

TESTIMONIAL

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CAST forum on Application Intelligence

Interview with François Phulpin
Chief Operating Officer,
Capgemini France

Context

■ *Mr. Phulpin, could you first describe Capgemini France for us ?*

The Capgemini Group is one of the world's largest providers of Consulting, Technology and Outsourcing services. The company helps businesses implement growth strategies and leverage technology. The organization employs approximately 50,000 people worldwide and reported 2002 global revenues of 7.047 billion euros. Capgemini France has about 10,000 employees and generates revenues of about 1 billion euros.

As Capgemini France COO, I am responsible for the commercial side of our activities as well as the delivery side. Our activity consists of 3 main areas :

- Technology and Integration Services
- Outsourcing Services
- Consulting Services

The problem

■ *What are your main challenges?*

We are in the business of providing technology services to large corporations. Our challenges are those of our clients, either because we service them in their technology activities, or because they outsource these activities to us. Everywhere, we hear CEOs tell their IT managers to deliver more while reducing costs, and to be more responsive to user requests. In the current business climate, IT investments tend to focus on rationalizing IT assets rather than launching ambitious new projects. At Capgemini, we are committed to help our clients get the most out of their software assets and industrialize the Application Management activities to deliver more value.

■ *What prompted your interest in Application Intelligence solutions?*

There is no industrialization without investment in knowledge-based technologies. For manufacturers, investments in Product Life Cycle Management technologies have become a key success factor. In technology services, Capgemini has a strategic goal of improving every

“What got my attention were the reports that measured gains in maintenance productivity: They consistently were well above 10%, which made the ROI on CAST quite compelling for maintenance delivery.”

aspect of software Application Life Cycle Management with leading technologies. When you look at an IT organization's budget, Application Management takes up by far the largest share of the IT resources available, much more than new Application Development activities. As such, industrializing Application Management activities delivers the biggest impact on the bottom line, for us and for our clients. When my teams started evaluating Application Intelligence solutions and I started getting positive feedback, I immediately asked them to use the product in real world situations, with the aim of gradually equipping all our Application Management Service Centers.

■ *Can you be more specific about your needs in Application Management?*

- The first requirement in Application Management activities is transferability of knowledge. We must be able to rapidly acquire and transfer functional and technical knowledge about existing applications from the client to our teams and within our teams internally. Providing tangible evidence about our ability to efficiently manage applications developed by others is key to win more deals.

As well, to win new Application Management business, we must be in a position to provide an aggressive and realistic bid in a minimum time frame. Too often, we do not have the full knowledge of the technical environment to estimate the full impact on costs and mitigate commercial risks.

- The second requirement is effectiveness in delivery in application management: To deliver value to our clients and improve responsiveness, we pool highly skilled engineers and technical resources together to accommodate for high and lows in workload.

To improve efficiency, we must help our teams discover applications faster and navigate within the code more effectively, be it for corrective, adaptive or evolutive maintenance tasks.

- The third requirement is the ability to substantiate our “Requests for Change” proposals. As our clients now outsource not just legacy applications but also new core business modern applications that tend to evolve frequently to meet new business needs, the issue of handling change requests becomes a hot one. Due to the apparent simplicity of systems, our clients often under-estimate the amount of work to be performed resulting to the underlying complexity of the applications. As such, we must be able to deliver objective justification to help them make the right investment decisions.

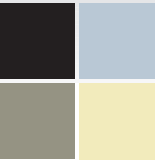
- The fourth requirement is the ability to control application quality and monitor complexity over time. Clients want to know that we can truly enforce formal quality processes throughout the lifecycle of applications. While it is obviously necessary to reach higher CMM levels, it is also important to avoid having the maintainability of the applications drift over time as numerous changes are made to the code.

The Solution

■ *What are the reasons for your purchase of CAST Application Intelligence solutions?*

To put it simply, we see a great opportunity as a technology services provider to further industrialize our activity by rolling out new technology solutions like Application Intelligence. CAST demonstrated to Capgemini that their Application Intelligence technology delivered an immediate contribution to our industrialization efforts, so we decided to start equipping our Application Management Service Centers with CAST.

Being in technology services, we know quite well the products available in the marketplace. There are plenty of suppliers for the analysis of mainframe, Cobol-type applications, but as far as more modern distributed systems go, it is a different story. CAST demonstrated to Capgemini the quality of their technology in real world implementations running on different technology



platforms. These pilot implementations enabled us to benchmark our existing practices with the use of Application Intelligence and to measure the resulting productivity gains. A CAST implementation on a challenging Oracle Application maintenance deal provided the good internal word-of-mouth feedback that triggered the decision by our Paris region Application Management Service Center manager to buy CAST for his center.

The Results

■ *What did you teams actually experience?*

Our Application Management teams made very detailed measures on a number of productivity ratios during the pilot implementations. The reports showed tangible productivity gains in maintenance activities, consistently well above 10%, which made the ROI on CAST quite compelling for maintenance activities. Furthermore, CAST did not just have a positive impact on evolutive maintenance tasks, but also on all other aspects of maintenance, including very significant improvements in responsiveness and productivity for corrective maintenance tasks, which often represents 2/3 of the teams' activity in many centers. Also compelling was CAST's contribution to address other key challenges: improving knowledge transfer capabilities and the ability to substantiate change proposals.

Conclusion

■ *How does Capgemini expect to use Application Intelligence in the future?*

We have purchased software for our North region and Paris AM centers. There are others yet to equip in the Center and South East regions, and our EMEA and India Offshore centers. We will evaluate CAST for use on mainframe applications to see if there is an opportunity to rationalize our Application Intelligence choices on a wider base. Last, we need to investigate further how CAST may help us beyond the productivity and reactivity aspects in application management, and possibly contribute systematically to our quality improvement initiatives.

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