

# Capgemini: Rethinking How Work Gets Done with Strategic Contingent Talent Management

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With the pace of business change accelerating and competition for critical skills intensifying, Capgemini SE relies on a contingent workforce to boost its ability to deliver niche capabilities and meet clients' needs embedded in engagement delivery. Seeking a single integrated solution to find, engage, manage, and pay contingent workers, Capgemini implemented the SAP® Fieldglass® Contingent Workforce Management application. The firm now has **end-to-end visibility and control over every aspect of its external workforce**, helping it get more work done on time, at the highest quality, and at the right cost.



# Managing an Agile Workforce with SAP® Fieldglass® Solutions



## Before: Challenges and Opportunities

- Respond to changing market dynamics with a shift to using more external workers
- Lack of strategic insight into its contingent workforce with limited access to success metrics to measure performance, hindering its ability to optimize spend
- Limited visibility into the organization's spend for similar roles and skills in different countries

## Why SAP

- Ability to manage the entire external workforce management process from procurement to invoicing and on- and offboarding on a single solution with the SAP® Fieldglass® Contingent Workforce Management application
- Offering a best-fit solution for its current and emerging external labor needs
- Comprehensive reporting and data-driven insights, enabling more-informed decisions on external talent and contractors' services

## After: Value-Driven Results

- Gained end-to-end visibility and transparency into its external workforce, helping mitigate business risk and meet current and future needs
- Improved business controls and efficiency through the ability to track the entire contingent labor lifecycle
- Enabled measurement of its contingent labor spend against key performance indicators, helping it optimize spend

“Two major factors influenced our selection of the SAP Fieldglass Contingent Workforce Management application. First, **its end-to-end functionality in a single application**. And second, its innovative product road map that will evolve with our business in managing an ever-growing external workforce.”

Andreas Hettwer, Vice President – Group Procurement Category Director, Capgemini SE

**85%**

Of contingent workforce managed globally using one application

**80%**

Of contingent labor requirements fulfilled

**60%**

Reduction in time-to-fill rate

SAP Fieldglass

Capgemini SE  
Paris, France  
[www.capgemini.com](http://www.capgemini.com)

Industry  
Professional services

Products and Services  
Consulting, digital transformation, technology, and engineering services

Employees  
270,000

Revenue  
€17 billion

Featured Solutions  
SAP Fieldglass Contingent Workforce Management and SAP Fieldglass Services Procurement application

THE BEST RUN



## Creating a Global View of Its Contingent Workforce to Optimize Value and Efficiency

A global leader in consulting, digital transformation, technology, and engineering services, Capgemini SE innovates to address the entire breadth of clients' needs and opportunities. With 270,000 people in nearly 50 countries, Capgemini's purpose is to unleash human energy through technology for an inclusive and sustainable future.

