



CASE STUDY

Jacobs Strengthens Global Digital Delivery Through Structured Learning with Global eTraining

Jacobs is a global solutions provider delivering complex projects across regions, disciplines and delivery models. As digital delivery becomes central to how work gets done, the firm saw a need to raise digital proficiency across its people in a consistent, scalable way without losing the unique character of each team.

To meet this need, Jacobs created the Digital Delivery Advancement Program (DDAP) and partnered with Global eTraining to:

- Build a structured advancement program that develops digital skills over a two year cycle and beyond
- Curate persona based learning paths that reflect “the Jacobs way” of working
- Embed on demand e learning and microlearning directly into project delivery
- Create clear career pathways that attract and retain top digital talent

This case study explores Jacobs’ challenges, the solutions built with Global eTraining and the results already emerging from DDAP.

Jacobs

FEATURING



Kurt Maldovan
Global Director of Digital Delivery
Solutions at Jacobs



Learn Faster. Retain More. Save Time.

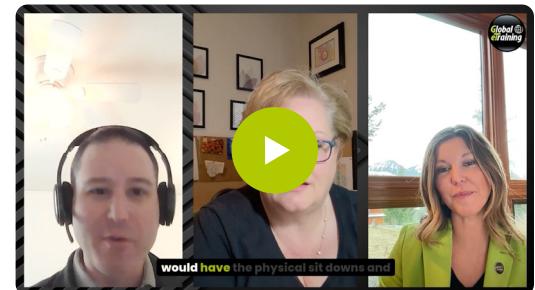
The Challenge

1

Moving beyond transactional training to a culture of continuous learning

Jacobs understood that traditional, event-based training models were no longer suited to the pace of digital work.

Teams needed access to learning that was continuous, flexible and available in the flow of real project delivery. The aim was to **shift from one time sessions to an environment where employees could build skills as needed and revisit them whenever required.**



"This is an on-demand model. As people have time and ability, they can go into [the Global eTraining platform], consume content and look ahead toward new ways of working."

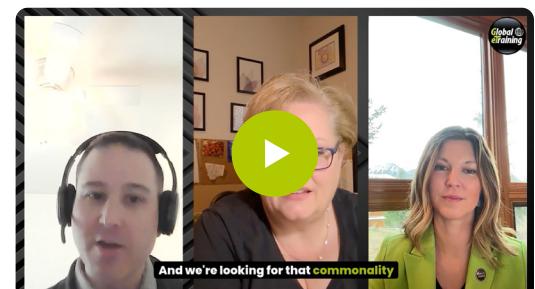
Kurt Maldovan

2

Establishing consistency across a global, multidisciplinary organization

With a workforce spanning multiple countries and delivery centers, Jacobs required a unified approach to digital delivery that still respected differences across markets and disciplines.

The objective was to **reinforce a consistent standard that enabled teams to collaborate smoothly regardless of geography**. This foundation is part of what Jacobs refers to as the "Jacobs Way".



"We are looking for a commonality of practice. The more consistent we are as a global firm, supported through [curated Global eTraining content], the more mobile and portable our workforce becomes."

Kurt Maldovan

3

Reducing the overwhelm of an unstructured learning ecosystem

Before DDAP, employees often struggled to identify which training content was aligned with Jacobs expectations.

The large volume of available courses created confusion and inconsistent learning outcomes. The organization **needed a curated learning experience that eliminated guesswork and ensured all employees received the most relevant and validated content.**



"Before DDAP, learning felt like too much of a choose your own adventure. Our LMS could be a bit of a black hole. You would search for a Revit course and two people could get completely different results. [Standardizing through Global eTraining] helped solve that."

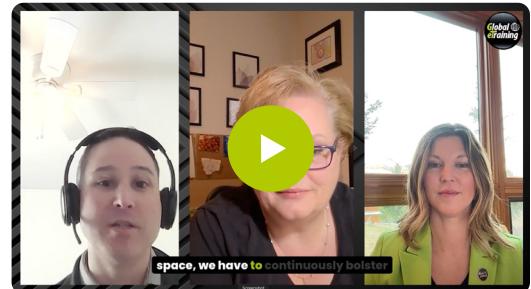
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4

Keeping pace with evolving digital tools, workflows and roles

Digital delivery changes rapidly. New workflows, tools and entire roles such as automation specialists and robotic process automation practitioners continue to emerge.

Jacobs **needed a learning system that could evolve at the same speed** and provide employees with timely access to updated content.



