

The Future with New Brand Identity – Success Story of Capgemini: A Case Study

Anantha Murthy^{1,2}, & Nethravathi P. S.³

¹ Research Scholar, College of Computer Science and Information Science, Srinivas University, Mangaluru, India

² Assistant Professor, Dept of M.C.A, NMAMIT, Nitte, Karkala, India
OrcidID: 0000-0002-9009-7541; E-mail: anantham2004@gmail.com

³ Professor, College of Computer Science and Information Science, Srinivas University, Mangaluru, India

OrcidID: 0000-0001-5447-8673; E-mail: nethrakumar590@gmail.com

Area of the Paper: Information Technology.

Type of the Paper: Research Case Study.

Type of Review: Peer Reviewed as per [C|O|P|E|](#) guidance.

Indexed In: OpenAIRE.

DOI: <http://doi.org/10.5281/zenodo.5091189>

Google Scholar Citation: IJCSBE

How to Cite this Paper:

Anantha Murthy, & Nethravathi, P. S., (2021). The Future with New Brand Identity – Success Story of Capgemini: A Case Study. *International Journal of Case Studies in Business, IT, and Education (IJCSBE)*, 5(1), 244-255. DOI: <http://doi.org/10.5281/zenodo.5091189>.

International Journal of Case Studies in Business, IT and Education (IJCSBE)

A Refereed International Journal of Srinivas University, India.

Crossref DOI : <https://doi.org/10.47992/IJCSBE.2581.6942.0113>

© With Authors.



This work is licensed under a [Creative Commons Attribution Non-Commercial 4.0 International License](#) subject to proper citation to the publication source of the work.

Disclaimer: The scholarly papers as reviewed and published by the Srinivas Publications (S.P.), India are the views and opinions of their respective authors and are not the views or opinions of the S.P. The S.P. disclaims of any harm or loss caused due to the published content to any party.

The Future with New Brand Identity – Success Story of Capgemini: A Case Study

Anantha Murthy^{1,2}, & Nethravathi P. S.³

¹ Research Scholar, College of Computer Science and Information Science, Srinivas University, Mangaluru, India

² Assistant Professor, Dept of M.C.A, NMAMIT, Nitte, Karkala, India
OrcidID: 0000-0002-9009-7541; E-mail: anantham2004@gmail.com

³ Professor, College of Computer Science and Information Science, Srinivas University, Mangaluru, India

OrcidID: 0000-0001-5447-8673; E-mail: nethrakumar590@gmail.com

ABSTRACT

Background/Purpose: *Capgemini, a pioneer in the IT business, has more than 45 years of worldwide experience collaborating with driving collisions and now takes its Guiding, Development, and Re-appropriating ability to India. This achievement can be explained by several aspects that are worth considering.*

Objective: *To observe the growth of Capgemini and review the contributing factors that helped this growth.*

Design/Methodology/Approach: *Analysis and presentation of information collected from various scholarly articles, web articles, and also using SWOT framework.*

Findings/Result: *Based on the study through various resources and also by analyzing the facts and figures, it is observed that sustaining in the IT field is a difficult job that requires many strategies and procedures to be followed. Creativity, Innovation, Sustainability, Motivation are some of the proven solutions for the same.*

Research limitations/implications: *The analysis and solutions mentioned in this paper are limited to companies whose business and annual turnover and experience are as close to Capgemini.*

Originality/Value: *This paper focuses on various factors and scenarios that have made the growth of Capgemini possible and taken it to the level of success.*

Paper Type: A Research Case study paper on the success story of Capgemini in becoming the brand identity of the future.

Keywords: *Company Analysis, IT Company, Comparative study, CSR, Social Sustainability, Social Response Unit (SRU), Smart Metering, BSM Model, CAP, Gemini, Green-sourcing, TechnoVision, Business Level Strategies.*

1. INTRODUCTION :

Serge Kampf launched Sogeti on October 1st, 1967 [1], which would later become the Capgemini Gathering. Kampf, who was in charge of the Gathering for a long time, turned the small company from southeastern France into a global market leader in IT administrations.

Capgemini India was set up in 2001 with its first office in Mumbai, and today it fills in as a list toward the ocean center through its fascinating Right shore Procedure to serve overall customers. It benefits Indian business areas through its Local Business Organizations arm. Capgemini has a labor force of more than 125,000 individuals in India [2].

Capgemini is a technology and engineering professional services organization that specializes in information technology consulting. The organization is a worldwide industry pioneer with a turnover of EUR 15.8 million (income FY 2020). Capgemini assists its clients in growing their businesses by creating advanced game plans that meet their needs to achieve earnestness and advancement [3].

