

The Engagement Management Transformation Journey

EFMD Excellence in Practice Awards 2017



People matter, results count.

Executive Summary

Since 2013, Capgemini University has worked with the global Engagement Management (EM) community to develop a new integrated learning journey centered on driving real business results for the Capgemini Group. The new program, which is strongly aligned with the Group's ambitions, focuses on the commonalities between the many individual roles that play a unique and critical part in managing the Group's diverse engagements.

Aligning a curriculum and competency based framework for certification at all levels of the organization, the EM program brings together the roles of Project, Transition and Service Delivery Management ensuring they are empowered with the relevant experience and competitive edge to drive Capgemini's growth ambition. The EM 'learning tree' shows how to progress from the foundation level of expertise to become a level-4 certified Engagement Manager. It includes the essential skills that everyone must master, as well as modules on tools and accelerators to help people become more productive in a shorter time frame.

The implementation of the EM program has resulted in a significant increase in the number of certified Engagement Managers across the Group. Starting from a base of approximately 1,800 in 2013, Capgemini reached just over 5,000 certified EMs by the end of 2016, an increase of 177%.

The EM transformation has also delivered a positive contribution to the Group's profitability on key engagements.

When measuring the impact of certification on Engagement Margin, the results clearly show that certification (and therefore the training program) has a strong correlation with delivering a higher degree of profitability on a larger number of engagements.

In addition to a common curriculum, Capgemini has also reaped qualitative benefits from the transformation by establishing one of the largest internal communities in the Group, and driving a culture of knowledge sharing and common language amongst its members. The impact is a more rounded EM that has a broader understanding in managing the many different types of engagements the Group delivers, whilst providing a culture of better standardization and productivity, and ensuring improved client satisfaction ratings.

To date, the results of the EM curriculum and certification program have exceeded Group and University ambitions. The EM transformation story is so well regarded at the Group level that it is now in the process of being expanded to other key Capgemini roles like Architects and Sales Executives. Capgemini University has also begun embedding the principles of Digital Age Learning from its own transformation in the EM program over the past 12 months to drive even more impact and continue the transformation journey well into the future.

