

# Solution Provider Profile

## EPAM Systems

October 2022

### EPAM CONTINUUM

Company At-a-Glance	
<b>Name of Product/Offered</b>	EPAM Systems   Talent Enablement & Transformation Services
<b>Headquarters</b>	Newtown, PA USA
<b>Year Founded</b>	1993
<b>Geographic Coverage</b>	50+ countries & regions (North America, Latin America, Europe, CIS and APAC)
<b>Industries</b>	Healthcare and life sciences, business information services, financial services, insurance, retail, travel and hospitality, automotive and manufacturing, media, telecom and entertainment, software and hi-tech, energy and utilities, education industry
<b>Website</b>	<a href="https://www.epam.com/services/consult-and-design/organizational-enablement/talent-enablement">https://www.epam.com/services/consult-and-design/organizational-enablement/talent-enablement</a>

## EPAM OVERVIEW AND VALUE PROPOSITION

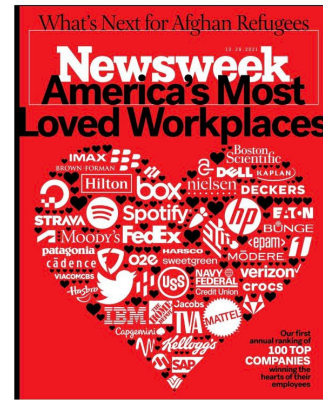
Technical skill gaps are some of the most significant issues plaguing business leaders across industries and threatening successful digital transformation ([McKinsey](#)). This is our focus area.

EPAM Systems Inc. (NYSE: EPAM), is a leading digital transformation services and product engineering company with expertise in technology, digital, data, product, and innovation. In the past 30 years, we've grown organically from a small garage business to a global, 60k-employee organization with virtually no advertising or brand recognition. How? By hiring, developing, and retaining world-class technology talent. Early on, EPAM leaders realized people are the secret to business agility and have invested heavily in developing a continuous learning culture, skills-based hiring and talent management, and proprietary talent-related platforms and tools.

**Our business strategy hinges on attracting, retaining, and developing best-in-class talent**



EPAM CONTINUUM



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IT TALENT ACCELERATORS

**EPAM's approach to talent is known in the industry**

**Gartner Quarterly Sector Outlook for IT Services, May 2020**

Gartner Invest presents the various growth scenarios that may unfold in 2020 and an updated view of the longer-term outlook, based on inputs from the buyer market, vendor ecosystem, and service providers. Gartner analyst Sandra Notardonato shares the most recent market share data with a focus on the future performance of the industry's competitors.

Research Universe  
Accenture, EPAM, Genpact, Infosys, TCS, WNS, Capgemini, CGI, Cognizant, EXL, HCL, IBM, Wipro, Conduet, DXC

EPAM CONTINUUM

**Best-Positioned IT Service Providers**

**accenture**

- Business model allows for investments in future growth which has resulted in consistent market share gains
- Increased focus on products and platforms should augment labor-based deliver
- Consul and let
- Well di

**Best-Positioned IT Service Providers**

**epam**

- Product engineering heritage is a competitive advantage
- Building on its uniquely-positioned capabilities as it enters new markets
- Brand awareness continues to increase, supported by strong customer satisfaction; increases ability to attract high quality talent
- Superior proprietary system to manage workforce
- Leadership has tactical and strategic capabilities

Sandra Notardonato, VP Analyst  
Gartner Invest Series: Quarterly Sector Outlook for IT Services  
Published: 14 May 2020

**Gartner.**

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Clients increasingly asked us how they could create continuous learning and talent cultures like ours. Recently, EPAM Continuum, the consulting arm of EPAM Systems, began sharing EPAM's approach and resources – content, practical exercises, mentorship model, competency matrices, skill assessments, and proprietary people platforms – as customizable accelerators to help clients cultivate top technical talent and grow leaders at all levels. We also created a series of education programs for technology practitioners, executives in the business and IT, and employees across the business, based on EPAM's technical expertise and practical, on-the-ground insights.

**Our talent enablement & transformation services help companies digitally transform their businesses by developing employees' technical knowledge, skills, mindset, and agile ways of working.** Our specialty is education and professional growth to support clients' technical, digital, data, and product enablement activities. We offer a broad set of organizational enablers built on EPAM expertise, including technical and leadership training; accelerators for hiring, developing, and retaining tech employees; and talent management platforms and tooling.

### **HOW WE IMPACT OUR CLIENT'S BUSINESS**

Our talent enablement and transformation solutions blend EPAM's digital expertise with insights from learning science, technology and business consulting, and organizational change management. This integrated approach secures results:

- Executives and senior leaders with the technical and management skills necessary to drive transformation in their organizations
- Technology, digital, data, product, and innovation professionals with cutting edge skills
- Shared language, understanding, and vision for change between IT and the business
- Improved hiring and retention statistics for technical roles
- Increased motivation for employees to learn continuously

### **OUR DIFFERENTIATORS**

**We are not a training firm.** We know what it takes to find, develop, and retain high-quality technology leaders and individuals because this is what we do for ourselves every day. Experts from learning science, instructional design, organizational psychology, and human capital augment our technical expertise. The result is education and talent enablement programs designed for technologists by technologists that really work to drive learning and impact.

**A tested approach that works.** It took us a while, with a couple of lessons learned, to figure out the best way to orient and drive employee skill development at EPAM. But the outcome was worth the effort because now we have an approach that works—and as the awards and industry recognition to back it up. All the solutions and services we provide to clients are what we use to educate, engage, and enable our own talent or, in the case of executive education, are grounded in what we have seen work with industry leaders.

