

A photograph of Tiger Woods in mid-swing on a golf course. He is wearing a bright orange polo shirt with a Nike logo, a dark blue cap, and dark trousers. A white golf ball is visible in the air to his left. The background is a blurred green golf course.

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High performance. Delivered.

Delivery Excellence Using CMMI

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A common mistake in improvement programs is to be model-centric rather than business-objective-centric.

Instead:

- Balance internal and external tools/techniques, one of which can be CMMI
- Make sure your business goals are the focus
- Understand when CMMI adds value and when you need something else (instead of or in addition to)



Context

What is Accenture?



Accenture is a global management consulting, technology services, and outsourcing company.

- US \$15.5 billion net revenues for FY05
- Over 133,000 employees in 48 countries
- Accenture serves approximately 2,500 clients that span the full range of industries around the world
- We serve 87 of the *Fortune* Global 100, two-thirds of the *Fortune* Global 500 and government agencies in 26 countries
- Of our top 100 clients in fiscal 2005, 96 have been clients for at least five years and 83 have been clients for at least 10 years
- Ranked No. 1 in "Computer & Data Services" industry category in *Fortune's* 2005 list of America's most admired companies
- *InformationWeek* ranked Accenture as the #1 leading Outsourcer



Delivery Excellence

Holistic Approach to Quality



Delivery Excellence is about focusing on total performance, having the right systems, measurements, and processes in place.

- From a quality model perspective, you need to balance internal and external definitions of quality and tools/techniques
- **Internal:** proprietary best practices help differentiate you and build unique strengths
 - Methods
 - Tools
 - Metrics
 - Architectures
 - Stakeholder Management
 - Continuous Improvement
 - Quality Assurance



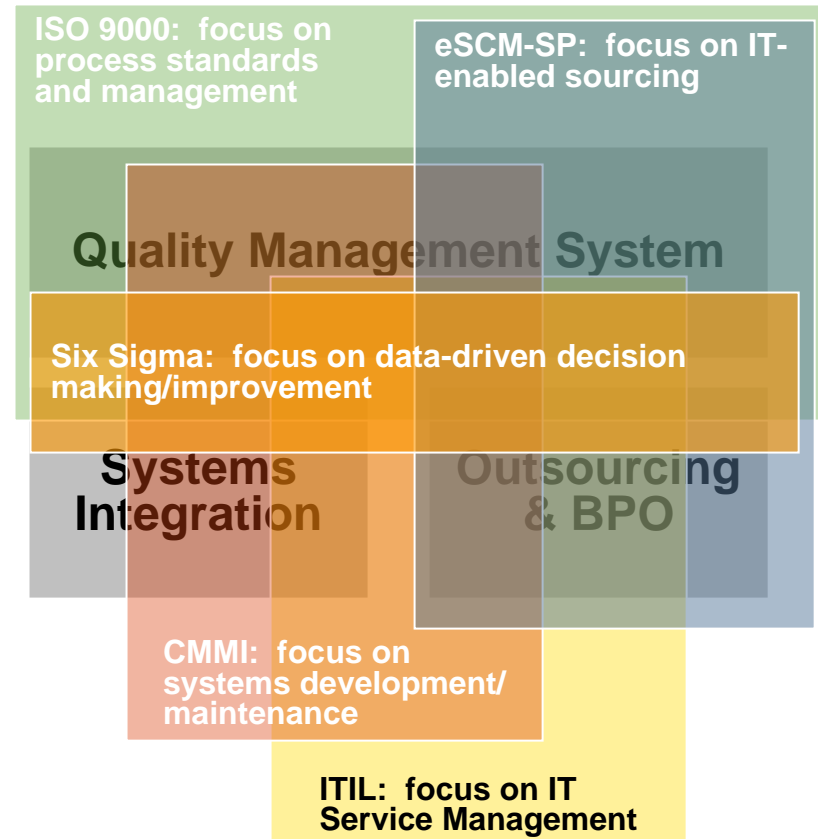
Delivery Excellence

Holistic Approach to Quality



It is important to balance internal and external definitions of 'best practice.'