2. RELATED WORK :

Some of the scholarly papers published for Capgemini in the IT industry are listed in Table 1.

Table 1: Related Research Work

S.No	Area of Study	Focus	Reference
1	Right shore Strategy	Company’s knowledge management in supporting offshore strategy	Persson, A et al. (2006). [4]
2	Energy Consumption	To provide the direction and support for conserving energy	Margetts, P (2009). [5]
3	Architecture Framework	Explains the infrastructure needed to support the business.	Van’t Wout, J et al. (2010). [6]
4	Product Quality	Knowledge Perspectives of new product development.	Chapelet, B et al. (2012). [7]
5	Business Strategy	Focuses on digital transformation to enable major business improvements.	Fitzgerald, M et al. (2014). [8]
6	Business Strategy	Sustainable Result	Nestorovic, C (2015). [9]
7	Digital Inclusion	Application of user-focused design patters from the IT sector	Gómez, C. G et al. (2016). [10]
8	Business Strategy	Digital transformation planning and execution.	Bonnet, D. (2016). [11]

3. AIMS AND OBJECTIVES OF STUDY :

The company analysis may also focus on various strategies used by the company for facing completion, to become a monopoly, for survival, and sustainability for a long time with proof [12]. This is a company case study paper on the basis of data collected from the official site of Capgemini and other websites and it includes the subject areas like Organization, geographical locations, competitors, financial status, Products and services, Business strategy, etc [13].

The paper deals with the following aims and objectives.

- To know the Journey of Success of Capgemini.
- To know about the Major Competitors of Capgemini.
- To compare the financial status of Capgemini for the last five years.
- To learn about Capgemini’s CSR, operation level, and business level strategies of facing the challenges using their innovative slogan ‘People matter results count’.
- To know about the Services offered and Software products developed by Capgemini.
- To know about initiatives taken to fight against COVID-19.
- To use SWOT Analysis for the recommendation of Capgemini’s future strategies for accelerated success.

4. METHODOLOGY :

The data required for this is collected through secondary sources such as published papers, archived newspaper articles, company websites of Capgemini, and other ventures.

5. JOURNEY OF SUCCESS :

Capgemini SE is a multinational company based in France that offers consulting, technology, professional, and outsourcing services. Capgemini has more than 270,000 workers across 50 nations, with more than 125,000 in India [14]. The success of Capgemini did not happen overnight or within a specified time gap. It has been a step-by-step process starting from its inception in the late 1960s till date. The history of this step-by-step growth is summarized in the following table.

Table 2: Success story of Capgemini [15]

Year	Milestones
1967	Founded as Management and Data Processing company
1973	Sogeti acquired CAP
1974	Sogeti acquired Gemini Computer Systems
1975	Sogeti has been renamed CAP Gemini Sogeti.
1986	Created Cap Gemini America
1991	Gemini Consulting was formed by integrating United Research and The MAC group

1996	As Cap Gemini, it began to operate.
2000	Started to function as Cap Gemini Ernst & Young
2001	Cap Gemini India was formed in Mumbai
2002	Relaunched Sogeti brand, headquartered in Brussels, Belgium & Focused on delivering IT services
2003	Merged with Transiciel and renamed as Sogeti-Transiciel
2004	Reverted to Capgemini
2005	Sold its North American healthcare consulting practice to Accenture
2006	Acquired a 51% shareholding in Indigo and acquired Kanbay International
2007	Acquired Software Architects to expand US business
2008	Acquired Getronics PinkRocade Business Applications Services BV of the Netherlands
2014	Named as the Worldwide Pioneer in Foundation and Re-evaluating Administrations
2017	Cap Gemini S.A. was renamed Capgemini SE, and Cap Gemini was renamed Capgemini.
2019	Altran was acquired, raising the total number of employees to almost 250,000.
2020	Designated as a leader in Everest Group's Guidewire IT services known as "Guidewire Services PEAK Matrix® Assessment 2020."

The slogan “GET THE FUTURE YOU WANT” draws businesses searching for a reliable corporate partner as well as individuals seeking employment in a responsible, inspiring company. Capgemini is recognized today for its economic and industrial importance, profound and long-term technical know-how, and enthusiasm for people; it also demonstrates the group's contribution to inclusion and sustainability.

The new brand platform reflects the current affairs of today, where global events and rapid digital transformation require people to see how they can use technology to define the future they want for an inclusive and sustainable future.

