

Industry:
Services-Consulting

Organization:
Cap Gemini Ernst & Young

Description:
Cap Gemini Ernst & Young is one of the largest management and IT consulting firms in the world. The company offers management and IT consulting services, systems integration, and technology development, design and outsourcing capabilities on a global scale to help businesses continue to implement growth strategies and leverage technology in the new economy. The organization employs over 56,000 people worldwide.

Business Problem:
Cap Gemini Ernst & Young Sweden needed to train consultants on Rational tools. They found on-site training, WBT and open enrollment training valuable in meeting training and certification needs.

Solution:
Rational University

Key Benefits:
Achieved productivity levels that are above the industry average due to proper training

Received cost-effective customized training and scheduling flexibility through Web-based, instructor-led, and on-site training

Gained marketplace credibility and a competitive edge through a workforce that is skilled on Rational tools

Rational® software

Cap Gemini Ernst & Young Sweden Builds Leadership through Flexible Rational Training Options

Rational Best Practices and Tools: Standards for Effectiveness

Like most organizations, Cap Gemini Ernst & Young needs to consistently deliver high quality software solutions that solve important client business problems quickly, predictably and within development cost constraints. When you are a global consulting firm serving global clients, your services need to be consistent in every region of the world. But how do you do this when your organization consists of 56,000 technical professionals across the globe? Cap Gemini Ernst & Young's worldwide software development centers met these challenges by standardizing on the Rational Unified Process® and Rational Suite® to ensure managed infrastructure IP and costs, development efficiency and global consistency.

Building Leadership Through Knowledge

Once the Rational software development platform was chosen, the next step was to ensure that the worldwide technical professionals clearly understood the new development process and the tooling that automates this process. As these tools are also widely used by clients, it was also important for these professionals to be able to demonstrate their knowledge of the tools. "Rational tools are popular among our clients in the Nordic countries, so training is a prerequisite for both development staffs and customer-facing consultants," says Tomas Sahlén, Cap Gemini Ernst & Young's Rational Alliance Manager for Scandinavia.

Cap Gemini Ernst & Young Sweden had to broadly train software development and services consultants on RUP®, and train software development teams on technologies in Rational Suite, including visual modeling and requirements management. "Cap Gemini Ernst & Young believes strongly in training," says Sahlén. "Our reputation depends on it. RUP is

a de facto process standard in Sweden today, and we must understand it as well or even better than our clients. If we don't, then we have an image and reputation problem." Cap Gemini Ernst & Young brings the best practices of RUP not only into their development process, but also into their selling efforts. "Our approach with RUP training has been to train everyone from the sales rep to the technical staff on RUP, so that we share a common understanding with the client from the initial sale through final delivery of the solution," he adds.

Improving Productivity and Gaining Market Leadership Through Training

Given the large staff in Sweden alone, Cap Gemini Ernst & Young leveraged a combination of Rational training options. They used:

- Instructor-Led On-site Training delivered by Cap Gemini Ernst & Young consultants who have become Rational Certified through the Rational Corporate Education Licensing Program (CELP). RUP training has been tailored and is presently the most popular on-site course.
- Rational Web-based Training (WBT) is used to introduce consultants to the broader range of tools in Rational Suite. Web-based training courses are short and can be completed as time and schedules permit.
- Rational University Open Enrollment Courses supplement the on-site courses and enable many consultants and instructors to become Rational Certified.

These options met a wide range of training needs including scheduling flexibility and customized courses. The training also serves to increase Cap Gemini Ernst & Young's marketplace credibility through an appropriately skilled work force.



"The Rational Unified Process and Rational Suite form an easy to use yet powerful engine for our development process. The individual tools solve a range of problems that would otherwise slow productivity. But these tools are only as good as the people that operate them. It is through our strong and flexible training program with Rational that we gain a real competitive advantage,"

–Tomas Sahlén
Rational
Alliance Manager
for Scandinavia

Rational Certified Instructors Offer Convenient, Customized Training

Cap Gemini Ernst & Young has used an on-site 2-day RUP course to train employees in Sweden. RUP training is offered to employees on a frequent schedule, where a new session begins approximately every two weeks. They also periodically offer on-site training in Object-Oriented Application Development and Rational Rose®, and Requirements Management with Use Cases.

"In addition to being cost-effective, we have been able to offer more flexible training schedules for RUP. Our consultants can remain billable and still expand their skill sets," Tomas explains. He adds that the on-site courses have been well-received. "We have been able to customize the training so our entire staff, from sales people to development professionals, gets exactly the training they need."

"It has been a pleasure to teach on-site courses on RUP and the Rational tools," says Anna Hård af Segerstad of Cap Gemini Ernst & Young. "We understand our own needs thoroughly and can tailor Rational training to meet these needs. I also consult with clients who are adopting RUP, including a major bank in the Nordic region. My role is to mentor and advise them as they implement RUP. So, being a Rational Certified Instructor makes my job very interesting and rewarding because I can both mentor clients and teach employees."

