



How Capgemini has unlocked business benefits through global BSI certification to key international standards

“We’ve achieved a much more cost-effective management system footprint and a clear pathway for future certification by BSI. But the real benefit lies in better quality, more satisfied customers and, ultimately, improved business performance.”

Paul Kalma,
Global Quality Capability Lead,
Cloud Infrastructure Services, Capgemini

Capgemini at a glance

Capgemini is a global leader in IT services and technology consulting. Until recently, one of the Group’s major strategic business units, Cloud Infrastructure Services (known as Cloud Infra), had several independent country-based ISO certifications around the world. Since 2016, however, Cloud Infra has been working with BSI to bring greater consistency to its management systems, consolidating two of them – ISO 9001 (Quality) and ISO/IEC 20000-1 (IT Service Management) – under single global certifications. The success of the project is unlocking business benefits, enhancing organizational resilience and boosting business performance.

Global certification benefits:

- Improved quality and IT service management systems
- Increased standardization and fewer errors
- Greater client satisfaction and reassurance
- Authoritative BSI verification of high quality and service levels
- More efficiency and reduced costs
- Enhanced organizational resilience
- Better business performance

Business background

Capgemini is one of the world's leading IT services and technology consulting organizations, with over 200,000 employees globally. Within Capgemini Group, one of the strategic business units is Cloud Infrastructure Services (Cloud Infra), with more than 22,000 employees in about 80 sites in 14 countries, with particular strength in Europe, North America and India.

Cloud Infra offers Capgemini's clients outsourced solutions, notably managed cloud services, projects and consulting, including advising on cloud strategy and assisting with cloud migration and transformation assignments.

Capgemini is a champion of several key international management system standards. Infra has a global ISO 9001 (Quality) certification and a global ISO/IEC 20000-1 (IT Service Management) certification.

Why certification?

Paul Kalma, Global Quality Capability Lead for Capgemini's Cloud Infrastructure Services, has led the transformation of Capgemini's quality management systems worldwide to establish a robust framework, enabling continual improvement to the organization's services and maximizing business benefits from quality management. Specifically, he has pursued global consolidation of quality management systems, with a single ISO 9001 certification and a single ISO/IEC 20000-1 certification. As a cloud services provider, these two standards are particularly important to Cloud Infra, providing a reassurance to clients of its high levels of quality and service.

Paul explains, "If we want business benefits, an enabler is quality management – and for quality management an enabler is ISO standards. After all, they are written by many subject-matter experts, in many countries, who spend a lot of time and effort distilling best practice into one document."

Paul continues, "You can follow ISO standards without certification – it will still lead to business benefits – but the process of certification is very motivational. Having external eyes looking at your organization helps you implement a high standard of quality and service management, and really embed it."

For Cloud Infra, ISO 9001 and ISO/IEC 20000-1 are enablers of improved business. "By

improving our processes we improve how we're working, reduce errors, increase standardization and make ourselves more efficient and resilient," he says. "It's not just a matter of having nice, framed certificates on the wall – it's all about the business benefits from improved quality."

That said, Paul is quick to affirm the value of BSI certification to external eyes: "We certainly do want to put the certificates on the wall and to exploit the sales and marketing opportunities their achievement offers. Certification tells the world – especially customers and prospects – that we have high levels of quality and service."

He adds, "And having an independent, accredited certification body like BSI saying we're doing a great job sends a stronger message than if we're saying it ourselves."

Global consolidation

Paul is responsible for 'Global InfraWay', a technology platform for Infra's ISO 9001 and ISO/IEC 20000-1 management systems, and a sharepoint for all the collateral required to ensure that Cloud Infra is compliant with the two standards. Since 2016 Infra has been implementing the roll-out of Global InfraWay across all its operating countries, enabling it to achieve global BSI certification for ISO 9001 and ISO/IEC 20000-1, bringing consistency to its certification landscape.

Until this project, each of Cloud Infra's operating countries typically had its own quality management system at country level, which was becoming a hindrance to globalized delivery models for global clients. Global InfraWay replaces these standalone systems. During the roll-out it has been important for Infra's worldwide operations to maintain their existing certifications and, with BSI's guidance, this has been ensured. "Some had certification that was combined with other strategic business units at a country level, resulting in a degree of complexity," says Paul. "Others needed more support because they had no ISO certification experience at all."

He adds, "Every country had a different starting point – but they were all used to their own way of working, for example, dealing with their local certification body. We have brought people on board by communicating the benefits and encouraging them to change from a local to a global mindset."

By September 2017, Global InfraWay had been implemented in 11 countries, followed closely in each by a BSI external audit and inclusion within the global certificates. By the first quarter of 2018, single global certificates for ISO 9001 and ISO/IEC 20000-1 will cover the entire strategic business unit.

Multiple benefits

Capgemini has unified previously fragmented regional and country-based management systems. By working with BSI, independent country-based certificates from incumbent certification bodies were transferred to BSI and then brought under the scope of the global ISO certificates for quality and service management. This has successfully unlocked business benefits.

Global InfraWay is centred on efficiency, encouraging a harmonized way of working and creating a single platform for staff-specific policies, procedures, working structures and guidelines. "It provides a single system entry point for staff and managers that is relevant to their day-to-day job, while access is also enhanced for internal and external auditors," says Paul. "We've certainly removed duplication. For example, we've eliminated the need for multiple updates when a standard changes at a global level."

Paul is in no doubt that savings will accrue from the project – both financially and in staff and management time. Externally, he can already point to savings of some 40 per cent on annual certification costs. "Overall, we've given Infra a much more cost-effective management system footprint," he says.

But the benefits go much further than just efficiency and cost savings. Through global certification by BSI, Cloud Infra can now demonstrate the enhanced resilience of the organization through the strength of its management systems.

Looking ahead, Cloud Infra's productive relationship with BSI offers "a clear pathway for future certification", says Paul, potentially including further global standards consolidation within the Capgemini Group. But, he concludes, "The real benefit lies in better quality, more satisfied customers and, ultimately, improved business performance."