"In the digital space, everything is constantly advancing. Every version has a new update. We needed a way to keep pace."

Kurt Maldovan

The Solution

1

A structured multi-year Digital Delivery Advancement Program

Jacobs formed DDAP as a structured advancement program **designed to mature digital skills across the organization**. After more than a year of foundational setup and content incubation, the program now guides employees through a roughly two year learning cycle. Participants earn credits toward advancement while continuing to grow beyond the initial pathway.

More than 200 employees are formally enrolled with many more expressing interest.



"We see it as about a two year cycle to move to that next level. And then it is continuous. Learning is continuous."

Kurt Maldovan

2

Role based and workflow-specific learning design

DDAP uses personas to reflect key digital roles throughout Jacobs.

Employees can begin in one track such as BIM management, engineering or modeling then progress into visualization, automation or coding as their goals evolve. The system **supports long-term career mobility and helps employees understand how their skills can grow within the company**.



"People can move from information modeling into visualization or APIs and coding. There is mobility and portability in the curriculum."

Kurt Maldovan

3

Curated "Jacobs Way" content and internally wrapped learning experiences

Jacobs uses Global eTraining to surface the most relevant content for each persona and wraps that content with Jacobs-specific context using authoring tools like The Generator.

This ensures **every learner receives consistent direction, clear expectations and training that aligns with Jacobs standards.**

"We wanted to put wrappers around the daylighted content selected by our subject matter experts. Global eTraining gave us the structure to do that so every learner has a consistent experience."

Kurt Maldoan

"appreciate that you have elevated this to the "Jacobs Way" level. It becomes company and discipline specific, not just general skill building."

Susan Brattberg, GeT Founder and CCO



4

On-demand microlearning integrated into daily project work

DDAP emphasizes short form, easily digestible modules that employees can complete in brief windows of time. This microlearning approach **supports real-time application and makes continuous development accessible even during busy project cycles.**

"Some of the content is intentionally short form, which means it is not a huge lift to jump into [a Global eTraining module], get exactly what you need and return to project work."

Kurt Maldoan



5

A learning structure that helps attract and retain digital talent

Jacobs clear pathways and persona based structure demonstrate a tangible commitment to developing digital talent. Employees can see how their **skills connect to future opportunities within the company** which supports retention and long term engagement.

"These structured pathways give people a clear vision of where they can go at Jacobs, supported through [Global eTraining's tailored content], whether that is two, five or ten years from now."

Kurt Maldovan



6

An ongoing partnership supporting continuous improvement

Jacobs and Global eTraining work collaboratively to refine the learning experience, respond to feedback and evolve content as new technologies emerge.

This partnership keeps the program aligned with industry needs and Jacobs own digital ambitions.

"We are in constant conversation with Global eTraining to stay aligned on what is working, what is next and how to continuously refine the program for our learners."

Kurt Maldovan



The Results

1

Strong early adoption and momentum

More than 200 employees are formally enrolled in DDAP and Jacobs anticipates significant growth as awareness and program maturity continue to build. **The organization is optimistic about scaling** to hundreds more participants per year.



2

Increased consistency in digital delivery across regions and business groups

With unified training pathways and curated “Jacobs Way content”, teams are applying digital tools and workflows more consistently across geographies. This **improves collaboration, reduces rework and strengthens delivery quality on complex projects**.



3

Clearer development pathways and stronger retention of digital talent

Employees now have a framework that supports long-term career progression within Jacobs. The transparency of roles, skills and advancement steps has **strengthened engagement and supports retention of high performing digital talent**.



4

A durable learning framework capable of evolving with the industry

Jacobs has established the structure needed to keep pace with rapid technological change. DDAP can scale to new personas, new skill areas and new digital capabilities as the industry continues to transform.

"The way you organized the setup of your career paths and content will sustain you for years."

Patty Kimber, GeT Customer Success Manager for Jacobs



"It took about a year, plus or minus, to get the administrative back end where we needed it to be."

Kurt Maldovan

Looking Ahead

Jacobs plans to expand DDAP participation, broaden persona offerings and integrate additional emerging technologies such as advanced automation and coding. The firm will continue collaborating with Global eTraining to ensure the program evolves alongside industry demands and supports the digital workforce of the future.

"We have to continuously bolster the learning content with what is new. There will always be something coming behind what exists today."

Kurt Maldovan



Hear the full discussion with Jacobs on the GeT Smart Podcast