**Focus on learning and impact.** We are committed to helping clients achieve quantifiable impact from our solutions and services. Rather than tracking number of participants, satisfaction, or self-reported learning, we focus on lesson common metrics like objectively measured growth in knowledge, behavior change, self-efficacy, software defect and velocity rates, and improved role-fit indices. We also track business-aligned qualitative metrics (e.g., perceived increases in communication amongst leaders, better technical reasoning for budget requests) and completed business tasks (e.g., updated technology strategy, prioritized backlog creation, six-month

implementation plan delivery). This approach is distinctive and allows us to better track and demonstrate ROI.

**Tailored solutions and programs.** Learning and change happens best when messages are tailored to the audience. In addition to role-specific education programs—executives and engineers need to learn different things about cloud technologies, for instance—we customize our offerings to clients’ industries and organizations. For learning programs, we select examples and case studies from our library that speak to our client. And when we develop resources for hiring, managing, and developing talent, we start with what we do at EPAM but customize everything for the client’s business strategy and ecosystem.

## **DETAILS ON OUR CORE FOCUS AREAS**

### **IT Executive Education**

*Transformation starts from the top*

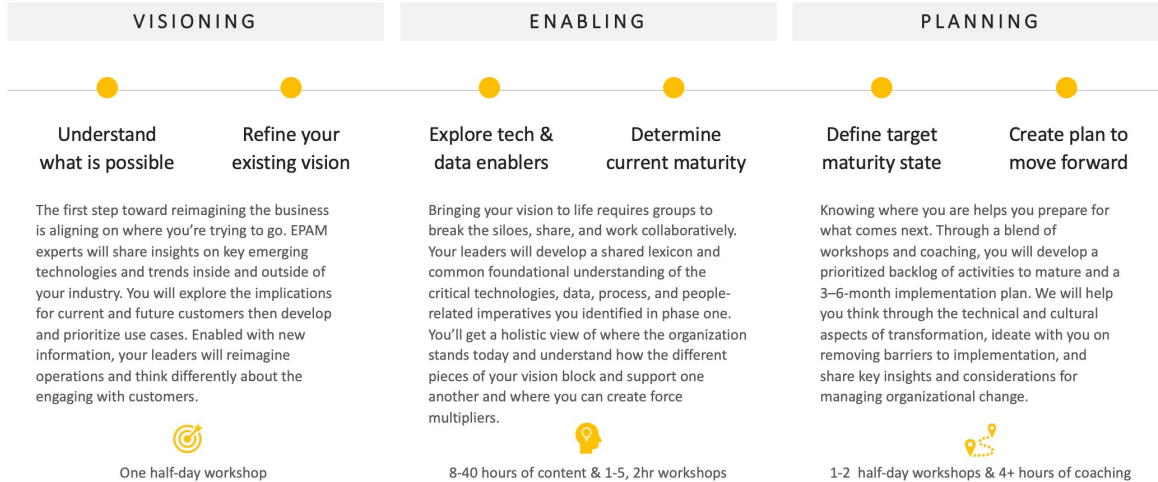
According to [McKinsey](#), technology leaders are an important and often overlooked group that needs upskilling to support digital transformation. We offer a unique enablement program for IT leaders that combines proprietary executive-level technical and leadership education with technology maturity assessments and coaching from EPAM’s CIO Advisory and Technology Consulting practices.

Interactive, online content draws on EPAM insights gained from watching what business and IT leaders in the world’s most advanced companies do to create competitive advantage by leveraging new technologies, data, a product approach, and ways of working—and how they rearchitect their organization to make the vision real. To make learning actionable, the content focuses on technical/digital imperatives from the perspective of key decision-making and vertical oversight, such as setting and refining tech strategy, balancing insourced and outsourced talent, determining and tracking the right impact metrics, and asking the right questions of leaders’ teams.

We also align the curriculum to each client’s unique strategy — ensuring the focus is on the areas of their business that are critical to success — and tailor examples and case studies to the appropriate industry or sector.

EXECUTIVE EDUCATION

## Charting the path to the future requires more than vision—you need to understand where you are now so you can plan how to get there

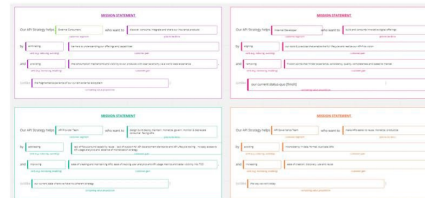


EXECUTIVE EDUCATION

## Technology, business, and industry consultants help you translate learning into concrete action plans

BUDGET AND GOVERNANCE				
Level 1   Blind	Level 2   Faint	Level 3   Emerging and Unclear	Level 4   Optimal	Level 5   Tailored
Annual budget cycles associated with long-term project plans	Product-centric funding model defined and piloted	Product-focused funding and governance models rolled out across multiple team/areas	Product-focused funding and governance models adopted across most of the organization	Venture capital / lean Start-up approach for funding new initiatives
Budget approach optimized for finance (e.g. CapEx vs OpEx considerations)	Budgeting process supports limited experimentation but is still optimized for finance (e.g. CapEx vs OpEx considerations)	Budgeting process adapted for experimentation with associated finance model adjusted	Budgeting process and finance fully aligned with experimentation approach	Budgeting process and finance continuously optimized
Lengthy governance processes for new and existing initiatives	Governance strategy defined and piloted for initiatives, experiments, and experimentation pipeline	Governance strategy adapted for initiatives, experiments, and experimentation pipeline	Change accepted as inevitable and welcomed as part of a dynamic customer-centric environment and supported by governance process	Self-managing, adaptive culture prevails with teams aligned by strategy and outcomes
Metrics not collected	Metrics tracked but not used to drive improvements	Metrics tracked and used to drive some improvements	Metrics tracked and used to drive most improvements	Demonstrable value has been delivered to customers based on data tracked in metrics

Part of an Agile Maturity Model



Sample Vision Workshop Output

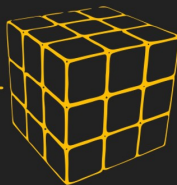


Portion of a Discovery Findings

EXECUTIVE EDUCATION

## Use Art of the Possible to accelerate your strategic vision

The first step in the engagement is identifying topics that are critical to realizing your business strategy and technology vision. Typically, clients identify 3-6 primary areas of focus for their program, not including Leading Transformation. Each module is 8-10 hours of content.



