of automotive organizations now claim to have developed a comprehensive sustainability

strategy that promises to address a wide range of well-defined targets

These are not small changes, and meeting such regulatory goals will inevitably accelerate the switch from combustion engine to battery as the principal means of locomotion. Easier said than done of course, as the changes required are considerable – spanning everything from sales models (and the introduction of new offerings such as leasing options for batteries) to after-sales engagement (where service requirements are greatly reduced due to the decreased complexity now involved with the powertrain).

R&D will also continue to be focused around advancing sustainable technologies, including those activities aimed at solar energy and hydrogen fuel cells – alongside efforts to optimize performance from engines running bio or syntetic fuel. In turn, success with these developments will demand further investment in supporting infrastructures for fuelling, charging, and storage capabilities. For a deeper drill down on cause and effect, see the recent Capgemini report: The Automotive Industry in the Era of Sustainability

CUSTOMER CENTRICITY

The customer centricity challenge is, like sustainability, being driven by an external factor that is hard to predict with any degree of confidence: consumer buying behavior. This has however, in recent times at least, turned in favor of OEMs as an emerging trend away from auto ownership was reversed by the pandemic. This is a significant, generational development that's best emphasized by the fact that 59% of younger customers (below the age of 35) now state that they're considering buying a car – up from only 35% in April 2020 .

Also detectable is how consumer preferences are aligning toward more personalized engagement, delivered via online channels – rather than more standard, in-person interactions.

This at a time when the buying public are shopping, selecting, and acting from a position of increased independence and self-determination. All of which helps explain why customer centricity has become such an important concept, and one that infuses every customer conversation and every interaction across all possible touchpoints.

Equally, success in this area also demands a customer-centric approach is championed internally – particularly during the development of new products and when defining new processes. Technology has an important role to play here in providing access and intelligence to the data needed to inform every interaction with customers and potential customers, both inside the dealership and out:

- E-commerce is greatly aided by the immersive experiences enabled by technologies such as augmented reality (AR) and virtual reality (VR)

- These allow customers to actively explore specific vehicle features, and to even take test drives from the (safety and) comfort of their own homes

- A customer-centric approach to vehicle sales is also leading to the emergence of subscription models, as people seek greater flexibility in accessing the latest innovations (by 2030, it's estimated that vehicle subscription programs could account for nearly 10% of all new vehicle sales in the US and Europe)

1. Source: Your Next Car Could Be A Flexible Subscription Model (forbes.com)
2. Source: Your Next Car Could Be A Flexible Subscription Model (forbes.com)

Changing sales models and changing customer relationships

Major changes are also occurring within the basic sales models employed by OEMs. The traditional approach, featuring a linear 3-tiered process between the OEM, dealer, and customer, is giving way to an integrated, online/offline agency arrangement. Here, OEMs enjoy far more direct interactions with customers. They also take on full responsibility for the sales transaction. As for the dealers their role remains vital as the public face of an OEM's brand, but perform this function as agents rather than as a contractual partner.

Transformation is also extending to aftersales servicing, with the goal being to increase convenience and ease-of-engagement for customers whenever practically possible. Technology is again central to this potential by enabling capabilities designed to remove burdensome steps in the aftersales customer journey – while also helping to integrate

outcomes into a person's day-to-day life:

• For example, AI can be deployed to help OEMs monitor connected vehicles in real-time to predict, and therefore massively reduce, vehicle malfunctions

• Over-the-air (OTA) updates also fundamentally change the relationship between OEMs and customers, allowing as they do a quick and effortless way to remotely update vehicle software – and to introduce exciting new 'value-adding' features the moment they're available

As the more visionary manufacturers have already recognized, a vehicle's usage phase is moving way beyond the limited relationships and communications that have defined conventional thinking. More dynamic, real-time connected services are now the order of the day. They're also increasingly the standout factor in the minds of customers, thereby making the in-car experience a key battleground for OEMs moving forward – and a potential new source of sizeable revenues.

Understanding the customer's point of view and putting their feedback at the center of every decision are key prerequisites for success in the digital age. These insights must be applied not only in the sales department but also to determine which products are built, how customers are treated, and what services or mobility options are offered. Together with Capgemini we are well positioned to deliver the most customer-centric approach in the automotive industry."