Geographical Presence:

Capgemini is a multinational corporation with offices in more than 50 countries around the world. North America, France, the United Kingdom, and Ireland, Asia Pacific, Latin America, and the Rest of Europe are among the regions where it has offices.

Capgemini has offices all over India. The locations of the office are [16]: Bangalore, Chennai, Gurgaon, Hyderabad, Gandhinagar, Mumbai, Kolkata, Pune, Noida, Salem, and Trichy.

Awards and Recognitions:

Capgemini is recognized with many awards [17]. To mention a few, Capgemini was awarded a 2021 SAP® Pinnacle Award in the Partner Learning Excellence category on 3rd June of 2021. At the ASSOCHAM Diversity & Inclusion Excellence Accolades & Conclave, Capgemini India won numerous awards. The awards ceremony was held on Friday, February 12, 2021. Big innovation awards for the products Deep scan tool and CV-up on January 12, 2021. In 2020, Capgemini is recognized with 11 Q1 level awards, 12 Q2 level awards, and 2 Q3 level awards. Artificial Intelligence Breakthrough award in 2020 for the best virtual agent solution is bagged by Capgemini.

The analysis of awards and recognitions of Capgemini in the past 5 years are shown graphically below.

Table 3: Awards and Recognitions

Year	Number of Awards/Recognitions
2016	7
2017	9
2018	30
2019	27
2020	25

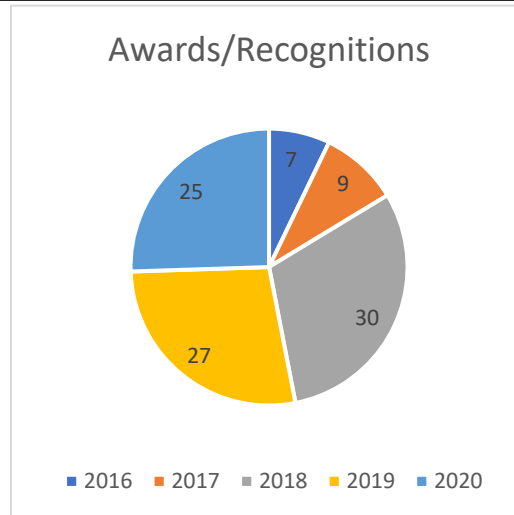


Fig. 1: Chart to show the number of Awards and Recognitions

6. MAJOR COMPETITORS :

Capgemini is competing strongly with Cognizant, Publicis Groupe, EPAM Systems, Accenture, and Atos in almost all areas [18]. A comparison of Capgemini is made by considering some of the parameters and is listed in the table below.

Table 4: Major Competitors of Capgemini

Parameters	Capgemini	Cognizant	Publicis Groupe	EPAM Systems	Accenture	Atos
Founding Date	1967	1994	1926	1993	1989	1997
Countries	50 (FY2020)	35 (FY2020)	126 (FY2019)	30 (FY2020)	52 (FY2018)	73 (FY2020)
Employees	2,70,000	2,89,500 (1% decrease)	83,225 (13% increase)	36,400 (2% decrease)	5,37,00 (4% increase)	1,08,317 (11% decrease)
Valuation (\$)	30.6b	42.8b	16.3b	25.1b	182.4b	7.9b
Twitter Followers	123.4K	758.2k	76.6k	6.1k	515k	34.6k
Net Income	€852m (FY, 2019)	\$1.4b (FY, 2020)	€844m (FY, 2019)	\$327.2m (FY, 2020)	\$5.2b (FY, 2020)	€3.5b (FY, 2019)
Employee Rating	3.8*	3.7*	3.7*	4.2*	4*	3.5*

From Table 2, one can make out that, Cognizant and Accenture are the strongest competitors for Capgemini in almost all areas and Capgemini is trying its best to serve society.

7. FINANCIALS :

Revenue’s overview of financial affairs from 2016 to 2020 for Capgemini over the past five years is mentioned in the table (in euros) below and represented graphically [19]. It is observed that Capgemini is growing with good revenue and though there was a pandemic situation in 2020, Capgemini comes up with good net profit compared to previous years.