EPAM CONTINUUM

### SAMPLE LIST OF POSSIBLE TOPICS

#### Technology & Data\*

- Cloud
- API and Microservices
- Big Data
- Internet of Things
- AI/ML
- Mobile
- UI/UX
- Augmented Reality
- Blockchain

#### Process & Mindset\*

- Product Management
- DevOps
- Agile
- Site Reliability Engineering
- Automation
- Experience Design

The foundation of ATP is a ten-hour module entitled Leading Transformation. It covers critical leadership topics including

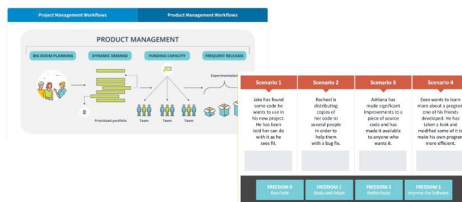
- Transformation Strategy & Business Case
- Operations & Financials
- Engagement & Adoption
- Capability Development
- Developer Experience
- Metrics & Measurement

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EXECUTIVE EDUCATION

## Learn on your schedule using EPAM's proprietary, leader-focused content

### On-Demand, Bite-Sized Content is Presented in an Engaging Format



### Leaders Exchange Ideas and Discuss with Peers

**Poll: Cultural Change**  
Select the area that should be prioritized in your organization.

- Open Communication
- Aligning Outcome with Responsibility
- Respect
- Trust
- Clear Support for the DevOps W
- Distribution of Work
- A Learning Organization
- Continuous Improvement

**Survey**  
Which factor do you think would be most costly to your organization?

Factor	Percentage
UX	25%
Analytics	20%
ML	20%
Cloud/PA	20%
BD	15%

### Reflection and Analysis Activities are Designed by Leaders for Leaders

**Step & Think**

Take time to reflect on your organization's ability to overcome the challenges of scaling product management practices and developing a product model. Reflect on what the organization must do to scale successfully by answering the following questions:

- Identify two or three specific challenges that you think your organization will likely encounter as it scales up its product management practices.
- Why will your organization likely encounter these challenges?
- What will your organization need to do to overcome each of these challenges?

Keep in mind that having a plan in place is vital to scaling success, and great ideas can come from anywhere. If you understand the value of product management practices and you have a great idea to share, connect with a colleague or leader in your organization to discuss it.

Share and discuss your thoughts below.

### Everything Is Hosted on EPAM's Mobile-Friendly Learning Platform



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## Practitioner Development

*Recreate EPAM's culture of engineering excellence in your organization*

At EPAM, we have created dozens of capability academies—long term, high-intensity learning programs that involve lots of on-the-job application, and sustained mentorship and feedback from practitioner-experts—and practice-heavy learning paths for all technology levels and roles. While some content for our learning programs is drawn from large content houses like

LinkedIn Learning, Udemy, Pivotal, and Pluralsight, our experts have created additional content to fill critical gaps or to show practical implementation. In some cases, we couldn't find the right content in the market, so we created entire learning programs.

EPAM Continuum helps clients develop their own practitioners by offering our learning paths and proprietary courses with clients, and then delivering them to learners and/or providing train-the-trainer and coach-the-coach programs so clients can implement without us. Like everything we offer, we tailor the courses and learning paths to meet client needs and align deliverables to what is needed for their organization. We also offer several ways to integrate learning programs into clients' projects, blending EPAM's technical delivery teams with our education practice to create a comprehensive model-coach-apply engagement that keeps projects moving during learning. Growth in knowledge and behavior change are assessed for individuals in all practitioner programs, and we often track team delivery metrics, too (see Engineer Excellence program description below).

PRACTITIONER DEVELOPMENT

### From TDD to managing remote teams, we've got you covered

With over 17,000 courses in our catalog, we can help your teams develop new skills in a wide variety of disciplines. Here is a sampling of topics:

Engineering Excellence	Process & Mindset	Platforms, Languages & Tools	Technology & Data	People & Organization	
<ul style="list-style-type: none"> <li>• Clean Code</li> <li>• Clean Design</li> <li>• Code Quality Control</li> <li>• Domain-Driven Development</li> <li>• Engineering Bootcamp</li> <li>• Engineering Operations Model</li> <li>• Test-Driven Development</li> </ul>	<ul style="list-style-type: none"> <li>• Agile</li> <li>• CI/CD</li> <li>• Delivery Management</li> <li>• DevTestSecOps</li> <li>• Experience Design</li> <li>• Product Management</li> <li>• Service Design</li> <li>• Site Reliability Engineering</li> <li>• Test Automation</li> <li>• Value Stream Mapping</li> </ul>	<ul style="list-style-type: none"> <li>• Angular</li> <li>• Ansible</li> <li>• AWS</li> <li>• Azure</li> <li>• C++</li> <li>• Docker</li> <li>• GCP</li> <li>• Git</li> <li>• Hadoop</li> <li>• Hive</li> <li>• Hybris</li> <li>• Java</li> <li>• Jenkins</li> <li>• Kafka</li> </ul>	<ul style="list-style-type: none"> <li>• Kubernetes</li> <li>• .NET</li> <li>• Python</li> <li>• React</li> <li>• RxJS</li> <li>• SQL</li> <li>• Snowflake</li> <li>• Spark</li> <li>• Test Automation</li> <li>• TRIZ</li> </ul>	<ul style="list-style-type: none"> <li>• API</li> <li>• Artificial Intelligence</li> <li>• Augmented &amp; Virtual Reality</li> <li>• Big Data</li> <li>• Blockchain</li> <li>• Cloud</li> <li>• Data Science</li> <li>• FinTech</li> <li>• Internet of Things</li> <li>• Machine Learning</li> <li>• Microservices</li> <li>• Mobile</li> <li>• Solution Architecture</li> <li>• Systems Architecture</li> <li>• UI/UX</li> </ul>	<ul style="list-style-type: none"> <li>• Adaptable Organization</li> <li>• Continuous Learning Culture</li> <li>• Employee Motivation 101</li> <li>• Growth Mindset</li> <li>• Human Centered Design</li> <li>• Instilling Innovation Teams</li> <li>• Managing Change</li> <li>• Managing Distributed &amp; Remote Teams</li> <li>• Managing Up</li> <li>• Mentorship Methods</li> <li>• Servant Leadership</li> <li>• Vertical &amp; Horizontal Communication</li> </ul>