Hagen Heubach
Global VP - Industry Business Unit Automotive, SAP SE
SAP

FIGURE 2

TRADITIONAL SALES MODEL (THREE-TIERED, MAINLY OFFLINE) VS AGENCY SALES MODEL
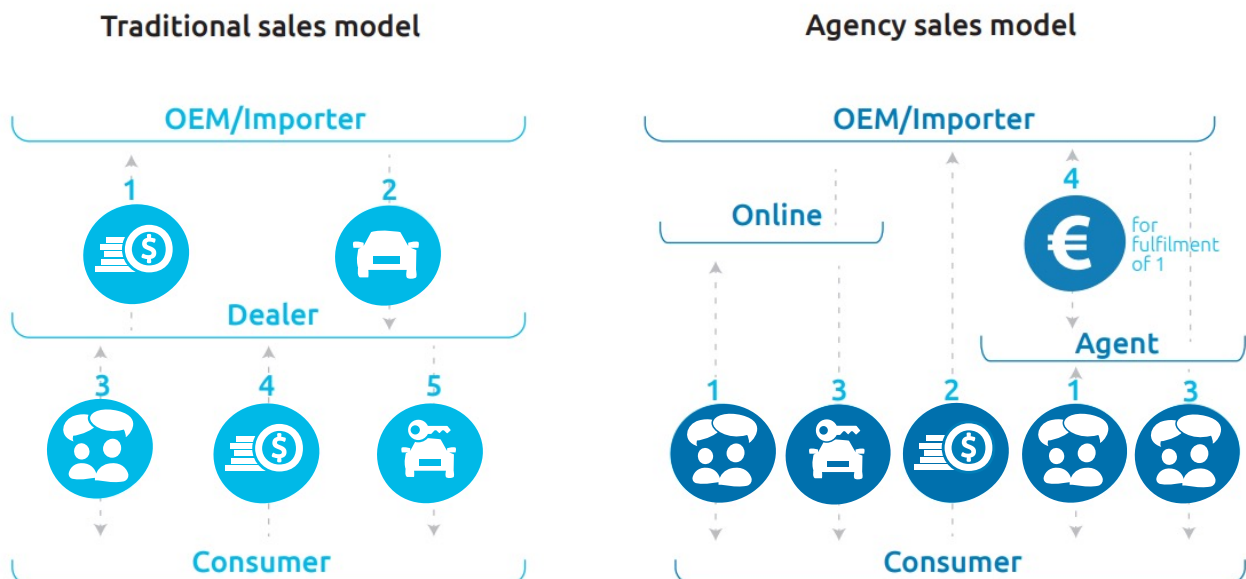
INTELLIGENT INDUSTRY

What is Intelligent Industry? That's a question that can be asked of even seasoned commentators, as multiple descriptions exist. At Capgemini our definition is essentially that of a manufacturing ecosystem able to inspire closer integration between machines, workers, AI, partners, and customers. It's where greater levels of insight, automation, and collaboration are put to work in helping cope with ever-growing levels of product complexity. What's more, we believe it will become established as the standard for automotive OEMs by 2030. A prediction supported by the fact that the percentage of organizations with on-going smart factory initiatives is already increasing substantially – up from 43% in 2017 to 68% in 2019[3].

As for the 'how' behind Intelligent Industry, the key facilitator is technology – centered on AI, cloud, and IoT – that together are empowering three principal digital approaches:

Intelligent products and systems: designed from the start to be smart, connected, and continuously improving in response to real-time feedback. These will also grow to encompass everything from product engineering (e.g. powertrains and core vehicle architectures) to software engineering (e.g. embedded software and telematics).

Intelligent operations: covering the digitalization and data-driven optimization of core automotive functions and processes, incorporating the drive to reduce complexity and realize greater efficiencies through, for example, smart factories.

Intelligent services: which range in scale from connected services to the monetization of data-driven use cases, and are able to extend classic profit pools and deliver value to customers and partners alike.

The three core enablers of Intelligent Industry

Digital twin
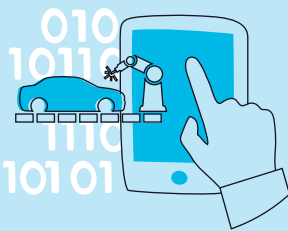
The cornerstone of end-to-end digital continuity, these real-time digital counterparts of a physical object or process are being put to work across manufacturing and warehouse operations to manage material flow, complete order-to-delivery processes, and realize efficiency and quality improvements in production.

