

A photograph of Tiger Woods in mid-swing on a golf course. He is wearing a bright orange polo shirt with a white Nike swoosh on the chest, a dark blue baseball cap with a white Nike swoosh, and dark trousers. He is holding a golf club with a white grip. The background is a lush green golf course with a white sand trap visible in the distance. The overall scene is captured in a dynamic, slightly blurred style to convey motion.

accenture

*High performance. Delivered.*

## **Delivery Excellence Using CMMI**

CMMI Technology Conference – Nov 2006  
Keith M. Heston



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





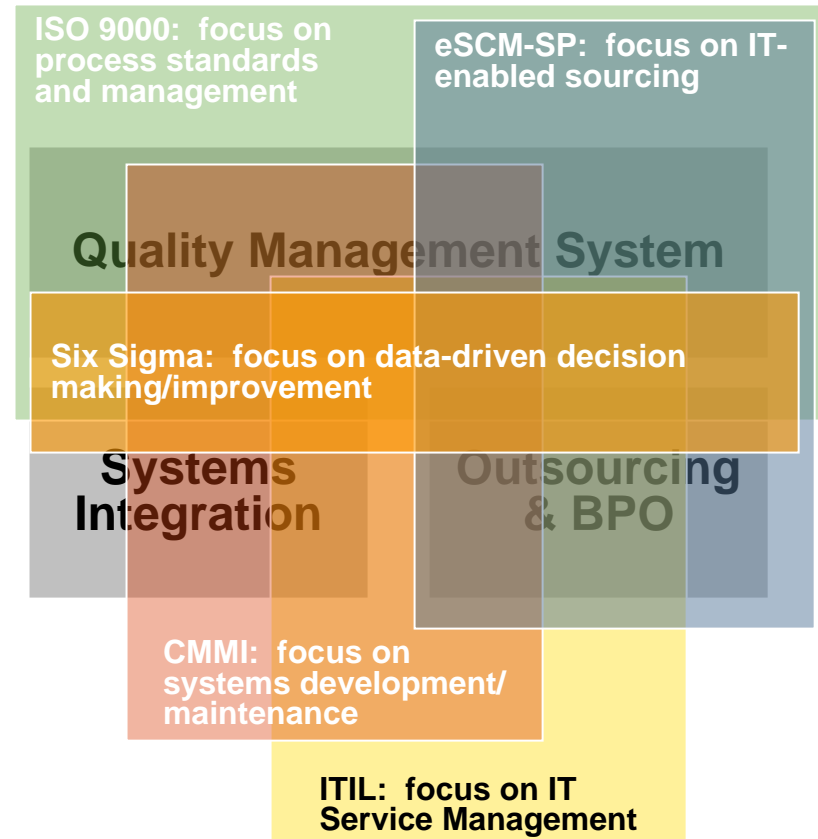
# Delivery Excellence

## 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'





# Delivery Excellence

## 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



# Delivery Excellence

## 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



# Delivery Excellence

## 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





# Delivery Excellence

## Goal Setting



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



# Delivery Excellence

## 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



# Delivery Excellence

## 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
  - ...



# Delivery Excellence

## 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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