EPAM practitioner programs combine content— some proprietary, some from third parties— with lots of hands -on activities practical exercises, hackathons and dojos, mentorship and coaching, and authentic skills assessments.

PRACTITIONER DEVELOPMENT

## Choose the level of project integration that works best for you

Practitioner programs have the potential to make an immediate impact, but it's critical that they be directly tied to the reality of the organization and the learners' project work. We offer three models.

- **Supported Hybrid Team.** Participants partner with EPAM engineers on a delivery project and learn through practice and observation. There is a coach but no formal training.
- **Project-Agnostic Learning.** Participants learn in a formal program while working on their current projects. A coach/mentor is available to answer questions and offer suggestions on how to connect learning to individuals' specific projects.
- **Embedded-Project Learning.** Participants partner with EPAM engineers on a delivery project. An embedded coach/trainer facilitates a formal learning program and works with the participants to apply what they've learned to the project.

EPAM CONTINUUM

### Three Options for Project Integration

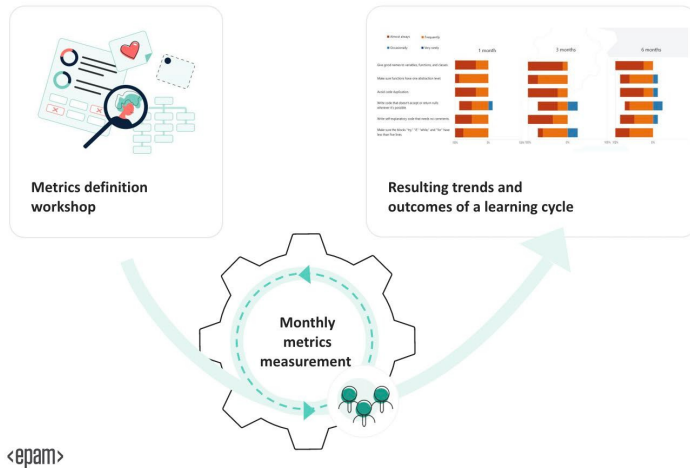
	Supported Hybrid Teams	Project-Agnostic Learning	Embedded-Project Learning
Builds specific, project-related skills	✓		✓
Offers hands-on experience and knowledge application alongside experts	✓		✓
Ensures understanding of the developed technology solution	✓		✓
Builds a foundation of underlying concepts and processes		✓	✓
Provides a holistic view of why, when, and how skills are applied across projects		✓	✓
Creates a safe environment to practice, make mistakes, ask questions, and reflect		✓	✓

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ENGINEERING EXCELLENCE PROGRAM

## Learning is assessed by individual performance and overall improved engineering metrics

We define a list of key performance metrics for every team and measure those at least every month-long learning cycle so we can see trends and show outcomes of new skills developed



### RECOMMENDED SET OF METRICS

Code Complexity

Defect Density

Defect Containment

Velocity/Capacity

Technical Debt

Rework %

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## Digital Readiness Program

*IT can't transform alone*

In many organizations, the business doesn't really understand the fundamentals of transformation technologies, inadvertently erecting barriers to needed change and creating a



fear of the unknown. This situation hampers business and technology strategies, and frequently leads to project overrun and failed implementation ([HBR](#)).

We help clients address these challenges through a 25-hour learning program that educates the business on the major pillars of digital transformation—which includes far more than technology—and creates a shared vocabulary and understanding of the road ahead. The material is also designed specifically to support known emotional and psychological barriers to digital adoption by incorporating change management techniques. Along with tailoring content to the organization’s industry, we include links and references to existing materials and resources created by the company’s people and technology divisions wherever possible.

EPAM offers versions of the program for leaders and practitioners, and we’ve created division-specific versions to address more targeted issues. For leaders, we offer coaching and implementation workshops. For the rest of the organization, and depending on the size of the implementation, EPAM facilitates supplemental instructor-led sessions or offers train-the-trainer resources and supports. All digital readiness programs include pre-and post-learning knowledge assessments and a proprietary change readiness assessment to help leaders understand the current state of the organization and identify critical management areas.

DIGITAL READINESS

**Cultivate a digital mindset throughout your organization and get people excited about the future**

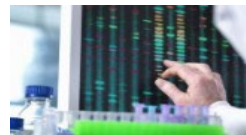
One of the most difficult challenges to transformation is fear of the unknown. Our Digital Readiness program demystifies core components of digitalization and gets people talking about change in their area of the organization.