In the future, the digital twin will not only handle the vehicle itself but also the software components. It will reach beyond engineering and manufacturing towards being securely updated through the whole lifetime of the vehicle and its components.

5G and Edge

Flexibility is another critical value inspiring Intelligent Industry, which in turn demands the right level of connectivity. That's why 5G and Edge Computing is used to transmit and analyze sensor data in real-time to enable fast and effective reactions to unforeseen changes.

This is connectivity that extends beyond the factory to vehicles on the road, able to constantly feed live status data into predictive maintenance systems. And when it comes to use cases like autonomous driving, Edge brings relevant computing operations ever closer to mobility and it improves the overall safety.

Automation and robotics
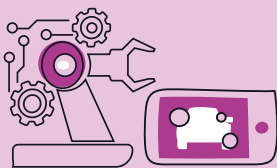
Today's automotive production lines already feature an array of robotics etc., and these are getting progressively smarter thanks to advanced algorithms able to automate basic tasks and decisions. Tomorrow's smarter, data-powered robots however will deliver a true step-change in outcomes. Able to carry out a far wider array of tasks, they'll also bring with them wider utility – enabling the same production facility to quickly switch between models types and powertrains to meet consumer demand.

3. Source: The Myth Of Jobs That Don't Exist Yet (forbes.com)

HOW TO REACT TO THESE MEGATRENDS?

So what can automotive companies do to survive and thrive amid the impact of such varying market forces? Well, the answer is a lot as they build on the success factors of technology and software competency, people and organization, and operational excellence as outlined in figure 1.

Then there is Capgemini's Digital Core for Automotive, which transcends a pure technology solution to drive consistent innovation across all three of these success criteria.

Capgemini Digital Core for Automotive combines technology, data, process improvements, change management capabilities, and consultancy. As a result, it helps create agile business models and connected ecosystems able to adapt rapidly to evolving market trends – or any sudden disruption. Underscoring this, our rightfield approach is totally tailored and not only includes full brownfield migration or greenfield implementation but also allows for selective data transition, for partial brownfield migrations. This aligns far better to real world automotive companies' demands around continuity, complexity and time-to-value. Our intention is carefully devised to increase agility and profitability at reduced disruption, operational friction and risk, thereby opening up new opportunities for revenue generation all while helping maintain sustainability as a core strategic priority.

The result is the Renewable Enterprise

Working closely together, Capgemini and SAP are already bringing the 'Digital Core for Automotive' to life with a host of OEM customers and global suppliers. Our combined offering includes an automotive-specific architecture designed around an SAP S/4HANA digital core, alongside cloud-native solutions and intelligent technologies delivered by 3rd party ISVs, Capgemini, and SAP. Brought together, this ecosystem of capabilities provides all the key components and services our clients need for building the Renewable Enterprise:

- A highly industrialized implementation of SAP S/4HANA, plus other SAP core applications that together deliver clean and 'touchless' ERP – all surrounded by best practice industry processes

- Cloud extensions that enable smart connections with an automotive industry partner ecosystem, thereby gaining access to capabilities able to deliver superior performance throughout the core value chain and into the customer experience

- A highly tailored foundational architecture purpose-built to promote greater operational agility and the introduction of constant innovation

> *With a combination of state-of-art cloud technologies, smart use of data, innovative process models and strategic consulting and change management capabilities, Capgemini Digital Core for Automotive helps organizations grow in a continuous evolving market, setup agile business models, connect with their ecosystem and excel in operations. This is the Renewable Enterprise in Automotive."*

Elisabetta Spontoni
Vice President
Global Head of SAP Operations
Group Offer Leader
for Digital Core with
SAP S/4HANA®
Capgemini

DIGITAL CORE: ENABLING THE RENEWABLE ENTERPRISE

With Capgemini's commitment to inspiring our clients transformation and innovation, Capgemini Digital Core for Automotive delivers a range of complementary capabilities over the entire lifecycle of a transformation:

A VALUE-DRIVEN TRANSFORMATION ROADMAP

Starting from the strategy phase, these capabilities include:

- Best-in-class processes for automotive, including our rightfield technical approach

- Target models for traditional product selling, or subscription based selling

- Clear evidence of automotive specific levers to reach these target models

- Value driven roadmaps for the automotive transformation and related business cases examples

This allows OEMs and suppliers to gradually and incrementally address the complexities of transformation, through incremental steps that deliver short term benefits while mitigating risks.