- **External:** industry quality models provide an objective view into best practices and a common yardstick to compare companies
 - Industry standards frequently overlap, but have different 'sweet spots'





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Case in Point: CMMI



CMMI has some impressive benefits:

- **Cost:** 4.5 percent decline in overhead and up to 33 percent decrease in the cost to fix defects
- **Schedule:** 30 percent increase in productivity, 50 percent reduction in release time, increase of milestones met from 50 percent to 95 percent
- **Quality:** reduction in defects found from 6.6 to 2.1 per thousand lines of code (KLOC)
- **Customer Satisfaction:** increase in client satisfaction scores and award fees
- **Return on Investment:** 5:1 to 13:1 ROI



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Case in Point: CMMI



But...many organizations make the mistake of seeing CMMI as a silver bullet that will magically solve problems.

Common pitfalls:

- Setting wrong or incomplete goals
- Believing CMMI will fix all or most of your problems
- Focusing your improvement program on CMMI by itself



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Goal Setting



What is the goal of your improvement program?
Hint: it probably isn't achieving CMMI Level X.

- Do not confuse CMMI goals with your business goals
- What are your business goals? Some examples:
 - Increase customer satisfaction
 - Reduce delivery time
 - Increase productivity
- How can CMMI help you with your goals?
 - **No:** Customer satisfaction is low because our call center is understaffed and keeps them on hold too long
 - **Maybe:** Customer satisfaction is low because our system upgrades take too long and have lots of bugs



What is the goal of your improvement program?
Hint: it probably isn't achieving CMMI Level X.

- How do we know when we've achieved success?
 Which of these is more successful:
 - We are CMMI Level 3 but customer satisfaction hasn't changed
 - Customer satisfaction has improved 40% but we 'failed' our CMMI appraisal
- **Common mistake:** defining success based on CMMI Level rather than achievement of business goals



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CMMI isn't everything



CMMI, like all quality models, has a 'sweet spot' where it provides the most value. Your business problems probably aren't that narrow.

- CMMI has some excellent content, such as:
 - Project management
 - Systems development/maintenance
- What about other problems related to your business goals?
 - Customer relationship management
 - Human performance
 - Outsourcing
 - Infrastructure management
 - Security management



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CMMI isn't everything



CMMI, like all quality models, has a 'sweet spot' where it provides the most value. Your business problems probably aren't that narrow.

- Make sure to supplement your improvement program with other quality frameworks that have different 'sweet spots'
 - People Capability Maturity Model (P-CMM®)
 - eSourcing Capability Model for Service Providers (eSCM-SP) or for Client Organizations (eSCM-CL)
 - Information Technology Infrastructure Library (ITIL®)
 - ISO® 9000
 - (Lean) Six Sigma
 - ISO 17799/27001
 - ...



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CMMI isn't everything



CMMI has good process improvement content and principles, but doesn't cover all aspects of process improvement.

- CMMI has some excellent content and principles to help structure an improvement program
 - Sponsorship
 - Training
 - Measurements
 - Documentation
 - Verification
- **But don't forget:**
 - Communications program
 - Human performance
 - People change management
 - Tool and technology improvements
 - Organizational re-engineering



CMMI can be a valuable and important part of your delivery excellence program, but make sure you stay focused on the right issues.

- Focus first on business strategy and objectives
- Decide which quality frameworks will best help with those
 - Internal, proprietary methods and frameworks
 - Industry standards: CMMI, ITIL, eSCM-SP, Six Sigma, etc.
- Define your improvement program
 - Business case
 - Program plan + milestones
 - Define ‘success’ and identify metrics that will help you measure success



Delivery Excellence Conclusions



CMMI can be a valuable and important part of your delivery excellence program, but make sure you stay focused on the right issues.

- Make sure your improvement program has all the elements, including:
 - Program Management
 - Sponsorship
 - Process, Technology, and People Change Management
 - Training
 - Communications
 - Tools
 - Process and Organization re-engineering



Contact Information



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