EPAM CONTINUUM



**Embracing Transformation**

- Changing Technologies & Customer Expectations
- Profiles in Successful (and Not So Successful) Transformations
- The Anatomy of Transformation
- Avoiding Typical Transformation Pitfalls



**Adopting New Technologies**

- Cloud & DevOps
- Free and Open -Source Software
- API & Microservices
- Digital Product Development
- Internet of Things
- Modern Interfaces



**Leveraging Data & Analytics**

- Data, Data Science, and Data Analytics
- Data Security
- Blockchain
- Artificial Intelligence & Machine Learning



**Becoming Customer-Centric**

- From Project to Product Mindset and Management
- The Basics of Customer Research
- Designing Products Customers Love
- Operating With the Product Lifecycle
- Successful Product Teams



**Infusing Innovation**

- Incremental & Disruptive Innovation
- Thinking Creatively About Your Business Model
- Using Innovation to Drive Organizational Change



**Enabling & Organizing People**

- Embracing Agile Across the Business
- Leading in the Digital Age
- Enabling Employees
- Teaming Up for Change
- Learning to Adapt

## Here are examples of content from the product management module

**Navigation** Expand All

Search

^ Digital Readiness Program

- Online-Training Introduction ✓
- Preparing for Digital Transformation
- Leveraging Data
- Transforming through Technology
- Designing Products for Tomorrow
  - L1: Developing a Product Mindset
  - L2: Focusing on the Customer
  - L3: Operating within a Product Lifecycle
- Designing Products for Tomorrow Module Review
- Supporting Digital People
- Using Innovation
- Online-Training Wrap-Up

### Content presented in multiple formats

**Becoming Product-Focused**

As your organization implements more product management practices and fosters a product mindset, two areas of change that have a significant impact on employees are changes to workflows and ways of working. Your organization facilitates this shift from project-focused work to product-focused work.

**Moving from Project Workflows to Product Workflows**

When your organization moves from project-based workflows to product-based workflows, your employees must prepare to navigate this change and understand the impacts on the flow of work. You should understand a few of the key differences between these two types of workflows. Click each tab to explore differences in workflow between projects and products.

**PROJECT MANAGEMENT**

The flow of work for projects typically begins with an annual planning meeting. During this meeting, stakeholders decide on the initiatives that teams should focus on, and then they communicate those initiatives to project managers.

Each manager determines the cost, time, and scope of a project and gathers resources from across the organization. Once the pieces for the project are in place, the project kicks off, and teams complete their work based on a targeted launch date.

Click play to listen to the podcast (23:56 mins).

The Resonance Test 23 - Erica Eden of PepsiCo, Inc.

[Download Transcript](#)

### Interactive elements

### Case studies From EPAM & Industry

**Business Example: Emart's Toy Kingdom**

Emart is the largest retailer in Korea. The organization owned Emart, the country's biggest shipping and retail company, and was preparing to launch a second organizational segment with Emart's Retailer Group. Emart's Retailer Group, "Emart's Retailer Group," was preparing to launch a second organizational segment with Emart's Retailer Group. Emart's Retailer Group, "Emart's Retailer Group," was preparing to launch a second organizational segment with Emart's Retailer Group.

Click the arrow to explore how Emart's Retailer Group worked with innovation and experience.

Emart wanted to create a child's toy store, so they partnered with Emart's Retailer Group on this initiative. To begin the innovation work, the Emart's Retailer Group needed to explore and identify the drivers of this innovation in the Korean market. The team conducted research and explored the Korean market as an innovation. They identified the key factors that influenced their children's participation in recreational activities and their buying behavior for toys and games. They also discovered the needs and desires of their customers. They then used the insights from their research to create a product that was tailored to the target market of play, allowing them to stand out from their competitors in the market. They then used the insights from their research to create a product that was tailored to the target market of play, allowing them to stand out from their competitors in the market.

Organizations that are creating value for their customers need to understand their needs and desires and contribute to a product's success. When your organization creates value for your customers, you can also help them to create value for other products that customers enjoy.

## Participants reflect, discuss, and get feedback on their progress, while you learn more about your organization

### Knowledge checks & quizzes throughout

Question 1/6

Description:

Managing the lifecycle for a Smart Television until the product is retired.

### At least one discussion board in each lesson

**Stop & Think**

Consider what makes products desirable—or undesirable—in your industry. Spend time researching a product in your industry that either failed or experienced great success in the consumer market. Then answer the following questions:

1. What made the product undesirable or desirable to customers?
2. What made the product different than other products in the market?

Now think about the products that your organization offers to customers. What makes those products stand out above the rest? Or, what makes the product underperform compared to similar ones in the market?

Share and discuss your thoughts below.

### Reflection activities

Evelyn is working to shift her team from a project to a product mindset. She has heard of the benefits of Product Management and wants to set her team up for success once they roll out this new approach.

What strategies can Evelyn use that will support a product mindset?

- Prioritize business objectives and outcomes
- Take on initiatives with fixed requirements
- Create a feedback cycle after development is finished
- Allocate teams to short-term sprints

### Insights for you

	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
My unit addresses the end-to-end customer experience.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My unit embraces exploratory releases to get closer to what customers want.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My unit supports flexible strategies that keep up with the pace of the changing market.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My unit invites and responds to customer feedback.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My unit plans strategically and implements deliberately.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[View results](#)

## Data Literacy Program

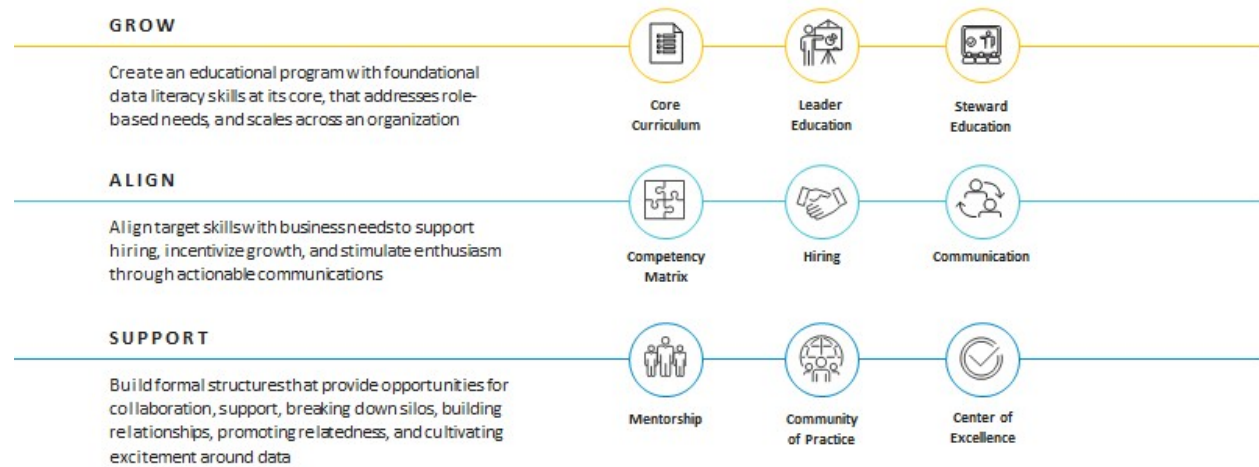
Business leaders are struggling to become more data-informed. While 89% of leaders expect employees to make data-driven decisions, only 11% of employees are comfortable understanding and creating data (Qlik). According to Wavestone, a key challenge to creating a data literate organization is the misguided belief that data literacy training alone is sufficient.

