

Strategic Rescue for Portuguese Acting School

Capgemini Consulting helps Escola de Actores in a promising new market segment - corporate clients

The Situation

The Escola de Actores, or Act, is a non-profit acting school located in Lisbon, Portugal. It offers the Acting Professional Training Course for aspiring actors aiming to start a career in television and cinema. Although Act supplements its income by running training sessions and acting workshops for the public, and refresher training for professionals, its finances had been deteriorating for several years.

In 2010, Capgemini founded the social responsibility program called *Maecenas*, providing support to non-profit organizations in the Social, Cultural and Educational sectors in Portugal. The Act project was the first undertaken in the *Maecenas* program.

The Solution

Capgemini Consulting assisted Act to diversify its portfolio of products to cater for business clients, define its commercial approach to the

corporate sector and target prospects in the services industry. It also helped the acting school identify partnerships. All of the project's objectives have been delivered on time and within budget.

The Result

Act is now able to provide excellent services to its clients and customize its offerings to its clients' needs. The goal is to improve its financial situation until 2014, allowing it to focus on, and further develop, its Acting Professional Training Course.

Capgemini Consulting has projected revenue and operational margin increases of 40% and 48% respectively for the period of 2011 to 2014. These expected rises will enable Act to hire new employees to manage social networks, production and creative development.

How the Escola de Actores and Capgemini Worked Together

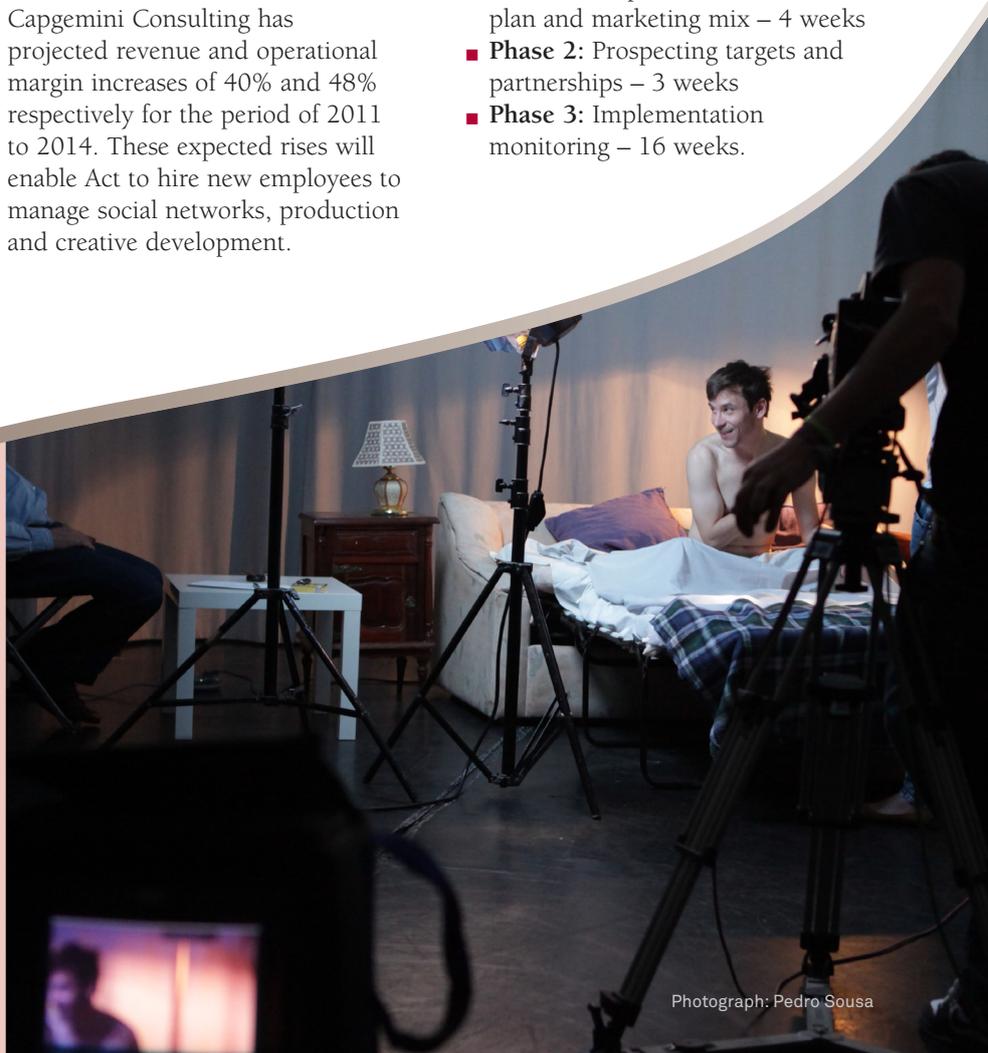
Capgemini Consulting's team of one manager (part-time) and two consultants (full-time) worked closely with Act's Managing Director and Pedagogical Director, meeting every week to discuss plans and progress. Act's administrative team also participated occasionally to add value to the project when required.

