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1. CAPGEMINI – VALUES ON THE GLOBAL MARKET CASE STUDY

1. General information on the corporation

Capgemini is a global and multi-cultural corporation of French origin that operates in 44 countries. Its domain is that of services in the fields of consulting, IT technologies and outsourcing.

Consulting services relate to management. They are most frequently of a complex and integrated nature. They are by assumption to have an impact on the market value and competitive advantage of the firm and clients. Projects are frequently vast, of a restructuring nature and sometimes even transformational.

IT technologies encompass designing, development and implementation of IT projects. They take account of the complex integration of systems and development of IT applications.

Outsourcing relates to the total or partial support of clients in the field of IT systems, as well as designing and servicing business processes. The Sogeti company, which belongs to Capgemini Group, renders specialist services in the sphere of infrastructure and software, applications and testing.

The Corporation possesses vast experience in terms of cooperation with clients and has developed its own business model that is executed with a high degree of success.

Capgemini employs over 130,000 workers worldwide, of which the geographical dispersal has been presented in Table 1.

Table 1. Employment numbers in Capgemini distributed in terms of continents at the end of 2013

| Region in the world | Number of people employed |
|---------------------|---------------------------|
| North America | 9,700 |
| South America | 9,500 |
| Europe | 60,300 |
| Africa | 800 |
| Asia | 50,700 |
| Total | 131,000 |

Source: Annual report 2013, internal materials of Capgemini.

The Board of Capgemini Group enumerates 12 directors and meet no less than 6 times a year. Its main aim is to mark out and supervise the realization of the strategies of the Group. A significant task is also the fact that, in view of the mission of Capgemini (including the domain), the strategic management in the sphere of human resources is inherent. The Board avoids any over-activity and excessive centralization, which is attested to by both the restraint in terms of the number of sessions of the Board, as well as the concentration on the relatively small group of issues of key significance.

The current personnel of the Board of the Group is as follows:¹

- Paul Hermelin, Chairman and CEO;
- Serge Kampf (founder and long-standing chairman), currently Vice-Chairman;
- Daniel Bernard, Lead Independent Director;
- Anne Bouverot;
- Bruno Roger;
- Laurence Dors;
- Lucia Sinapi-Thomas;
- Phil Laskawy;
- Pierre Prinquet;
- Yann Delabriere;
- Xavier Musca;
- Caroline Matteeuw-Carlisle.

The commissions are of assistance in terms of the management of the Group. They do not have authorization for decision-making, however they provide considerable aid by means of research on the chosen issues and problems, preparation of the projects of certain resolutions, as well as submission of opinions and recommendations to the Board, both on request and from their own initiatives.

Four regular commissions are in functioning:²

- Audit Commission (Yann Dalabriere – Chairman);
- Commission relating to Remuneration (Ruud van Ommeren – Chairman);
- Commission relating to Ethics and Management (Serge Kampf – Chairman);
- Commission relating to Strategy and Investments (Anne Bouverot – Chairwoman).

The names of the commissions themselves speak volumes about the culture of the Group. An interesting fact is that Serge Kampf, the founder of Sogeti company (47 years ago), which in turn sowed the seed for the initiation of the whole Capgemini Group, still plays a significant role. He is not

¹ See: <http://www.capgemini.com/about/governance/corporate-governance> [10.01.2015].

² Ibidem.

only the Honorary Chairman and active Vice-Chairman of the Board, but also the Chairman of the Commission of Ethics and Management. The name of this Commission is characteristic (and most certainly rare), in which ethics is in first place, while management is placed in second.

Likewise, it is also telling that attendance at the sessions of the Board and the commissions is recorded and constantly published, both in terms of the particular sessions, as well as the average annual ones (expressed in percentage points that are usually very high; which incidentally would be a useful custom in the Polish Parliament).

2. Capgemini in Poland

The business activities of Capgemini in Poland commenced in 1996 with the takeover of the consulting firm Bossard. In 2000, Capgemini Consulting purchased the consulting activity of Ernst & Young in Poland, while in 2003 as Capgemini Ernst & Young it purchased the Centre of Outsourcing in Cracow (which had existed from 1996). Since 2004, the firm has been called Capgemini.

Capgemini is the second largest foreign investor from the sector of modern services for business in this country. The domestic branches of the company serve foreign clients (including stores of the largest corporations), as well as entities operating in Poland, mainly in the telecommunications, banking, insurance and energy sectors. Specialists from the Polish branches during the course of serving foreign clients and cooperating in the realization of agreements with foreign partners avail of 31 languages. The English language is naturally perceived to be the second mother tongue. A good knowledge of foreign languages is one of the fundamental conditions of employment for the majority of positions.

Almost 6,000 people are employed in our country, in offices in Cracow (the largest), Katowice, Wrocław, Warsaw and Opole. The level of employment in Polish offices is presented in Table 2.

Table 2. Level of employment in Polish offices of Capgemini at the end of October 2014

| No. | Office | Number of employed |
|-----|--------------|--------------------|
| 1. | in Cracow | 3,650 |
| 2. | in Katowice | 1,549 |
| 3. | in Wrocław | 620 |
| 4. | in Warsaw | 86 |
| 5. | in Opole | 94 |
| 6. | Total | 5,999 |

Source: Internal materials of the firm.