To see results, organizations need to augment employee training with leadership education, change management, and recognition and rewards for learning and implementation.

At EPAM, we address those issues and more in our comprehensive, nine-point data literacy enablement program. We support clients in three phases through a blend of data literacy training, executive education, talent management ecosystem (detailed in the next section), organizational change management, and data practice advisory services.

Data literacy learning paths are typically created from a blend of training material curated from the client’s existing catalog plus custom practical tasks and skill assessments designed to closely reflect the data-based decisions required for employees’ roles. For leaders and data stewards, EPAM typically incorporates additional material from our proprietary content to critical fill gaps.

**There are Nine Components Vital to Becoming Data Literate and Making Data Part of an Organization’s Culture**



DATA LITERACY STRATEGY & TRAINING

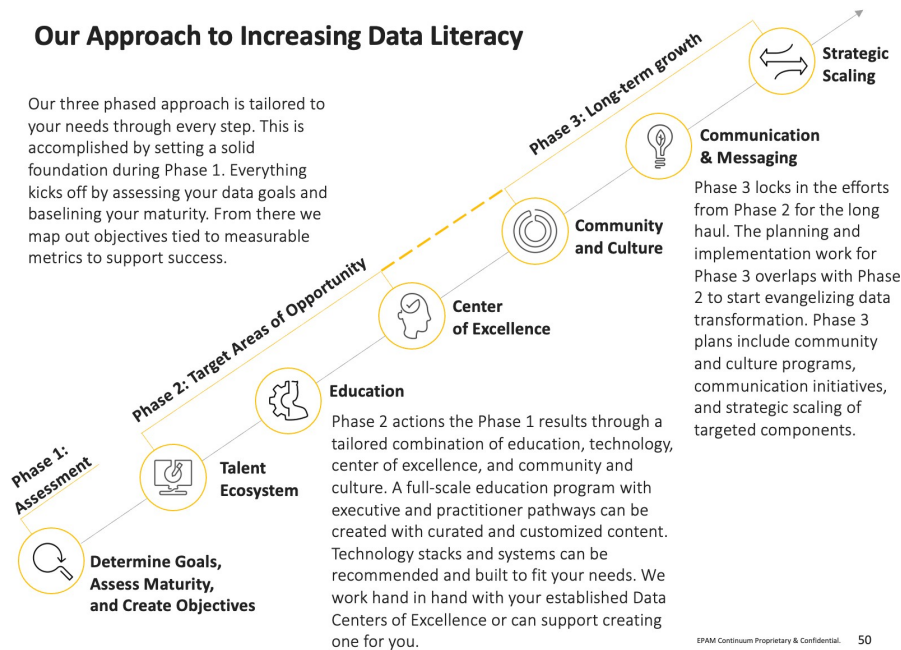
## Maximize insights, impact, and innovation by increasing data literacy across your organization

Data is critical to unlocking new opportunities and making groundbreaking discoveries. Data's value cannot be understated; however, most companies and their people are not equipped to take advantage of its potentially powerful impact. The Data Literacy Program was created to do just this—transform how companies use and treat their data.

EPAM CONTINUUM

## Our Approach to Increasing Data Literacy

Our three phased approach is tailored to your needs through every step. This is accomplished by setting a solid foundation during Phase 1. Everything kicks off by assessing your data goals and baselining your maturity. From there we map out objectives tied to measurable metrics to support success.



## Talent Management Ecosystem

### *Align employees' skills to business and technology strategy*

The secret to EPAM's storied learning culture and talent management approach involves integrating Human Resources and Learning & Development activities that are traditionally siloed and tightly aligning them with business strategy. Together, the eight components of an integrated talent ecosystem orient and drive employees to develop new knowledge, skills, mindsets, and ways of working.

We help clients create talent ecosystems of their own by using our resources as accelerators. If a client wants to build DevOps capabilities in house, for instance, EPAM offers our DevOps Engineer ecosystem components—competency and skill matrices, assessments, hiring resources, training curricula, and so on—as the starting point. Then EPAM technologists and human capital consultants work collaboratively with client counterparts to tailor everything to the client's business strategy, technology stack, and organizational context. We also offer organizational change and program management support for implementation.

## Quickly get everything you need to orient and drive your employees to develop business-critical capabilities

We will customize components of our ecosystem—like our competency matrices, skill assessments, training curricula, practical exercises, mentorship model, and proprietary people platforms—to your organizational imperatives

### ORIENT

Align target skills with business needs and develop an integrated, incentivized pathway to achieve them



**COMPETENCY & SKILL MATRICES**



**TALENT ACQUISITION RESOURCES**



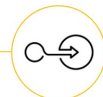
**GROWTH PLANS & INFORMAL LEARNING**



**TALENT MANAGEMENT GUIDANCE**

### DRIVE

Teach the right things, the right way, at the right time and create high-quality assessments to track progress



**ROLE-SPECIFIC TRAINING CURRICULA**



**CAPABILITY ACADEMY GUIDANCE**



**MENTORSHIP MODEL AND RESOURCES**



**AUTHENTIC SKILL ASSESSMENTS**

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## Get people moving in right direction



### Competency & Skill Matrices

Competency matrices are the foundation of an integrated talent ecosystem. They outline for employees the knowledge, skills, and abilities needed to succeed, and make growth goals and promotion criteria transparent, and connect talent to business objectives.