The project began in November 2010 and was completed by May 2011. It was managed in three phases:

- **Phase 1:** Preparation of business plan and marketing mix – 4 weeks
- **Phase 2:** Prospecting targets and partnerships – 3 weeks
- **Phase 3:** Implementation monitoring – 16 weeks.

“ Capgemini came into Act's life when we were in need of an experienced “hand”, for developing other business areas that would enable us to maintain our rigor and quality. They have helped us grow and have entered our lives in a very creative way, immediately understanding our project and bringing innovative ideas. With Capgemini, we have learned to approach our clients, and above all, they have taught us to promote and develop the proposed projects, always being on our side to accompany their evolution, and always with a great availability. ”

Patrícia Vasconcelos,
Managing Director, Act



During the three phases Capgemini Consulting helped Act to structure a portfolio of services for the corporate segment, namely:

- a value proposition
- a marketing plan
- an approach plan to large commercial accounts and partners, starting with 50 companies from the Lisbon services sector as potential clients, and five partners from the business training sector as potential intermediaries for Act's services
- a commercial model including identification of potential clients, meeting scheduling and preparation, opportunity identification, and proposal design and negotiation
- a business plan for 2011 to 2014.

Working collaboratively with Act, the consultants identified the best services that the acting school could offer to its corporate clients, considering the clients' demands and Act's supply capacity. Capgemini Consulting built a sales funnel, simplifying its commercial approach to the corporate sector. The team also established metrics to measure the number of contacts and meetings, and the number of proposals submitted to potential clients per administrative manager per week during the first phase of the implementation. And the business plan's implementation status and contingency plans were monitored to ensure that the risk of failure was minimal.

"We are artists, we give ourselves in to the passion of our art, we know that our experience can help to better understand human beings," says Elsa Valentim, founder and Pedagogical Director of Act. "We know that we can help professionals from different areas to improve their skills, from the level of use of their voice, to confidence and persuasion capacity.

We just didn't know how to get our ideas to reach potential stakeholders. Capgemini listened to us and encouraged us to dream even higher, giving back with equal passion simple, accessible and extremely effective business formulas, in order to make our projects viable."



About Capgemini

Capgemini, one of the world's foremost providers of consulting, technology and outsourcing services, enables its clients to transform and perform through technologies. Capgemini provides its clients with insights and capabilities that boost their freedom to achieve superior results through a unique way of working, the Collaborative Business Experience™. The Group relies on its global delivery model called Rightshore®, which aims to get the right balance of the best talent from multiple locations, working as one team to create and deliver the optimum solution for clients. Present in 40 countries, Capgemini reported 2010 global revenues of EUR 8.7 billion and employs over 112,000 people worldwide.

Capgemini Consulting is the strategy and transformation consulting division of the Capgemini Group, with a team of over 4,000 consultants worldwide. Leveraging its deep sector and business expertise, Capgemini Consulting advises and supports organizations in transforming their business, from strategy through to execution. Working side by side with its clients, Capgemini Consulting crafts innovative strategies and transformation roadmaps to deliver sustainable performance improvement.

More information is available at www.capgemini.com/consulting

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In collaboration with



Located in Lisbon, Portugal, Act, or Escola de Actores (Acting School), is a non-profit association dedicated to training actors for film and television. Founded in 2001, Act's main objective is to provide a high quality Acting Professional Training Course of three years'

duration. This professional training course, with about 100 students, is taught by a widely recognized faculty. In addition, each year Act invites a group of renowned guest teachers, including foreigners, to teach specialized training modules.

For more information, please visit:
<http://www.act-escoladeactores.com>