Board Management Team of Capgemini Polska:³

- Dariusz Mazurek (CEO, Application Services);
- Marek Grodziński (Vice-President, Director of BPO Centre in Europe);
- Daniel Habrat (Senior Vice-President, Director of Global Infrastructure Outsourcing Capgemini for the Central and Eastern European Region).

3. Genesis and development

Capgemini emerged from the foundations of Sogeti company, which was established in 1967 in Grenoble by an entrepreneur named Serga Kampf (born in 1934). The mission of Sogeti was to provide technical support for computer users. During a period of almost 8 years, Sogeti became the leading entity of the French IT sector and one of the most important in Europe. Subsequently, following the takeover of a range of enterprises up to the year 1975, particularly Cap and Gemini Computer System, the Capgemini company was established, which as a consequence of further takeovers and restructuring became the largest European firm in the IT sector. The restructuring particularly involved the withdrawal from dealing with IT hardware and specialization in consulting, IT technologies, while subsequently outsourcing. The restructuring is also associated with numerous and important mergers and takeovers, as a result of which Capgemini significantly increased its value and possibilities of operations. Takeovers included among others, United Research (1990) and Mac Group (1991) in the USA, while also in Europe, namely Gruber Titze and Partners (1993), Bossard (1997), a proportion of the business activities of Ernst & Yong (2000), Telekom and others.

Following the elaboration of an original concept of rendering consulting services termed the Collaborative Business Experience^{™4} and entry into the US market, Capgemini found itself in a group of the five largest and most important consulting firms in the world. The Corporation pays particular attention to the experience of working with a client and developed its own model of rendering services, termed as Rightshore[®].

³ See: <http://www.pl.capgemini.com/o-capgemini/wladze/zarzad-capgemini-polska> [20. 11.2014].

⁴ Rightshore[®] involves the creation of teams of balanced high competences in terms of the people inhabiting and working in the various regions and countries. The composition of these teams in terms of the personnel is modified appropriately to the changing needs of the particular advisory-design teams, as a result of the issues and structures of the commissioned subjects / orders of clients.

In 2012, Capgemini Group noted revenue to the amount of 10.3 bn Euro. The shares of Capgemini are listed on the Stock Exchange in Paris, while since 2005, Capgemini has been a member of the consortium known as The Open Group.

Capgemini is a large corporation and time is required to become familiar with it. A diagram has been presented below taken from the film entitled: “Discover Capgemini Group in 10 steps.”

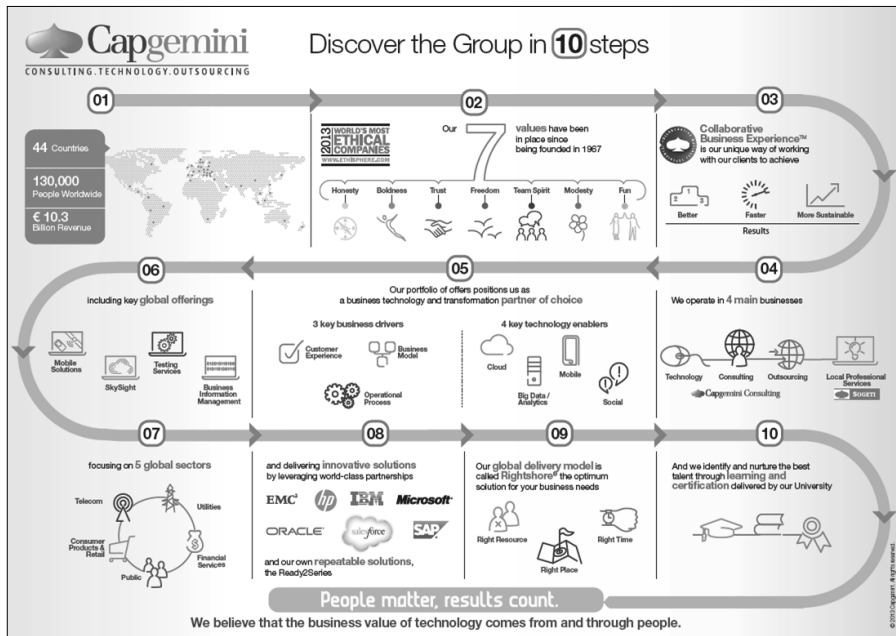


Illustration 1. Information about business activities of Capgemini in ten steps

Source: Internal materials of the firm, <http://www.pl.capgemini.com/about-capgemini> [12.11.2014].

4. Values in the system of management in Capgemini

Professed values are always of significance, while also have an impact on the motivation, procedure and behaviour of people, even when they do not think about it or are unaware of it.

4.1. Significance of values in Capgemini

Capgemini is undoubtedly an organization, in which values are acknowledged to be important and are placed in the centre of the system of management. Here it is deemed that values serve to as follows:

- facilitate business and relations with business partners, where they are known and respected by parties to the cooperation;
- integrate people in an organization;
- constitute a realistic element of the motivational system;
- have a favourable impact on the culture of an organization;
- serve the higher level of effectiveness of an organization;
- favour greater satisfaction among employees;
- have a restrictive impact on pathology;
- people expect their presence and adherence.