Rational Web-Based Training Introduces Rational Tools and Best Practices

Offered through the Rational Developer NetworkSM, WBT provides a fast introduction to Rational tools and best practices. Cap Gemini Ernst & Young Sweden employees are able to take advantage of WBT for the tools and technology areas addressed in Rational Suite.

Consultants have taken WBT courses on: Rational XDE™; Rational Rose®; Rational RequisitePro®; Rational ClearCase®; RUP, and Rational ClearQuest®. In some instances the courses focused on the underlying methodology (i.e., object-oriented technology) and in others the courses focused on the product (i.e., Rational Rose).

Sahlén says Web-based training has been used as an introduction to Rational products and technologies that are related to an area of expertise. For example, a consultant may have strong expertise in RUP, but is new to Rational RequisitePro. Once they understand the process, they would like more in-depth knowledge on the tools that automate the process. "We have found that consultants want to learn more about the Rational tools that naturally fit into the process. So, they use Rational's Web-based training as an introduction that also provides a lot of scheduling flexibility," adds Sahlén.

One case in point is Anita Rahmqvist, one of Cap Gemini Ernst & Young's certified RUP instructors. "I have completed Web-based training on Rational ClearQuest, Rational RequisitePro, Rational Rose, and Rational ClearCase. As I mentor internal and external groups in using RUP, I want to learn more about the Rational tools that complement the process. The Web-based training courses fit conveniently into my schedule and provide good introductions to the tools. They help me do a better job of mentoring groups who are very new to RUP and Rational tools," she says.

Cap Gemini Ernst & Young's Christina Andersson is a Project Management Consultant and also a Rational Certified Instructor in RUP, Requirements Management and Rational RequisitePro. She found that Rational Web-based training in Object-Oriented Application Development (OOAD) was a nice supplement to her certification. "Because of my schedule, open enrollment training is not always a viable option for me. However, the Web-based course on OOAD was easy to complete and complemented my other skills. Now that I have this extended knowledge, I am able to answer questions on OOAD when I am teaching on RUP and Requirements Management," she explains.

Rational University Open Enrollment Courses

Open enrollment courses are an important supplement to on-site courses. The development staff in particular needs additional training on more Rational tools so that they have the right skills when and where needed. Consultants have taken open enrollment courses on implementing RUP, Requirements Management, Business Modeling, Rational ClearCase and other areas.

"We look at our relationship with Rational as an alliance for productivity, and so Rational tools are a cornerstone of our development process. On-site training is very valuable, but we cannot stop there. We want our consultants to extend their knowledge so they have an even firmer grasp on our development process," Sahlén adds.

About 150 consultants in Sweden have used these courses to become Rational Certified Consultants. Sahlén explains that there is a high degree of excitement about Rational tools within Cap Gemini Ernst & Young's ranks. "We didn't have to push people to achieve these levels. Our consultants regard Rational training and certification as a way of securing interesting assignments and staying up-to-date. And it makes systems development more fun! By having this strong expertise on staff, Rational University courses help position Cap Gemini Ernst & Young as a technology leader," he says.

"I am a configuration management consultant for Cap Gemini Ernst & Young in Sweden and I completed certification in Rational ClearCase for UNIX because I feel there is a strong need for these skills when your specialty is software configuration management," says Torbjörn Bergstedt. "I also completed Web-based training courses for Unified Change Management to help me build on my ClearCase expertise specifically in this area," he says. "Overall, I feel that training and certification in Rational ClearCase has been a good investment for me and for Cap Gemini Ernst & Young."

Skillfully Delivering on Productivity

By leveraging the Rational best of breed tools and the integration between them, Cap Gemini Ernst & Young measures Accelerated Delivery Center productivity levels that are substantially above the industry average. Cap Gemini Ernst & Young expects these levels to grow worldwide by about 10% annually—a distinct and valuable competitive advantage.

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About Cap Gemini Ernst & Young

The Cap Gemini Ernst & Young Group is one of the world leaders in management consulting and IT services, dedicated to helping its client companies to develop and transform their organizations at every step of the value chain.

Early in 2002, the organization employed more than 56,500 people throughout Europe, North America and the Asia-Pacific region and the Group reported 2001 revenues of 8.4 billion euros. The Group offers its local and international clients in more than 30 countries, services in management and technology consulting; systems transformation; systems management (outsourcing); and local professional services.

About Rational

Rational provides a software development platform that improves the speed, quality, and predictability of software projects. This integrated, full life-cycle solution combines software engineering best practices, market-leading tools, and professional services. Ninety-six of the Fortune 100 rely on Rational tools and services to build better software, faster. This open platform is extended by partners who provide more than 500 complementary products and services.

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