#### Outcomes

Competency and skill matrices at each level of the target persona



### Talent Acquisition Resources

To find the best talent, you need to look beyond technical skills. Actively seek out people that will be happy to grow their skills on an ongoing basis, are comfortable with change, and are excited about what's coming next for your organization and your industry.

#### Outcomes

Job descriptions; interview questions, prompts, and scoring rubrics



### Informal Learning Plans

Growth plan identifies specific support opportunities to help your employees prepare for the next stage of their career. Growth activities include job shadowing, mentoring, internal learning programs, communities of practice, external certifications.

#### Outcomes

Suggested growth activities for each level of the target persona



### Talent Management Guidance

Progression pathways align authentic assessment with performance evaluation and promotion. With this approach, your employees are guided and motivated to master target capabilities in order to move forward in their careers.

#### Outcomes

Findings and recommendations for improving skill alignment

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## Support growth and measure success



### Training Curricula

Many organizations have a training catalog—a collection of all formal learning resources available to employees. A training curriculum is a bit different. It is a subset of the organization's training catalog curated specifically to support persona skill development.

#### Outcomes

Curated training plans based on the resources used to train [EPAMers](#).

EPAM CONTINUUM



### Capability Academy Guidance

Effective pedagogy means offering employees the right training content, providing opportunities for them to put that information into practice under the guidance of someone more expert than they are, and letting them know when they successfully developed the new capability.

#### Outcomes

Findings and recommendations for improving learning program delivery



### Mentorship Model & Resources

When building new skills, it also helps to have mentorship or coaching. Mentors can offer advice and feedback, review deliverables before submission, share critical resources, and give social and emotional support. Mentors benefit too, particularly as they are moving into program or people leadership positions.

#### Outcomes

Mentor the mentor program resources, advisory sessions with EPAM competency centers



### Authentic Skill Assessments

Assessing critical skills with authentic, job-relevant tasks is an essential for integrated learning and talent management. Portfolio and project review, peer observation checklists, curated certifications, and direct skill assessment work together to provide a holistic, authentic snapshot of skill.

#### Outcomes

Direct skill assessments, portfolio rubrics, and behavioral interviews

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## Talent Insights with TelescopeAI

*Supercharge your talent ecosystem with talent-related data to make better business decisions and plan for the future*

At EPAM, our talent management ecosystem is powered by a proprietary platform we developed called [TelescopeAI](#). Telescope is a single system of engagement that layers on top of people databases, including our HR, LMS, and project systems. It consolidates data from these sources into a comprehensive, 360-degree view of employees, teams, and verticals, providing never-before-possible insights and predictive abilities. In combination with our talent accelerators and licensed and proprietary platforms, TelescopeAI pulls critical data points together to identify gaps in knowledge, recognize opportunities for upskilling, create mentorship connections, motivate and engage employees, and improve the health and performance of projects.

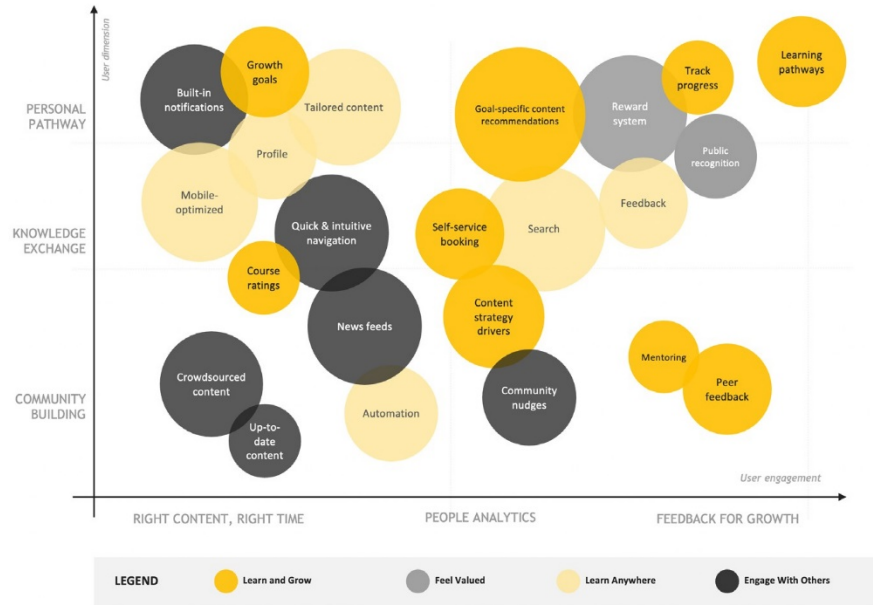
We help clients create their own Telescope-like platforms using ours as an accelerator, building new APIs as necessary to interface with their existing tools. If a client lacks a critical software tool that we have developed in-house, we can also support them with licenses.

TALENT INSIGHTS

## Help your teams learn, engage, and feel valued

We know that organizations thrive when employees are engaged, develop social connections, and feel supported at work. TelescopeAI can help. It allows you to integrate data and features from your people systems to create a robust employee experience, build communities of practice, and facilitate a culture of continuous learning.