Over the past three years in Capgemini, the significance of the following issues has grown in importance:

- innovativeness and competitiveness,
- corporate social responsibility (CSR) and environmental protection,
- competences; a new competence model emerged, which is availed of in all HR processes of the firm.

4.2. Seven corporate values

The system of management in Capgemini is based on values. This was greatly influenced by its founder, Serge Kampf, by setting out the principle that the basis of business is that of seven values as follows:

- (1) honesty;
- (2) boldness;
- (3) trust;
- (4) freedom;
- (5) team spirit;
- (6) modesty;
- (7) fun.

Honesty as a value does not require any particular justification. Even if it sometimes appears to be a tad old-fashioned, its evident lacking is most certainly damaging not only in business. It is well associated within a set of the three remaining values, namely trust, cooperation and modesty, which mutually strengthen each other.

Courage is important particularly when business is run so expansively and the market value of the company is increased so dynamically as in the case of Serge Kampf and his close associates. Likewise, courage is also expected in the expression of views and opinions, as well as the fighting against negative phenomena, attitudes and behaviour.

Trust, similarly to honesty, is binding both in terms of the relations of employer-superiors – employees, as well as with clients and business partners

and with the local communities. Trust in Capgemini is at a high level, yet not implicit; as monitoring and inspections are applied in neuralgic areas.

Freedom is also appreciated in a corporation as a feature that favours creativity. Hence, internal ties are promoted, in which it may develop freely.

The spirit of cooperation is very important in an organization of such magnitude, or so multi-cultural and complex that is based on innovations and management of projects. Cooperation is advocated in a systemic manner with the aid of among others, the concept of cooperation in business known as The Collaborative Business Experience™ and the global model of rendering services known as Rightshore®, which has been previously referred to.

Modesty blends well with such values as cooperation, honesty and trust. This favours the direct and good internal relations. It is also the contradiction of such unpleasant flaws in both an organization and life itself as pride, insolence and arrogance. A lack of these flaws has a good impact on cooperation, creativity, trust and business. Modesty also facilitates listening to others, which is key to the perception of cooperation by Capgemini.

Fun and joy are certainly seldom mentioned among the corporate values. Nevertheless, they have their meaning in terms of professional work and the realities of a competitive market, while also having a favourable impact on the vibe of the working environment, reducing the level of stress at work (which in turn favours innovativeness and creativity), the level of satisfaction at work and with the employer. This relates to among other things, creating the environment of people whose work and association with each other leads to the sense of satisfaction and increases the level of satisfaction with work.

The seven principles mentioned above are binding for both the management, as well as for the employees, thus constituting corporate values. The founder of the company treated them very seriously and the fact that he ran the company for almost half a century and created a great impact on Capgemini means that these principles are deeply embedded. Actually, it is difficult to forget them as they are written in great metal letters in prominent places of the offices of the corporation. Likewise, they are also integrated into an array of organizational documents and programs, such as the following: *Our Ethical Code*, *Ethics & Conformance*, *Cooperation in Business*, *Style of our Work*, *Rightshore®* (treated as a global model of running a business). *Our Ethical Code* is handed to each employee, as well as the fact that everyone participates in training based on its sphere, in which the binding values of the corporation are presented.

There is no value that is stipulated as the most important as the aforementioned catalogue is binding. These values are generally known and integrated into the system of management to good effect. Newly employed workers are informed of this catalogue on the very first day of work and their period of adaptation in the firm starts from here.

In Capgemini, as a business organization, economic and managerial values are still of great significance, particularly the efficiency of activities, effectiveness and performance, viability of activities / profitability, creativity and innovativeness, competitiveness and flexibility. Nevertheless, of the values acknowledged to be organizational /corporate values, neither economic nor managerial values are listed at all, which incidentally rarely occurs in other business organizations. Only ethical, cultural and social values are listed here. Hence, this gives rise to the question as to whether this is due to the fact that there is a conviction that non-economic values are of a primary nature and their adherence is the preliminary condition for the achievement of economic success, or perhaps the absence of the economic values among the corporate values stems from other reasons. One of these other reasons may be the conviction that the necessity of efficient management and the “economic being” are so obvious in the market economy that there is no need to speak or write about that, thus they are not treated as values.

Capgemini is an organization of French origin whose culture was formed in France. The corporate values were also formulated there and were adopted in Poland without modifications. We did not have the opportunity to discuss with the Board members of Capgemini Group in France, thus this issue shall not be resolved on these pages.

Our partners from Cracow are of the opinion that corporate values are the basis and reference point for all activities, as well as being the framework for setting out the standards of work, although economic values appear in the vision and mission of the company by setting out its aim of activities. This issue would seem to require further exchange of opinions and reflection. However, there is no doubt that economic and managerial values are very significant in Capgemini and are also currently in its philosophy of management, as well as in specific systems such as Rightshore®, Collaboratore Business Experience™ and others.

4.3. Values included in the mission of the organization

There are various definitions of the mission of an organization. The one which is most appropriate in our opinion was once proposed by A.K. Koźmiński, in which the **mission** encompasses the following five elements:

- (1) Notion and values, which an organization wants to serve.
- (2) Domain, thus,
 - products;
 - markets which the organization operates on;
 - main groups of clients which the products are addressed to.
- (3) Offer particularly aimed at the clients and trading partners.