Table 5: Financial Statement of Capgemini for the last five years

Parameters	2016	2017	2018	2019	2020
------------	------	------	------	------	------

Revenue	12539	12525	13197	14125	15848
Operating Margin	1440	1493	1597	1741	1879
Operating Profit	1148	1183	1521	1433	1502
Net Profit	921	820	730	856	957
Organic Free Cash Flow	1071	1080	1160	1288	1119
Net Cash	1413	1209	1184	600	4904

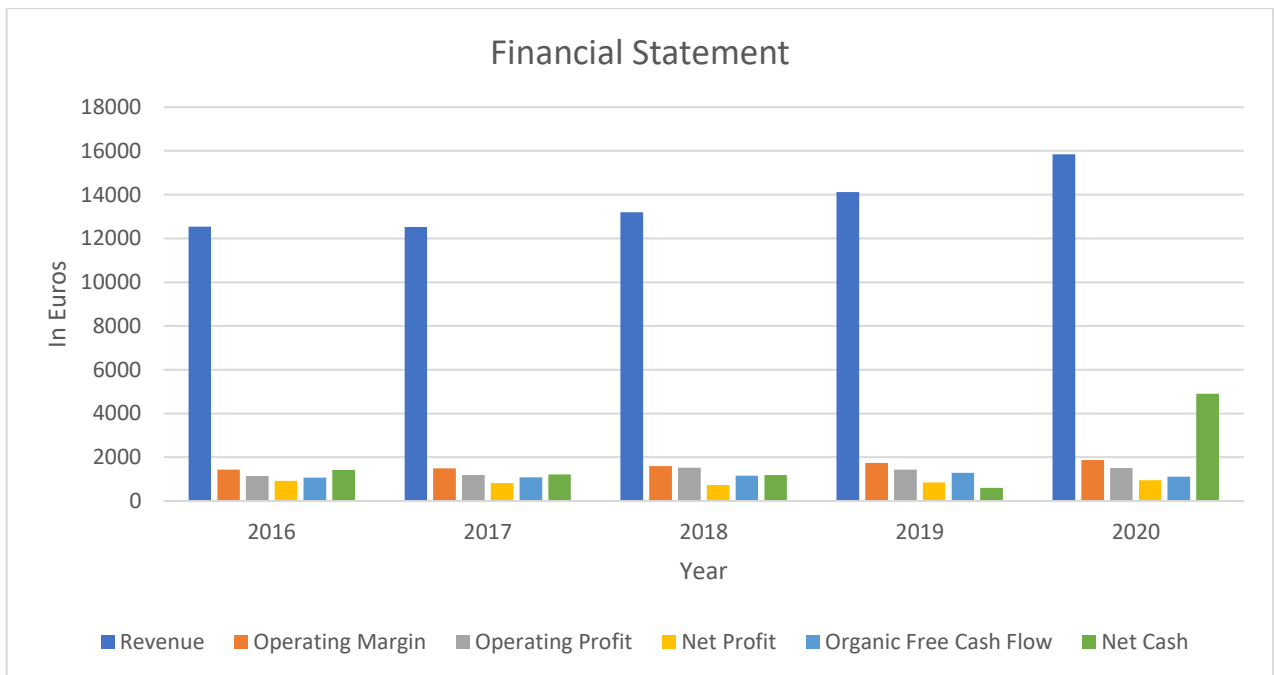


Fig. 2: Chart to show the financial status in last 5 five years

Revenue Breakdown by Sector:

Capgemini constantly maintained its revenue breakdown in different sectors which lead to its success. The table below gives the details of the percentage-wise distribution of Capgemini's revenue breakdown for the years between 2016 to 2019.

Table 6: Revenue Breakdown by Sector

Sectors	2016	2017	2018	2019
Financial Services	26	27	27	26
Manufacturing	19	21	21	20
Consumer Goods and Retail	17	16	18	14
Public Sector	16	14	14	14
Energy and Utilities	11	11	11	12
Telecommunications, Media & Technology	7	7	6	8
Other Services	4	4	3	6

From Table 5, it is clear that Capgemini maintained consistency in distributing its revenue which led to

its growth in different sectors. With a 25% revenue share in the financial sector in 2020, Capgemini will have the greatest revenue share of any company [20].

8. OPERATIONAL AND BUSINESS LEVEL STRATEGIES :

Capgemini's corporate model is to provide top-down guidance and strategic vision, as well as to create the best atmosphere for people to apply their innovation, experience, and skills in creating creative and meaningful solutions for their areas of influence.

The policy direction of Capgemini

A methodology has been created around Six Strategic Foundations that support all parts of business [21]. Each Pillar or foundation has its own set of strategic goals and plans. Capgemini's primary aim is to ensure a positive result from these pillars. The strategic partners of Capgemini are AWS, HP Ventures, Microsoft, Oracle, IBM, SAP, Redhat, Adobe, and Salesforce. Strategies used are:

- Capgemini's Ethics and values (Sincerity, Boldness, Trust, Team spirit, Modesty, Fun, and Freedom)
- Capgemini's commitment to people
- Capgemini is a pioneer in ensuring that technology contributes to a more sustainable future.
- Community Engagement.
- Responsible Delivery.
- Environmental Sustainability.