EPAM CONTINUUM



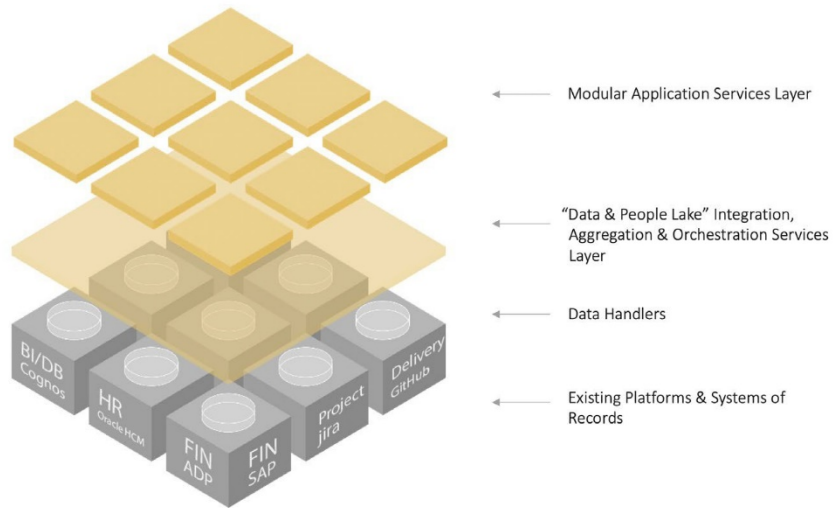
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TALENT INSIGHTS

## New insights without new platforms

Get the people insights you need without replacing core systems. TelescopeAI uses handlers to create a data lake on top of your existing platforms and systems of record. We help you configure an application service layer and create a modular, searchable dashboard of aggregated information on your employees, teams, and projects.

EPAM CONTINUUM



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## ANALYSIS BY BRANDON HALL GROUP

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### Situational Analysis

The current reality has shifted from “prepare for the upcoming digital transformation” to “how to do business in a fully digital workplace”. Organizations need to work and thrive in a fully digital workplace to be successful in attracting and retaining talent. This means streamlining the process in which they select, develop, and grow talent; the culture and mindset of how they assist in the employee journey; and the tools and technology that they use to make this happen.

The key questions for the business are:

- What are the best practices for more effective digital transformation?
- How do we refine the process of transforming our business and developing our talent?
- How do we create an immersive talent enablement process?
- What metrics and insights will help us understand where there are areas of improvement in our workforce processes and/or which areas are bringing us the most value?

### Challenges to the Business

Organizations have had difficulty leveraging traditional technologies to meet new business requirements. Talent development requirements have evolved quickly and the need for processes that improve learning impact and drive business results is more important than ever. The employee experience is critical for organizations and must encompass all aspects of talent enablement including skill development, career pathing, learning, and engagement.

### Implications for the Business

A significant amount of financial and people resources are being consumed by organizations in trying to upskill their workforce using traditional learning platforms and services — and still, the overall core transformation of the business that needs to happen is not. For employees, poor efforts in talent enablement can be disastrous as employees with poor experiences are less likely to stay and more likely to be actively disengaged if they do remain.

### Questions to be Answered by the Business

Organizations need to rethink how they leverage technology to keep pace with the rapidly changing dynamics of their employees, customers, and business processes. The key questions for the business are:

- Does your current technology offer enough functionality to meet the requirements of a rapidly changing world of work?
- Is your technology able to easily reach a dispersed and diverse set of needs across a global organization?



- Can your technology support both the current and future needs of the organization?

## **EPAM as the Answer**

EPAM differentiates itself by taking a holistic approach to cultural transformation. They realize that training alone will not help organizations overcome the obstacles in front of them. Instead, they must focus on changing mindsets, creating active learning environments, having the right people involved, and making use of the best technology available.

In essence, they are in the business of transformation, which involves all of the aspects that go into organizational change, and includes:

- Selecting the right metrics
- Making content and tools easier to find and use
- Improving the employee experience
- Solving the need for complex learning that involves 360-degree education, content, and practical activities.

The focus on practicality is a major part of what sets EPAM apart from its competition. EPAM is not a training firm, they are a group of practitioners who assist other organizations to achieve excellence in their business practices. Their practitioner-led mindset drives the success of their learning programs because their content and expertise comes from real-world application, not theory.

EPAM saw that the digital transformation space was becoming critically important while conversely becoming less and less directly addressed by solution providers. EPAM focuses on impact and outcomes as opposed to easier-to-use “counting metrics” to address harder-to-measure – the business metrics.

EPAM’s services are as a technology company, and they can use their own experiences to show how to change processes. EPAM was built for the modern VUCA (Volatile, Uncertain, Complex, Ambiguous) environment. In the current job market, the war to attract and retain talent is fierce, and one of the biggest challenges is how to create personalized talent journeys.

Of course, to create a sense of personalization, it is important to have the right technology solution in place that can deliver that personalized talent transformation environment at scale – something that nearly 60% of organizations don’t have right now, according to Brandon Hall Group research. This is where EPAM comes in.

EPAM starts by focusing on the business problem to be solved, and building from that central tenet. They focus on real, measurable outcomes that can be achieved through intervention such as improved collaboration, speed of delivery, and customer retention and satisfaction. By connecting the starting state to the desired outcome, they can customize the solution through not just learning, but engagement, coaching, data and analytics, and any other needed workforce or talent management activities. Truly a systems-thinking-based approach.

A good example of this comes from the Brandon Hall Group Excellence Award EPAM received for helping transform a global organization during the global pandemic. With the shift to a more work-from-home and thus a more digital workplace, EPAM worked with its client to create a leadership development program that eventually resulted in a 20% growth in leaders' technical, data and people-related knowledge. This a perfect example of how EPAM solves real-world problems with concrete, action-oriented solutions.

*- Cliff Stevenson, Principal Talent Acquisition and HR Analyst, Brandon Hall Group*

*- Michael Rochelle, Chief Strategy Officer and Principal HCM Analyst, Brandon Hall Group*

## About Brandon Hall Group

With more than 10,000 clients globally and 28 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.



### **ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM**

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.



### **SMARTCHOICE® PREFERRED PROVIDER PROGRAM**

uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's twenty-eight-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.