(4) Offer particularly aimed at society / local community.

(5) Motto, or a catchy summary of the most significant intentions of the organization.

With regard to the **vision**, there is greater convergence of the views of the experts of management: it is a way to realize the mission and its operationalization. It is to answer the question how and in what way the given mission is to be fulfilled.

In Capgemini, the mission and vision are presented together and apart from this, both the mission and vision are separate. Such a triple notion is seldom encountered. The mission and vision of Capgemini combined are encapsulated in the “promises of Capgemini” (Capgemini Promise): In Capgemini, **people and results count** – people matter, results count.⁵ In these four words, there are certain inherent values which when combined, form an important credo.

Showing people in first place is not a novelty⁶ – the slogan of “people are the most important” is commonly verbalized nowadays, although much more seldomly applied. Emphasizing the significance of results indicates a pragmatic approach, as well as business and professional ones. The claim that “people matter, results count” is appropriate: while saying that only people count would be banal, sentimental and flattering. The claim that only results count would be authoritarian and dehumanized. The fact that “people matter, results count” is balanced and makes both these elements realistic, while simultaneously not allowing the absolutization of either of them. Likewise, it is also important what has not been directly said (and should not be said), but may be deduced, namely, people should achieve results and the reverse: results are important but it is necessary to recognize the people behind them. Perhaps the “results are our gauge of the usefulness of people” and “we are not pursuing results at the (excessive) cost of people” – their overloading and professional burnout. One way or another, it makes an impression that is extraordinarily terse, minimalist even, while simultaneously being a wise message. We express our admiration for the author and for the people who have accepted it. Nevertheless, in our opinion this is neither a mission, nor a vision, while also not (all the more) one and the other combined. We claim that it is a motto – a good and useful one, but a motto all the same. Perhaps from a practical viewpoint this issue is of no great significance.

The **mission** of Capgemini itself was formulated as follows: “to provide specific business results. “However, it was not written as to who should be the recipient. Perhaps just as well, as the more broadly it is perceived, the better.”⁷

⁵ See: <http://www.pl.capgemini.com/o-capgemini/grupa/misja-i-wizja-firmy> [12.11.2014].

⁶ In the period when Capgemini was founded, this was new.

⁷ We understand that this relates to providing values for both the clients and trading partners, as well as for the owners / shareholders, societies /local communities, thus in essence for all stakeholders.

Following this sentence, the following elaboration is presented: “Capgemini enables the transformation of your business and the increase in efficiency. Our aim is to prepare clients for a faster and more intuitive reaction to the changing dynamics of the market. We support clients in the attainment of greater flexibility and competitiveness thanks to the utilization of new technologies. Cooperation is at the heart of our relations with clients and partners, which leads to the case whereby they are closer and more effective. Our approach to business is termed the Collaborative Business Experience™”⁸

Such a formulated mission is original and distinctive from others, which in fact is one of the general pursuits of the authors of the mission, which is so rarely successful, but it has succeeded here. However, several doubts remain as follows: Surely not all projects of Capgemini are of /must be of a transformational nature, thus radical and profound restructuring, as clients do not always wish to have this. Is “a more intuitive reaction” always an advantage? Indeed, intuitive management has been more appreciated of late, and even “instinctive” management (previously underestimated in general). If someone manages only or is primarily intuitive, is this good or bad? Is it always good?

With relation to the subject matter of the research, we are most interested in the values that are borne in the mission. These are the following:

- “specific business results” – factual and economic, while probably renowned too that translates to future orders and profits;
- competitiveness;
- speed of action / reaction to change;
- innovativeness and creativity, leading to new technologies;
- flexibility;
- cooperation;
- good of the clients.

These are almost exclusively economic values.

4.4. Values included in the vision of the organization

The **vision** of Capgemini has been registered as follows: “Capgemini understands that business values do not merely create technology. Everything starts with the people who reach the core of your business needs together and create the most appropriate solutions for them. We believe that the approach to technology that is oriented towards people is of significance for your business.”

Such a formulated vision gives rise to several ascertainments as follows:

⁸ See: <http://www.pl.capgemini.com/o-capgemini/grupa/misja-i-wizja-firmy> [12.11.2014].

- Technologies by themselves are not sufficient. People are necessary who “reach the core of business possibilities together” and create the solutions that are the most appropriate for the client.
- The phrase “reach together” indicates the intention of the close ties between the specialists of Capgemini and the clients, which is reflected in the application / preference by Capgemini of the technique of counselling, rather than consulting. This is not an accusation, but an expression of acknowledgement as counselling is in general terms a better technique. In this communiqué, the following thought is discreetly provided (in general executed in business) “You will probably not manage on your own; avail of our professional aid.”
- The technology offered should take account of the specific needs, possibilities and preferences of people and should be “oriented towards people.”

By translating the aforesaid vision into values, it is possible to distinguish the following:

- individualized approach;
- professionalism (in the background);
- activity; necessary and justified action;
- partnership, cooperation;
- flexibility.

However, the question arises as to whether what is presented as a vision is actually a vision. It would seem that it is a certain credo, display of intention, or defined philosophy of management (good, precious). We would not term this as a vision however, but rather one of the assumptions for the purpose of building this vision. Incidentally, the phrase “Capgemini understands” is an anthropomorphism. It is worth withdrawing this and replacing it with for instance, “We understand.”