Developing Sustainability Client Offerings:

Capgemini keeps on forming Sustainability capacity into both existing and new customer administration contributions [22,23].

In the area of Technology Services, Capgemini has a few contributions:

- Capgemini's TechnoVision is a method of mapping technology patterns to decide which ones meet the needs of a specific company [24].
- GreenSourcing and GreenScan in the Netherlands allow clients to analyze and make decisions about sourcing strategies, by considering financial, social, and environmental consequences.

In the area of Energy and Utilities, few contributions are appreciated:

- **Sustainable Energy and Business Models** – The BSM model assists clients in tailoring and developing long-term growth strategies in this field.
- **Smart Metering:** Capgemini established a platform in collaboration with Bell Canada and SEA (Smart Energy Alliance) to inspire and empower customers to make the greatest decisions [25].

9. SERVICES AND SOFTWARE PRODUCTS :

The strategies for developing software products that have been in place for a long time have changed dramatically. The company adopted agile technologies, DevOps, Design Thinking, non-stop integration in software product development. Throughout the product improvement lifecycle, gear utilization is used. Capgemini assists its ISV customers in developing and maintaining successful software by using an expert R&D team.

Some of the featured services include [26] Artificial Intelligence, Applied Innovation Exchange, Business Operations, Cloud Services, Cybersecurity, Digital Inclusion, Intelligent Industry, Transformation, and Innovation.

Software Products for the Future includes [26] Cloud-native products, Mobile adoption, social software integration, Cyber Security and Blockchain, and Usability engineering.

10. INITIATIVES TAKEN TO FIGHT AGAINST COVID-19 :

The raise of COVID-19 brings several challenges not only for the communities but also for the country-level organizations [27]. The ability of any organization to withstand or recover from the impact of any adverse situation and to remain in business by adapting to such a situation is called Operational Resilience [28]. During the lockdown, Capgemini employees share the same enthusiasm and loyalty to our societies and society. To fight against COVID-19, the COO of the company Aiman Ezzat began an internal "call for ideas" initiative to collect the ideas from employees. To implement selected ideas, Capgemini created the Social Response Unit (SRU) to share best practices and rapidly bring great ideas

to fruition for the good of all [29].

Aside from donating and delivering important things of personal security and medical equipment to frontline organizations, Capgemini started the following activities all over the world to fight against COVID-19.

Capgemini developed inexpensive, field deployable, rapid test kits for COVID-19 in India in collaboration with IIT Madras, to have the entire test result available in 10 minutes at a significantly lower cost. In France, Capgemini is assisting the Paris Public Assistance-Hospitals (AP-HP) by deploying an application that allows remote monitoring of patients with or suspected of having COVID-19, as well as other primary initiatives such as a call center to help medical professionals. Capgemini is assisting the Fondazione Banco Alimentare ONLUS in Italy, which coordinates the Banco Alimentare Network and manages the recovery and distribution of food to citizens and families in need through the National Banco Alimentare's Municipal Operations Centres. Capgemini developed a 'Telehealth Toolbox' website throughout Europe to assist doctors in hastening the transition to telemedicine during the pandemic. Capgemini built an infrastructure capacity tracker in the United States to assist the homeless community in finding accommodation, as well as track accessible beds and ventilators in the country.

11. CORPORATE SOCIAL RESPONSIBILITIES :

The corporate social responsibility (CSR) of an organization helps a company to be socially accountable by perusing social objectives [30]. CSR is a self-regulated and self-controlled business model. The main objective of CSR is to do good to society, take part in charitable and good causes, and return constructive social value. Almost all organizations and companies are these days taking up CSR to make a difference to society and build a positive brand about their company.

The three main pillars of Capgemini's CSR program include diversity, digital inclusion, and environmental responsibility [31]. The following tables give an idea of how Capgemini shows its commitment to its employees, clients, and partners by considering these indicators.

Table 7: Diversity Component of Capgemini [32]

Key Performance Indicators		2018	2019	Targets 2020
Improving Parity in Management teams	% Of women holding executive roles	14	17	20
	% Of new vice-precedents who are women	24	29	29
Improving parity throughout the group	% Of staff who are women	31.9	33.0	33.5

Capgemini America is honored to have been recognized as a "Best Place to Work for LGBTQ Equality".