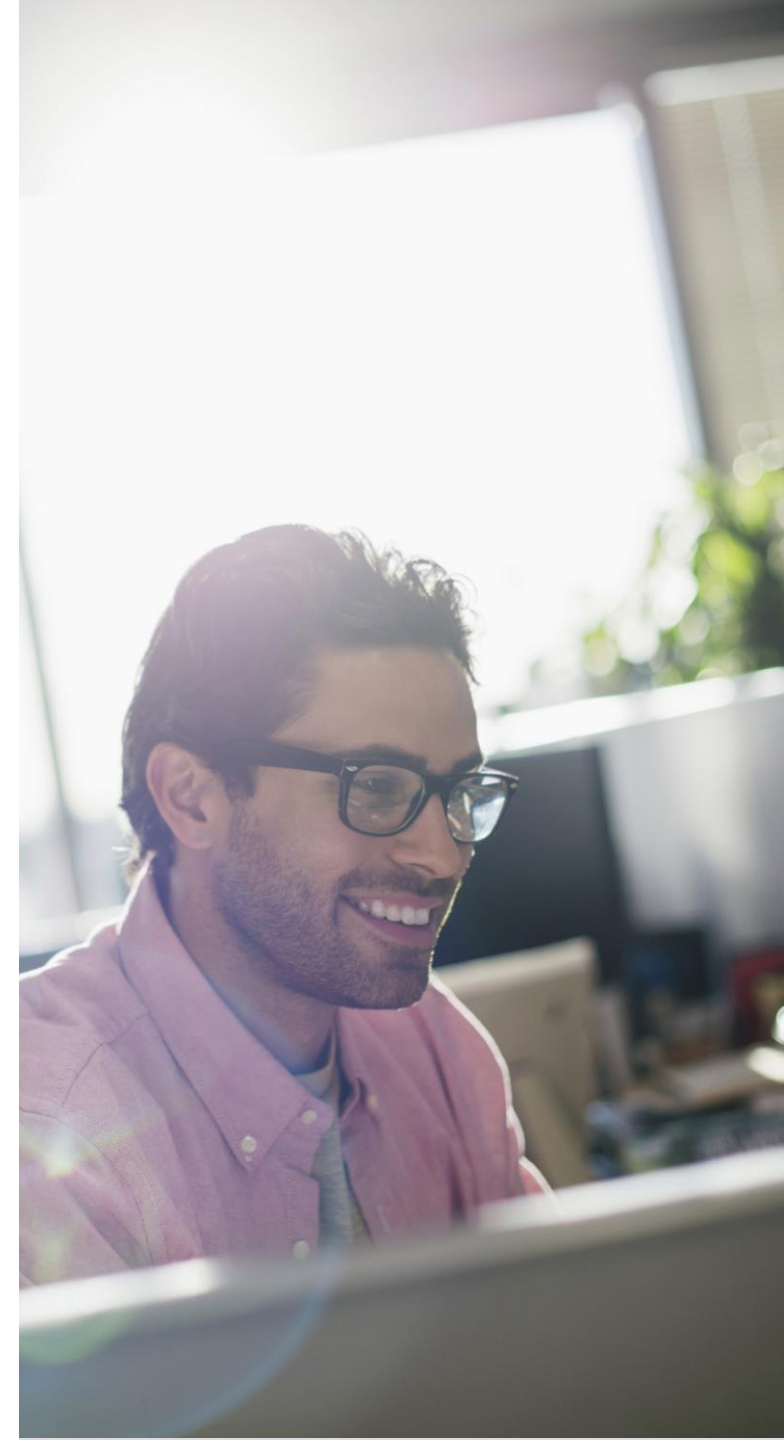
Throughout its 50-year history, Capgemini has set itself apart with a strong technological culture and deep understanding of the business challenges faced by its clients. The organization's mastery of new technologies and deep industry-specific expertise allows it to empower organizations to realize their business ambitions through an array of services from strategy to operations.

Enabling **agility to deal with volatility** in demand and flexibility to support its wide portfolio of services, Capgemini leverages a skilled contingent workforce of independent IT contractors, freelancers, and engineering services providers. Boosting its ability

to deliver niche capabilities and meet clients' needs embedded in engagement delivery, contingent workers now account for between 6% to 7% of Capgemini's total workforce.

Back in 2016, the business typically took a **reactive approach to hiring contingent labor**, bringing in external talent and contractors to fill gaps on a project-by-project basis. As external workers started to play an increasingly important role in meeting its needs, Capgemini recognized this shift and sought to better understand its external workforce landscape. Led by its procurement team, the firm created a strategic plan for managing its global external workforce, aimed at building a picture of its global spend, market position, and opportunities for cost optimization, risk mitigation around labor compliance, and process efficiency.

To execute the plan, the firm looked for an agile and scalable technology solution that could evolve with the needs of the business.





# Improving Access to Flexible Talent While Optimizing Contingent Talent Spend

With highly skilled IT professionals, software developers, and engineers typically difficult to source, Capgemini wanted a flexible, cost-effective way to access the skills it requires at the right time, with the right quality, and at the right cost.