4.5. Professional development and professionalism as values

The organization, which holds such a high position in the international ranking of firms is so large and so strongly associated with the market / sector of knowledge that it must pay great attention to the professional development and professionalism of its employees and co-workers who are perceived to be still significant values of Capgemini.

Professional development is carried out in individual and team dimensions and is supported by the corporation. Support particularly depends on the preparation and execution of the programs which favour this. Some of them have been displayed in Illustration 2.

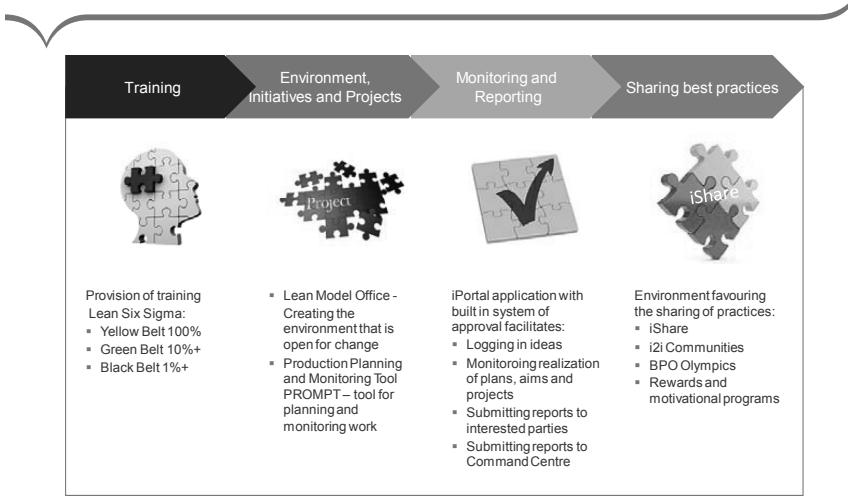


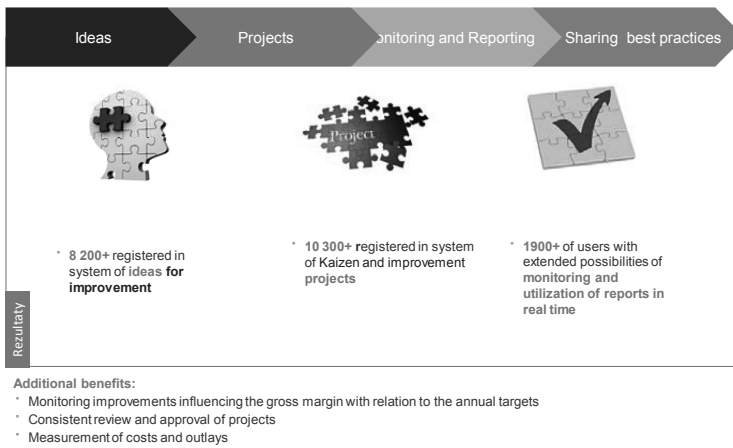
Illustration 2. Methods of constant development in Cappgemini

Source: Internal materials of the corporation.

Effectiveness is a very important criteria in the evaluation of employees in areas where it is measurable. It fulfils a significant role as the criteria of the evaluation of the management staff and the employees even in areas where it is not so measurable. This constitutes an important element in the assessment of the competence of the management staff and the employees. This is what gives rise to such a large number of implemented projects improving the quality of work to varying dimensions and levels of the organization. A brief layout has been presented in Illustration 3.

Significant activities in the organization which favour professional development are insights into the employees from the viewpoint of their future development within the framework of the organization in accordance with the program *Career Employability Management*. The HR Business partner, together with the manager of a given department exchange information and opinions on the issue of all the employees by analysing their work experience in a given position, evaluation of the results of work, the potential of development within the framework of the department, as well as the possibility of designating a new role or promotion. Within the framework of the annual employee evaluation, apart from the realization of the business and development aims, the degree of sustainability between professional work and personal or family life is discussed, mainly from the viewpoint of counteracting workaholism and professional burnout that also threaten the good of the cor-

Statistics relating to Constant Development (August 2014)



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Illustration 3. Number of projects improving work in the firm

Source: Internal materials of the corporation.

poration. In the cases of demanding support for the employees, particularly key specialists, professional aid by a coach may be provided.

Regardless of the aid in overcoming the personal difficulties, training programs are executed that are oriented towards the acceleration of the professional development and faster and better social and professional adaptation of new employees.

Last year in Capgemini (2014) Kaizen Week was organized in Poland for the first time. It was a time for the exchange of knowledge, science, acquisition of new skills and discovering new perspectives. Likewise, it was also a time to meet extraordinary people. Last year's event was participated in by Masaaki Imai, the co-creator and great propagator of the Kaizen philosophy around the world. By way of summarizing the week-long event he stated the following: "In my life I have visited a multitude of service firms, but I have never seen any in which the operations of Kaizen and Lean Management are of such significance and of such a high level of importance as in Capgemini company (...). I am very impressed and I have great expectations with regard to their role in the future also."⁹

⁹ Internal materials of the firm.