Table 8: Digital Inclusion Component of Capgemini [33]

Key Performance Indicators		2018	2019	Targets 2020
Digital Inclusion	% Of social impact project initiatives	64	74	80
Digital Academies	Graduates from the digital academy (in numbers)	150	1562	3000
Digital Literacy	Number of digital literacy program beneficiaries	—	27300	100000

Table 9: Environmental Responsibility Component of Capgemini [34]

Key Performance Indicators		2018	2019	Targets 2020
Climate Change	% Of greenhouse gas emissions reduction per employee	20%	29%	20%
Management of	Share of activities in terms of staff, covered by ISO 14001 certification	87%	92%	100%

the Environment	Emissions tied to a professional travel	1.56	1.37	—
-----------------	---	------	------	---

12. SWOT ANALYSIS :

SWOT Analysis is used to determine the various internal and external factors that will directly affect their operations or business [13, 35]. Capgemini maintains a visible position in the IT sector by carefully examining and auditing their SWOT to improve efficiency [36]. SWOT analysis helps to exploit chances with thought [37].

Strengths:

- **Technology** – One of an organization's main strengths is providing solid results to people who are innovative. It provides the appropriate responses for connecting IT and the company. It collaborated with increased creativity to achieve the company's goals.
- **Solid appearance in Europe** – Capgemini has a strong presence in the European industry.
- **Solid authority and strong principles** – Capgemini is built on solid initiative and strong qualities. The basic values of the company (honesty, boldness, freedom, team spirit, trust, fun, and modesty) serve as the foundation for the group's leadership rules.
- **Responsible Business Practices** – Capgemini's code of ethics goes beyond theoretical considerations. The strategies for developing software products that have been in place for a long time have changed dramatically.
- **Employee vigor** – The organization employs about 2,70,000 people globally, with a presence in about 50 countries.
- **Domain knowledge** – Capgemini has vast experience in the public sector, engineering, energy and infrastructure, financial services, and telecommunications, among other industries.
- **A strong portfolio of brands** – Capgemini has made significant contributions to the long-term development of a large portfolio of brands. This is critical as it extends to new demographics.

Weaknesses:

- **Consultation reliance** – Capgemini is heavily reliant on directing. When they are separated from their competitors, their ability to cope with the assistance project is hampered to some extent.
- **Marketing failure** – Despite the fact that the item turns into a hit as for deals terms, its position and selling suggestion aren't characterized plainly. This is a significant downside from its rivals.
- **Aside from the core market, there is no other scope.** – Although Capgemini is a major player in the IT industry, it has had a lot of trouble transitioning to other areas due to its current culture.

Opportunities:

- **Possibility for business** – Capgemini currently has a significant presence in the current market. Capgemini sees an opportunity to shine in key areas such as systems administration and distributed computing, which is the most visible area for growth.
- **Federal-led environmental initiative** – The strategies for developing software products that have been in place for a long time have changed dramatically.
- **Public authority green campaign** -- It is a fantastic opportunity for state and community project staff to obtain Capgemini's findings.
- **Inflation is decreasing** – The sector gains greater dependability as a result of the low expansion rate, allowing Capgemini's clients to obtain credit at lower funding costs.
- **Digital customers** - Capgemini has invested heavily in the online platform over the years. This has opened up a new distribution market. This enables them to expand their business.

Threats identified:

- **Business penetration in Europe** – Having a strong presence in the European economy at a time when they are experiencing financial instability is a big risk. This is a hindrance to their growth as a business.

- **Customer behavior shifts** – The current actual system-based development network model can be jeopardized by changes in client behavior through the online platform.
- **Laws and regulations** – New climate recommendations imposed as part of the Paris Agreement are unlikely to affect many of Capgemini's current item classifications.
- **Innovative goods are in short supply** – Since its inception, the company has developed several products that are constantly updated by other competitors. The organization's new innovative products are not popular, resulting in high and low fluctuations in sales.
- **The market is fiercely dynamic** – Many new payers are entering the IT business, and they will focus on the ease opportunity.

13. SUGGESTIONS AND RECOMMENDATIONS :

We propose the following suggestions based on the above assessment:

1. In the public sector, consumer goods, and retail, the company not doing great. It must come up with new ideas to improve in this area.
2. Ratings given by the employee of the company are on the average mark. To justify the slogan of the company, it has to put more effort to meet the employee need also.
3. Although Capgemini is a major player in the IT industry, it has had a lot of trouble transitioning to other areas due to its current culture. It has to change its culture to grow worldwide.
4. The company has fewer assets compared to its current liabilities, which leads to liquidity issues in its operations. The company has to increase its current assets.
5. The competitors of Capgemini have a higher budget compared to Capgemini's quality control department budget. This increases the risk of quality degradation. The company has to invest more in its quality control department to avoid inconsistency and to improve the quality.