As a result, any underlying SAP infrastructure can be transformed from a single platform on which bespoke applications sit, to an integrated architecture based around a modern, powerful, and data-driven digital core.

A CLEAN AND TOUCHLESS CORE

With SAP S/4HANA as core components, coupled with the decades-long experience of Capgemini in the Automotive industry, distilled into AutoPath and Manufacturing PATH, OEMs can leverage manufacturing and automotive best practices already embedded in our solutions for accelerated delivery of standard processes. This allows them to focus their attention to the differentiation and innovation, built on a best in class core. New entrants or spin-outs, such as EV start-ups, can use these models to accelerate their time to market and crucially gain competitive advantage in growth areas.

SAP S/4HANA Cloud for Automotive, co-developed with SAP, also addresses the specific challenges of part suppliers, benefiting from the agility of a cloud based SaaS model, open to connect with the universe of data on vehicles, partners, customers, industrial assets, and the whole, rapidly expanding, mobility ecosystem.

Capgemini and SAP continue to invest and innovate to remove manual processes for automotive companies, for instance to embed Robotic Process Automation (RPA) for fully automated, faster and more accurate execution of processes.

INTELLIGENT AUTO APPS

One important benefit of the cloud version of SAP S/4HANA (public or private cloud edition), is the potential to easily extend ERP processes to leverage insights coming from the connection to the external ecosystem. These insights are derived by the application of AI to the huge amount of data available in cloud platforms from connected vehicles, assets, customers, etc.

CIA4AUTO, the Capgemini Intelligent Assistant for Automotive, for instance, helps Auto suppliers avoid disruptions in the supply chain with OEMs. It does this by proactively detecting data quality issues in the flow between the 2 partners in the ecosystem to reduce delays or delivery shortfalls.

Processes can then be reinvented: the stock of components for production can be minimized thanks to real time tracking of inbound supplier transports, production quality can be monitored through image pattern matching and vehicles running under subscription models can be monitored to prevent failures and secure revenue flow. These are just few examples of features built with microservices in a cloud platform with data, AI and blockchain services. All this creates clear business value, and that's why Capgemini is committed to continue to rapidly develop new intelligent apps as part of the Industry Cloud program with SAP.

NEW MOBILITY SERVICES

Looking specifically at car subscription models, this creates a new, exciting but very different business model. Instead of invoicing batches of cars to dealers, the car manufacturer invoices each driver with subscription invoices monthly. This requires very different data, processes and pricing models – and therefore demands process automation. Solutions like BRIM address this new billing model and provide commercial data to SAP S/4HANA.

As well as the commercials, the challenge of car maintenance during the subscription is new for manufacturers. Predictive maintenance processes become important to avoid failures and service disruptions to the vehicles – that otherwise would impact company asset valuation. Driven by growing consumer demand, and

while allowing OEMs to create deeper relationships with drivers, it is clear that subscription models pose new challenges and new ways of working to OEMs. Capgemini has developed a ready-to-demo reference architecture built for this use case: fleet-as-a-service, and already has success stories in its implementation.

SUSTAINABILITY FOR AUTOMOTIVE

For fundamental environmental reasons as well as to meet regulated targets and increasing consumer demand, automotive is transforming not just the manufacture of parts and vehicles, but their operation, disposal and power sources. As noted before, Capgemini has created reference architectures for EV manufacturers, but our dedication to, and expertise in sustainability goes far deeper than this.

The challenge and opportunity is to think entirely holistically about sustainability. Ecosystem thinking, in all senses of the word, is crucial. Our vision of the green core touches every area of automotive, from sustainable procurement to a future vision of fully circular manufacturing to re-imagining mobility itself. Already SAP S/4HANA allows for introducing environmental evaluation of suppliers, life cycle assessment, carbon offsetting and energy consumption reduction.

Fundamentally, the green core is a perfect enabler for the challenges of sustainability, for instance allowing manufacturers to pivot to new power trains such as hydrogen fuel cells, while minimalizing the risk, waste and error previously inherent in innovation. Additionally strategies such as smart resource mobilization coupled with reinvented virtual collaboration capabilities helps OEMs and parts manufacturer reduce their own travel related carbon emissions.