4.6. Capgemini in group of most ethical firms in the world

In 2014, Capgemini was honoured with the title of the most ethical company of the world for the second time. This type of classification is run by Ethisphere Institute from the USA. The winners of these titles are entities that form relations with business, ethics and renown in the best way by marking out new and higher standards of ethical leadership.

The criteria according to which the assessment of the Most Ethical Firms In the World is carried out on the basis of the Ethisphere Institute's Ethics Quotient – a complex methodology that was formulated over many years in order to serve as a tool that gauges the activities of organizations in a way that is conceivably objective, cohesive and standardized. The particular assessment of the ranking is grouped into five categories as follows:

- (1) ethics and conformance with the standards (25%);
- (2) image, directorship and innovativeness (20%);
- (3) management (10%);
- (4) corporate social responsibility (25%);
- (5) culture of ethics (20%).¹⁰

The Program of Ethics and Conformance of Capgemini Group was implemented by the Group's Board in 2009. It is based on the culture of ethics which has been treated, as previously mentioned, as the foundation of the business operations of Capgemini since the moment of its establishment in 1967 by Serge Kampf. Within the framework of the implementation of the program, the following was created: the position of Directors relating to Ethics and Conformance, Code of Ethics, Policy of Anti-Corruption and Policy of the Right of Competition, which facilitate to consolidate the values in every country where they operate. The program is supported by the global program of training, in which training online may be found in the offer that is devoted to each of the policies, while also several options for full-time training.

The Code of Ethics of Capgemini, which is based on values encompasses the following aspects:

- People: health, safety, open dialogue.
- Running a business: honest competition, anti-corruption, avoidance of conflict of interests.
- Business relations: close cooperation with clients, partners and suppliers.
- Property of group and third parties: protection of intellectual property and confidential information, appropriate utilization of resources and property of third parties.

¹⁰ See: <http://www.pl.capgemini.com/aktualnosci/capgemini-po-raz-drugi-z-tytulem-nabardziej-etycznej-firmy-swiata-2014-r>. [12.11.2014].

- **Social responsibility:** involvement in the local communities and limitation of the negative impact on the environment.¹¹

With the aim of strengthening and establishment of the culture of ethics and ethical behaviour, while also a better familiarity with the international regulations, national law and internal regulations within the framework of the Group, the **Program of Ethics and Conformance** was prepared and implemented. This also contains regulations and initiatives that strengthen the prevention and counteraction of pathology.

The Program of Ethics and Conformance in Capgemini at the level of the Group is run by the Chief Ethics & Compliance Officer, who is supported by the local leaders during the course of executing their tasks.

4.7. Fair remuneration, non-wage tangible motivators

Fair remuneration is the right of citizens of the EU member states that is signed and ratified by the European Social Card (art. 4). Remuneration (in essence – work income) may be acknowledged to be fair in accordance with varying standards accepted in particular countries, however in every location it is to facilitate the maintenance of an employee and his / her family. The right to fair remuneration is also stipulated in the Polish Labour Code (art. 13), but in that case it is associated with the minimum wage; fair remuneration is to be no less than the lowest level of remuneration. This assumption of the Code is in contrast with art. 4 ESC, where fair remuneration is different, more beneficial for employees and defined in detail.

As remuneration constitutes the main source of maintenance for employees and their families, birth rates in Poland are excessively low, while emigration for work reasons excessively high, fair remuneration is a value that should be treated seriously and supported. This is a task not only for the state, but even more so for the employers.

The levels of remuneration for the chosen positions in the sector of business services according to *Business Services and IT Sector in Małopolska*¹² have been displayed in Table 3. The data provided relates to the year 2013.

¹¹ See: <http://www.pl.capgemini.com/nasz-kodek.s-etyki> [12.11.2014].

¹² Source: Business Services and IT Sector in Małopolska, p. 11, <http://absl.pl/documents/10186/26940/Business+Services+and+IT+Sector+in+Ma%C5%82opolska.pdf/1cef8a57-81d1-4784-8d5e-fbf5e03b6b3b> [11.11.2014].

Table 3. An average monthly gross salary in the business services sector in Cracow for employees with knowledge of English