Working in tandem with its HR strategy focused on attracting the right permanent talent to deliver its full portfolio of services, Capgemini's procurement team needed to optimize its contingent workforce strategy to deliver niche capabilities.

Seeking to gain end-to-end visibility and control over every aspect of its external workforce, Capgemini wanted a **single integrated solution** to find, engage, manage, and pay its contingent workers. It also needed a solution that perfectly fit with the firm's global business structure and several legal entities, allowing it to deliver a simple process across the business.

Fulfilling these needs and more and with a solution road map supported by a continuous investment in innovation, Capgemini selected the SAP® Fieldglass® Contingent Workforce Management application, confident it would evolve with its business needs.

## **Strengthening governance and labor compliance**

Transforming how work gets done, this solution boosts Capgemini's external workforce management capabilities, helping the procurement team measure success, time to fill, fill rate, cost, compliance, quality, and quantity with comprehensive reporting. It also lifts operational agility, accelerating business outcomes with external labor procedures that are consistent across Capgemini's entire organization. This includes different departments, geographic locations, and divisions. At the same time, whenever the decision has been made to source capabilities externally, the job posting switches over to the SAP Fieldglass solution for fulfillment.





# Accessing the **Right Skills at the Right Quality and Cost**

Establishing an enterprise-wide strategy for engaging contingent workers and using the SAP Fieldglass Contingent Workforce Management application gives Capgemini access to the best professional talent, more diverse workers, and cost-saving opportunities.

By automating the entire process of attracting and managing flexible labor – from requisition all the way through invoice and payment – the consulting firm now has standard, efficient, and compliant processes across countries.

With 85% of its global contingent workforce spend captured in the SAP Fieldglass solution, the firm has **comprehensive visibility and transparency**, with access to deep insights into its global spend, market position, and opportunities for cost optimization, allowing it to mitigate risk and make strategic sourcing decisions.

For client-facing engagement managers, the SAP Fieldglass Contingent Workforce Management application is helping deepen clients' trust – allowing them to confidently deliver the right capability and capacity into programs when it's needed most.

Capgemini's new approach to contingent workforce management has been put to the test during the time of COVID-19. With wide visibility over its external workforce and the ability to assess risk, Capgemini successfully ensured **business continuity** within client engagements globally.

“We can now measure business process improvements around our contingent workforce and are seeing a fulfillment rate of 80%. We are also able to measure the quality of job ads and prioritize the right job postings. This is helping us **achieve efficiency in capability sourcing as most job postings can be closed in under 30 days globally**, and the time-to-fill rate has fallen to below 10 days from job posting creation to selection.”

Andreas Hettwer, Vice President – Group Procurement Category Director, Capgemini SE



# <30 days

Job posting aging



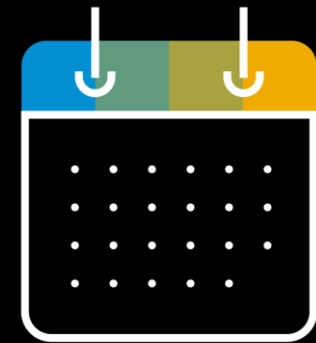
# Accessing and Retaining a **High Potential, Highly Skilled Workforce**

Capgemini is pressing ahead with its goal of creating a global rate card structure for its contingent workforce, classifying each skill and role level by country. With several years of data collection, the procurement team now has deep insights into pricing variances and is continuing to mine data to establish accurate pricing.

## **Global visibility on contingent workforce ensures business continuity during difficult times**

While the firm's ability to have full visibility into its existing workforce helped it ensure business continuity within client engagements globally during the time of COVID-19, the pandemic has also highlighted the urgent need for establishing a **remote global workforce**.

Capgemini is now in the process of creating a gateway to attract freelancers and independent contractors combined with a trusted workforce program. Validating the experience and qualifications of this workforce, this new tool will help the firm deploy the right remote contractor services with the right capabilities and price around the world.



# <10 days

Time-to-fill rates achieved in some markets

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