14. CONCLUSION :

Transformation is a path, not a destination. All through each change venture, Capgemini looks to be customers' aides. The organization sets the objective and helps customers walk the course. Not every customer or company is in a position to dive headfirst into a large-scale global transformation. The stories in this document demonstrate the value of implementing a digital transformation approach in incremental steps on the way to a broader transformation. The Capgemini teams can attest that their transition journeys are far from complete. When a cost or efficiency goal is reached, the bar is automatically increased. In Business Services, there is no such thing as "sitting still."

Among these reports, what stands out is that the value of aligning Capgemini's transformation model with its clients' immediate and long-term goals right at the start of any partnership. Having an agreed-upon plan in place, with the stakeholders of Capgemini's clients on board, provides a forum for development, creativity, and continuous improvement. Based on the challenges identified in the SWOT analysis, the company has to consider its weaknesses seriously and come up with a new design in its operations and services to become the top-ranked IT industry in India.

Finally, to conclude, Capgemini is a multinational IT company striving hard to meet its customers and society needs by applying its operational and business strategies in the pandemic situation too. Capgemini falls under the large-cap (\$10B–\$200B) category of Market capitalization with a market cap of 30.62B on June 9th, 2021, and a maximum market cap of 32.54B over the past five years [38]. It is also competing with other top IT companies in terms of its services and products in almost all sectors of development to reach its aim and objectives in being the future with a new identity.

REFERENCES :

- [1] History of Capgemini is retrieved from https://en.wikipedia.org/wiki/Capgemini_on_25/02/2021.
- [2] About Capgemini is retrieved from <https://www.capgemini.com/in-en/careers/diversity-and-inclusion/advancing-gender-diversity-at-capgemini/> on 25/02/2021.
- [3] Introduction of Capgemini is Retrieved from <https://www.conduiraonline.com/index.php/detail/1610-Capgemini-company-profile> on 25/02/2021.
- [4] Persson, A., & Kukkohovi, H. (2006). Offshoring to India—the New Silicon Valley?— A Research

- Study about Capgemini, 1(1), 1-100.
<https://lup.lub.lu.se/luur/download?func=downloadFile&recordId=1342342&fileId=2434263>
- [5] Margetts, P. (2009). Capgemini UK Plc, Capgemini Financial Services UK Ltd and Sogeti UK. *Policy, 1*, 23, 1-2. <https://www.capgemini.com/gb-en/wp-content/uploads/sites/3/2017/10/uk-energy-policy-v-3-1.pdf>
- [6] Van't Wout, J., Waage, M., Hartman, H., Stahlecker, M., & Hofman, A. (2010). IAF Background, Value and Strategy. In *The Integrated Architecture Framework Explained*, 1(1), (pp. 1-4). Springer, Berlin, Heidelberg.
- [7] Chapelet, B., Assimakopoulos, D. G., & Pedreno, F. (2012). Strategies for Fostering Local New Development Teams in CapGemini and the MINALOGIC Cluster in Grenoble. In *Knowledge Perspectives of New Product Development*, 1(1), 75-98, Springer, New York, NY.
- [8] Fitzgerald, M., Kruschwitz, N., Bonnet, D., & Welch, M. (2014). Embracing digital technology: A new strategic imperative. *MIT sloan management review*, 55(2), 1-18.
- [9] Nestorovic, C. (2015). Capgemini India: Making Employee Retention a Priority. In *Experiencing Innovation in Asia: Cases in Business Model Development*, 1(1), 185-197.
- [10] Gómez, C. G., & Ruiz, C. P. (2016, September). The inclusion of methodologies user experience in the consulting industry: an approach to the experience of Capgemini. In *Proceedings of the XVII International Conference on Human Computer Interaction*, 1(1), 1-2.
- [11] Bonnet, D. (2016). A Portfolio Strategy to Execute Your Digital Transformation. *Capgemini Consulting*. Retrieved from www.capgemini-consulting.com, 1(1), 1-10.
- [12] Aithal, P. S. (2017). An Effective Method of Developing Business Case Studies based on Company Analysis. *International Journal of Engineering Research and Modern Education(IJERME)*, 2(1), 16-27.
- [13] Aithal, P. S. (2017). Company Analysis – The Beginning Step for Scholarly Research. *International Journal of Case Studies in Business, IT and Education (IGCSE)*, 1(1), 1-18.
- [14] Journey of Success Retrieved from <https://en.m.wikipedia.org/wiki/Capgemini> on 26/02/2021.
- [15] Milestones are retrieved from <https://www.slideshare.net/shravan.bhumkar/capgemini-a-mnc> on 26/02/2021.
- [16] Geographical presence is retrieved from <https://www.conduiraonline.com/index.php/detail/1610-%20capgemini-company-profile> on 27/02/2021.
- [17] Awards and Recognitions Retrieved from <https://www.capgemini.com/company-profile-key-figures/awards-and-recognition/> on 27/02/2021.
- [18] Major competitors retrieved from <https://craft.co/capgemini/competitors> on 01/03/2021.
- [19] Financial Statement Retrieved from <https://investors.capgemini.com/en/annual-reports/?fiscal-year=2020> on 05/03/2021.
- [20] Capgemini's revenue breakdown worldwide 2020 retrieved from <https://www.statista.com/statistics/1195744/capgemini-revenue-share-by-sector/> Published by Kimberly Mlitz, Jun 3, 2021.
- [21] Business Strategies of Capgemini Retrieved from <https://www.capgemini.com/corporate-responsibility/our-strategy/> on 10/03/2021.
- [22] Madhushree, Revathi R., Anil Kumar, & Aithal, P. S. (2018). Business Strategy of Top Indian IT Company: MindTree. *International Journal of Case Studies in Business, IT and Education*, 2(1), 23- 36. DOI: <http://dx.doi.org/10.5281/zenodo.1249871>
- [23] Sustainability Client Offerings Retrieved from <https://www.capgemini.com/gb-en/corporate-responsibility/responsible-business-practices/ensuring-the-group-makes-progress/developing-sustainability-client-offerings/> on 13/03/2021.