| Financial and accounting processes: General Ledger (GL) | Min | Optimum | Max |
|---|------------|----------------|------------|
| Junior Accountant (1–2 years of experience) | 2,800 | 3,500 | 4,500 |
| Accountant (2–3 years of experience) | 4,200 | 4,800 | 5,500 |
| Senior Accountant (over 3 years of experience) | 5,000 | 6,500 | 7,000 |
| Team Leader (team of 5–15 employees) | 7,000 | 8,000 | 9,500 |
| Process Manager (team of up to 50 employees) | 11,000 | 14,000 | 17,000 |
| Financial and accounting processes: Accounts Payable and Accounts Receivable (AP/AR) | Min | Optimum | Max |
| Junior Associate (0–1 year of experience) | 2,300 | 2,700 | 3,500 |
| Accountant (1–2 years of experience) | 2,700 | 3,500 | 4,300 |
| Senior Associate (over 2 years of experience) | 4,000 | 4,300 | 5,000 |
| Team Leader (team of 5–15 employees) | 6,500 | 7,000 | 8,000 |
| Process Manager (team of up to 50 employees) | 9,000 | 12,000 | 15,000 |
| Sales | Min | Optimum | Max |
| Junior Specialist (no experience) | 2,700 | 3,000 | 3,500 |
| Specialist (over 1 year of experience) | 3,000 | 3,500 | 4,000 |
| Team Leader (team of 5–15 employees) | 6,000 | 7,000 | 9,000 |
| Process Manager (team of up to 50 employees) | 11,000 | 13,000 | 15,000 |
| Customer service processes | Min | Optimum | Max |
| Junior Specialist (no experience) | 2,300 | 3,000 | 3,500 |
| Specialist (over 1 year of experience) | 3,000 | 3,500 | 4,000 |
| Team Leader (team of 5–15 employees) | 6,000 | 7,500 | 8,000 |
| Process Manager (team of up to 50 employees) | 9,000 | 12,000 | 15,000 |
| IT processes / technical support | Min | Optimum | Max |
| 1 st Line Support (0–1 year of experience) | 2,800 | 3,500 | 4,500 |
| 2 nd Line Support | 4,500 | 6,000 | 8,000 |
| Team Leader (team of 5–15 employees) | 7,000 | 9,000 | 11,000 |
| Process Manager (team of up to 50 employees) | 12,000 | 14,000 | 17,000 |
| Purchases (order management) | Min | Optimum | Max |
| Junior Specialist (0–1 year of experience) | 3,000 | 3,500 | 4,000 |
| Accountant (1–3 years of experience) | 4,500 | 5,000 | 5,500 |
| Senior Specialist (over 3 years of experience) | 5,500 | 6,500 | 8,000 |
| Team Leader (team of 5–15 employees) | 7,000 | 8,500 | 10,000 |
| Process Manager (team of up to 50 employees) | 10,000 | 14,000 | 16,000 |

| HR processes | Min | Optimum | Max |
|--|------------|----------------|------------|
| Junior Specialist (0–1 year of experience) | 3,000 | 3,300 | 4,000 |
| Specialist (1–2 years of experience) | 3,800 | 4,000 | 4,500 |
| Senior Specialist (over 2 years of experience) | 4,500 | 5,000 | 6,500 |
| Team Leader (team of 5–15 employees) | 6,500 | 7,500 | 9,000 |
| Process Manager (team of up to 50 employees) | 9,000 | 12,000 | 14,000 |

Source: Business Services and IT Sector in Malopolska, p. 11, <http://absl.pl/documents/10186/26940/Business+Services+and+IT+Sector+in+Ma%C5%82opolska.pdf/1cef8a57-81d1-4784-8d5e-fbf5e03b6b3b> [11.11.2014].

As it would seem, the conditions of salaries and social benefits offered are relatively good with reference to the Polish conditions, although there are employers in Poland that offer conditions that are significantly better (for certain positions). Similar work and positions in the wealthier EU countries or in the USA are paid significantly higher levels, but this does not only relate to Capgemini. If it were the reverse, such workplaces would not be created in Poland.

Various opinions are expressed on Internet blogs on the issue of work and remuneration in Capgemini; although there are good opinions expressed. In particular, it is noted that it is a good place to start for people after studies and with a good familiarity of foreign languages, aid provided by the corporation in terms of socio-professional adaptation and in development. Promotions are realistic and relatively fast, particularly in the case of project managers. A multitude of people had positive views about the atmosphere at work and nice colleagues.

Capgemini offers a rather rich package of additional benefits, which is differentiated depending on the position occupied. Packages of medical care are also offered for employees and their families, as well as life assurance. There is a possibility of purchasing employee shares once every two years. Managers receive personally selected company cars to the value of the amount allocated for this purpose.

The conditions of premises are good; in Cracow, where we had the possibility of staying and running talks, people work in beautiful and comfortable offices of class A type.



Source: Internal materials of the firm.

4.8. Balancing professional work, personal and family life, as well as other areas of human activity as value

This issue has been the subject of increased interest worldwide, primarily in highly developed countries for several decades. The reasons for this are varied as follows: a change in the perception of work and overwork, the excessively high personal and family price paid for the excessive involvement, workaholism, stress at work and professional burnout, neglecting family duties, crisis of the civic society caused by the lack of time and other aspects.

In Capgemini, this problem, specified as work-life balance is observed and confronted. Simultaneously, this is executed while maintaining the principles of taking account of and supporting the various initiatives of employees. This relates to both the convenient and individualized working time (in as much as possible), by taking into consideration the needs of employees and their families, as well as taking account of the individual preferences with regard to the frequency and duration of travelling. Each employee specifies his/her mobility at least once a year in a system utilized for the management of business aims and the development of an employee. This information is taken into consideration in the planning of careers, as well as long-term and short-term projects. Supporting the balance of professional and personal life takes place by means of the program termed Business Parent, which from this year is dedicated to not only (future) mothers employed in Capgemini, but also fathers and their superiors. The main aims associated with this program are as follows:

1. Informing future parents of their rights and obligations in such an important moment.
2. Activation of women on maternity leave to return to work.
3. Provision of all necessary information necessary for a business mum.
4. Educating Team Leaders and managers in the sphere of law and essential information associated with maternity / paternity leave, as well as every aspect connected with the Labour law.