Both Capgemini and SAP have announced ambitious timelines to carbon neutrality no later than 2025 and becoming net zero businesses by 2030. Given automotive's vital role in both the world economy and the combatting of climate change, we are prioritising significant resources into supporting automotive clients to transform to a low carbon future.
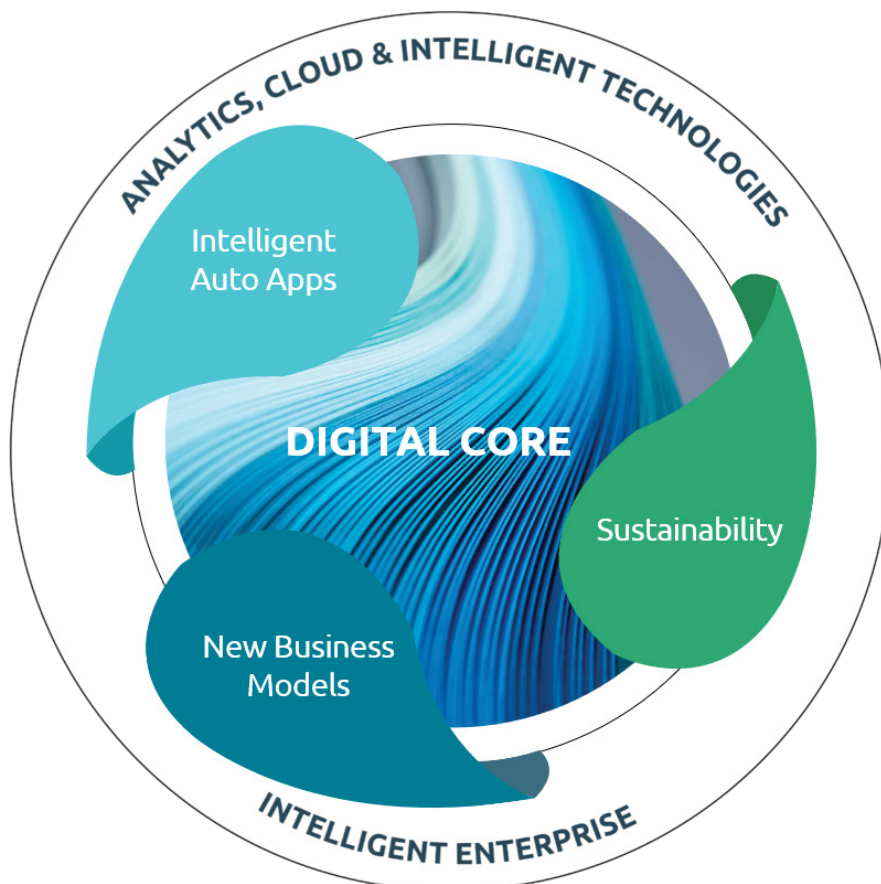
THE BENEFITS OF TRANSFORMATION

The automotive industry is currently a sector forced to embrace both evolution and revolution at the precise same moment. Megatrends and an almost constant level of disruption puts the pressure on OEMs and parts suppliers to progress digital and process transformation initiatives – and to do so at an increasingly frantic pace.

That said the risks of change have still to go away, particularly when it comes to production efficiency, assembly integrity, and minimizing the potential for re-calls. And then there's the need to embrace sustainability across all areas of a business, which further adds another layer of operational complexity.

Overlapping all these developments is a new era of software-driven transformation and dynamic mobility, which together convey a wide range of benefits to those able to grasp them. Now is certainly the time to imagine a brave new future for humankind's collective mobility needs, which begins by optimizing every facet of an extended operation:

Intelligent efficiency and agility

Reduce the frequency of production interruptions – access the capabilities needed to proactively target zero production fluctuations and dramatically cut the number of vehicles needing line-production rework.

Increase in-production time output – by accessing a real-time, single view of the truth that extends from logistics to intelligent materials planning, automotive companies can quickly boost production output with less waste.

Reduce procurement costs by up to 20% - extending data views of material availability, labor, and end-to-end forecasting, will also lead to a significant drop in costs across all tiers of an extended supply chain.