- [24] TechnoVision of Capgemini is retrieved from <https://www.capgemini.com/technovision-2021-technology-trends-in-business/> on 15/03/2021.
- [25] Smart Meter Network Operations is retrieved from <https://www.capgemini.com/service/smart-meter-network-operations/> on 15/03/2021.
- [26] Software Products Retrieved from <https://www.capgemini.com/in/en/service/digitalservices/digitalengineering-and-manufacturing-services/software-products/> on 20/03/2021.
- [27] Singh, M. K., & Kumar, D, (2020). Impact of Covid-19 Pandemic on Working Culture: An Exploratory Research Among Information Technology (IT) Professionals in Bengaluru, Karnataka (India). *Journal of Xi'an University of Architecture & Technology*, 12(5), 3176-3184.
- [28] Amaladoss, M. X., & Manohar, H. L, (2013). Communicating corporate social responsibility—A case of CSR communication in emerging economies. *Corporate Social Responsibility and Environmental Management*, 20(2), 65-80.
- [29] Fight against covid-19 is retrieved from <https://www.capgemini.com/2020/05/our-people-powered-fight-against-covid-19-introducing-capgeminis-social-response-unit/> on 25/03/2021.
- [30] Yogish Pai U. & Nandha Kumar K. G., (2020). Operational Resilience of the Indian ITBPM Industry during the COVID-19 Pandemic – A Case Study. *International Journal of Case Studies in Business, IT, and Education (IJCSBE)*, 5(1), 1-13.
- [31] CSR Activities of Capgemini are retrieved from https://reports.capgemini.com/2019/files/ri/Capgemini_RI_2019_VA.pdf on 30/03/2021.
- [32] Diversity Priority at Capgemini is retrieved from <https://www.capgemini.com/in/en/careers/diversity-and-inclusion/> on 30/03/2021.
- [33] Digital Inclusion is retrieved from <https://www.capgemini.com/our-company/our-corporate-social-responsibility-program/digital-inclusion/> on 31/3/2021.
- [34] Environmental responsibility is retrieved from <https://www.capgemini.com/se-en/our-environmental-impact-and-objectives/> on 31/03/2021.
- [35] SWOT Analysis is Retrieved from <https://www.marketing91.com/swot-analysis-of-capgemini/> on 04/04/2021.
- [36] Prabhu, Sangeetha, & Bhat, Subrahmanya, (2020). Application of Artificial Intelligence in Samsung – A Case Study. *International Journal of Case Studies in Business, IT, and Education (IJCSBE)*, 4(2), 280-292. DOI: <http://doi.org/10.5281/zenodo.4427264>
- [37] Aithal, P. S. and Kumar, P. M., (2015). Applying SWOC Analysis to an Institution of Higher Education. *International Journal of Management, IT and Engineering*, 5(7), 231-247.
- [38] Market Capitalization was retrieved from https://ycharts.com/companies/CAPMF/market_cap on 10/06/2021.