Thanks to the program, the employees (regardless of sex type) may count on the following:

- ensuring the help offered by the employer to his/her employees;
- ensuring a return to work;
- support of development during the course of maternity leave for mothers that have such expectations;
- provision of a guidebook relating to the procedural complexities in the sphere of redundancies, leave, subsidies, etc.

Thanks to this program, the superiors of working parents are aware and informed with relation to the legal regulations associated with motherhood

and receive information on the issue of what Capgemini offers parents as an employer.

Within the framework of the project, the following has been prepared:

1. Guidebook for parents.
2. Guidebook for superiors.
3. Website Business Mum available from home, which has been divided into 3 parts:
 - *I am pregnant.*
 - *I am on maternity leave.*
 - *I want to return to work.*

In each section, there is information that is utilized at a given stage.

Each mother may see the company updates that may be of significance to her and helpful in terms of contacting the company during periods of her absence. Likewise, the Internet bookmark may also be useful, as it includes useful information for parents.

In Capgemini, conditions are created for the realization of various non-occupational passions in the case of the employees. It is worth mentioning the following in particular:

- **Theatre Project.** This was met with a large reaction as it breaks the schematic and negative image of a corporation and actually gives it a warmer feeling.
- The program **“We invest in good ideas”** is for enthusiasts, social workers and local leaders.

The Theatre Project was initiated in 2008 and has become the pride of the company, as well as an undertaking that makes a multitude of employees get involved every year. Specialists from the branch of outsourcing turn into actors, producers and stage designers, while the effects of their work may be seen on the stage of the theatre usually before Christmas. Prior to this for a period of approximately 3–4 months, dress rehearsals are performed up to the moment of the premiere, during which the amateur actors under the watchful eye of an experienced director become familiar with the techniques of acting. In their own words, it is hard work that requires the sacrifice of free time, but which provides plenty of joy. Following the long preparations, an interesting and well-prepared play is watched by children from the Society of “Siemacha”, the employees of Capgemini, together with their families and guests every year.

So far, the actors from Capgemini have played in the following plays: in 2008 “Śnieżka Spółka z.o.o.”, in 2009 “Zła nocka”, in 2010 “Peter Pan”, in 2011 “Ychu-Dychu”, or in other words, “Tytus, Romek and Atomek”, in 2012 “Little Red Riding Hood”; in 2014 “Oz”, or in other words, “Quarrel over Toto” – a play with audio description. The receipts from the tickets are utilized for

social aid for the needy. In 2014, a play was made available for an audience with a hearing impediment by availing of the technique of audio description.

Grant program “We support good ideas”

In 2013, an exceptional grant program was launched under the name of “We support good ideas”. This program is the response to the multitude of bottom-up initiatives of the employees of the company who regularly draw attention to the significant social problems in their environs. This involves the involvement of the employees of the company in the role of volunteers for activities on behalf of resolving social issues that are important to them and for their environs. Simultaneously, the company provides financial, substantive and organizational support for the employees that submit the best social projects.

In 2013, 27 original ideas were submitted, while in 2014, there were 10 times more. Their realization attracted over 200 employees or volunteers, as well as over 130 people outside of the company that are ready to help others. Among those submitting their ideas were as many as 19 “new” leaders of projects, or in other words, those who apply to become leaders of the *Program for the first time*. A proportion of the submitted projects was the continuation of the initiatives commenced in the previous year. The majority of the projects submitted related to running various types of development workshops – ranging from artistic ones, to languages, development of communication competences to sports workshops. Some of them were aimed at renovating rooms, improving the conditions of the functioning of the organization, while also better integration of people. The most numerous group constituted children and the youth, while subsequently the elderly. A proportion of the initiatives referred to providing care for animals.

The Competition Jury of the Program selected 15 projects, which, in its opinion, was the best response to the social and environmental problems, while also proposed innovative action, activated local communities and fulfilled the formal requirements of the program. The projects distinguished are in the course of execution all over Poland.

We are writing about all of this with a deep sense of pleasure as the activities enumerated here certify to the actual, multi-directional and dignified acknowledgement of the realization of the concept of balancing professional work, personal life and family life, as well as other areas of human activity. In Capgemini, the realization of this concept is specific and serious activity and not just pleas and postulates.

5. Awards for Capgemini

Respecting values in the management and formulation of organizational culture has been noted by way of the environment, the effect of which has been numerous awards bestowed on this corporation. The following are just some of these that have been received over the past two years:

- Gold Medal and Pearl of Quality for the year 2013; award for quality awarded by Rada Biznesu (Business Council).
- Leader of managing human resources and award for strategy of Employer Branding 2013.
- European Outsourcing Award – the most desirable employer 2013.
- Award of “Next Generation” Process Excellence for “creating a friendly place for change” “Lean Model Office”, awarded by Process Excellence Network, 2014.
- Award of “Most ethical firm”, awarded by Ethisphere Institute in 2014.
- Silver Cross for the Director of BPO Centre for philanthropic activities in 2014.

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Materials availed of:

1. Business Services and IT Sector in Małopolska, <http://absl.pl/documents/10186/26940/Business+Services+and+IT+Sector+in+Ma%C5%82opolska.pdf/1cef8a57-81d1-4784-8d5e-fbf5e03b6b3b> [12.11.2014].
2. <http://www.pl.capgemini.com> [12.11.2014].
3. Internal materials of firm.