Sustainability and customer-centricity

Deliver new mobility services – exploit the revenue potential of opportunities such as 'fleet as a service', subscription models, Autobank financial products, short-term leasing, and personalized upgrades during ownership.

Lead the way in sustainable innovation – through the creation of a Green Core, sustainability can be enabled across the full operation – e.g. procurement, net zero factories running on green energy, and reducing material waste and transport emissions.

Extend your sustainable transportation network – achieved by reducing the CO_2 impact of shipping (without impacting production or sales), while also ensuring intelligent and automated decisions are used to identify the best transport options available.

CAPGEMINI – YOUR PARTNER FOR EMBRACING CHANGE

Transformation of any complex manufacturing and distribution operation will inevitably bring with it a range of potential risks, not least the fear of business disruption. Minimizing these dangers and discovering new business potential require deep sector experience, proven value drivers, and unique methodologies that help introduce the precise technologies, insights, and innovations needed – where and when they can have the biggest impact. It also requires a holistic end-to-end perspective that is both pragmatic in delivery and ambitious in its aims, including choosing the most appropriate 'right' technology strategy based on our rightfield approach.

This is what the Capgemini Digital Core for Automotive approach offers automotive companies. Capabilities delivered via our:

Automotive-specific cloud architecture, featuring:

- Target operating models for new businesses, including electric cars, and fleet-as-a -service
- The support we already offer most global automotive OEMs, and the largest automotive suppliers in SAP S/4HANA innovation and transformation projects

Future Automotive operating model
– a solid foundation for the Renewable Enterprise:

- Incorporates SAP S/4HANA Cloud for Automotive Suppliers built as part of the AutoCloud co-innovation program with SAP[4]
- Access AutoPath – a prebuilt SAP S4/HANA solution delivering best practice automotive processes, accelerators, content and components[5]
- Address key issues of the mobility ecosystem, including demands for sustainable mobility, softwarization, and new consumer and fleet demands

Leading SAP partner

"Market Maker Partner" A strategic partnership with SAP and an established history of co-innovation.

"Leader" Gartner Magic Quadrant for SAP Services, Worldwide[1]

>22,000 SAP practitioners leverage

Capgemini's four decades of SAP experience to serve **1,800 clients** around the world.

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#1 in SAP certifications globally with hundreds of implementations, while learnings from large-scale transformation projects inform our results-oriented execution method – allowing Capgemini to consistently deliver with speed, transparency and good governance.

"Gold Standard" framework provided by Advisory Services clearly develops the case for change and the roadmap to value.

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4. For more information, please visit: https://www.capgemini.com/service/s4hc-for-automotive-suppliers/
5. For more information, please visit: https://www.capgemini.com/service/autopath/

Capgemini and SAP have created market value together across industries for many years. The shared experience and wealth of expertise we have nurtured with clients have enabled us to create highly innovative SAP-based solutions. For the automotive industry, we have jointly developed intelligent systems, operations and services to deliver customer-centric and sustainable value to our clients"

Josean Mendez
Vice President
Global SAP Partner and Ecosystem
Lead, Global Strategic Initiatives and Partnerships
Capgemini

Read more:

1. Final-Web-Report-Sustainability-In-CPRD-2.pdf (capgemini.com)
2. The-Automotive-Industry-in-the-Era-of-Sustainability.pdf (capgemini.com)
3. https://www.capgemini.com/wp-content/uploads/2020/04/COVID-19-Automotive.pdf
4. Your Next Car Could Be A Flexible Subscription Model (forbes.com)
5. The Myth Of Jobs That Don't Exist Yet (forbes.com)

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 290,000 team members in nearly 50 countries. With its strong 50 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, fuelled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2020 global revenues of €16 billion.

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About SAP

SAP's strategy is to help every business run as an intelligent enterprise. As a market leader in enterprise application software, we help companies of all sizes and in all industries run at their best. Our machine learning, Internet of Things (IoT), and advanced analytics technologies help turn customers' businesses into intelligent enterprises. SAP helps to give people and organizations deep business insight and fosters collaboration that helps them stay ahead of their competition. We simplify technology for companies so they can consume our software the way they want – without disruption. Our end-to-end suite of applications and services enables business and public customers across 25 industries globally to operate profitably, adapt continuously, and make a difference. With a global network of customers, partners, employees, and thought leaders, SAP helps the world run better and improve people's lives.

For more information, visit http://www.sap.com

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