



accenture

*High performance. Delivered.*

**MAX'ING CMMI BENEFIT**  
**– extra efficiencies & higher performance**  
Mark Smith, Accenture

**CMMI Made Practical**  
**27<sup>th</sup> & 28<sup>th</sup> April 2009: London, UK**

# accenture *Presentation Abstract*



**For some time Accenture has used, arguably, the world's largest CMMI program to provide high performance benefits for both its clients and itself. One of the big things that has been learnt over the past few years is that operating at scale brings greater opportunities to exploit CMMI investment to really maximise software engineering effectiveness and efficiency.**

**This presentation discusses how these high performance benefits are being realised - the scale and impact of the improvements that are possible, the innovative mechanisms that are being used and the challenges that have been overcome. Finally attention is turned to the future with some thoughts shared on the role that CMMI could and should play in maximising any IT organisations ability to respond to today's dynamic and demanding business pressures.**

# accenture *Presentation Outline*



- **Introducing Accenture**

- **High Performance Benefits**

- **Effectiveness + Efficiency Opportunities**

- **Innovative Mechanisms**

- **Challenges Overcome**

- **Response To Today's Reality**

# accenture *About Accenture*



- **Global management consulting, technology services and outsourcing company**
- **Revenue in FY08 ... \$23.4 billion (year to 31-Aug-08)**
- **People worldwide ... 187,000 + and growing**
- **Accenture has offices and operations in more than 150 cities in 49 countries**
- **Four fifths of the FORTUNE Global 100, two-thirds of the FORTUNE Global 500 and government agencies in 24 countries**
- **Global brand, global leadership, global network, global workforce**



# accenture *High Performance Benefits*



- **More satisfied and loyal clients**
- **Increased productivity by up to 25%**
- **Cost of failure cut by two thirds (last three years)**
- **Improved employee professionalism and sense of community**

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- **Vastly improved forecasting and estimating (only one material surprise)**
    - **Better early warning, intervention and escalation**
    - **Majority of projects now within +/- 10% plan**

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- **Consistent task level planning and monitoring for both effort/cost and schedule**
    - **Reduced delivery schedule variability** (tripled on time delivery)
    - **Improved cost predictability** (tripled on schedule delivery)
      - **Systemic continuous improvement**



- **Unified Deployment**

- Requirements Management
- Development and Maintenance
- Enablement
- Support (Checking/Coaching)



INDUSTRIALISATION

- **Consistent Execution**

- Scope Footprint
- Appraisal Complexity
- Process Area Interpretation

# accenture *Efficiency Opportunities*



- **Unified Deployment**

- **Consolidate**
- **De-duplicate**
- **Refine and Simplify**



- **Consistent Execution**

- **Price point review**
- **“Boundary” defect removal**

**INDUSTRIALISATION**

- **Impact**

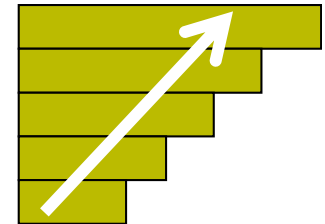
- **~ 5 to 6 x reduction:** Interim and formal appraisal costs
- **~ 30% reduction:** Support Infrastructure



① **Methods Driven Delivery**



② **Checking versus Coaching - Scalable**



③ **Delivery Excellence Rapid Appraisal**



# accenture *Challenges Overcome*



- **Senior Management Commitment**

**Cost**

- **Practitioner Disbelief**

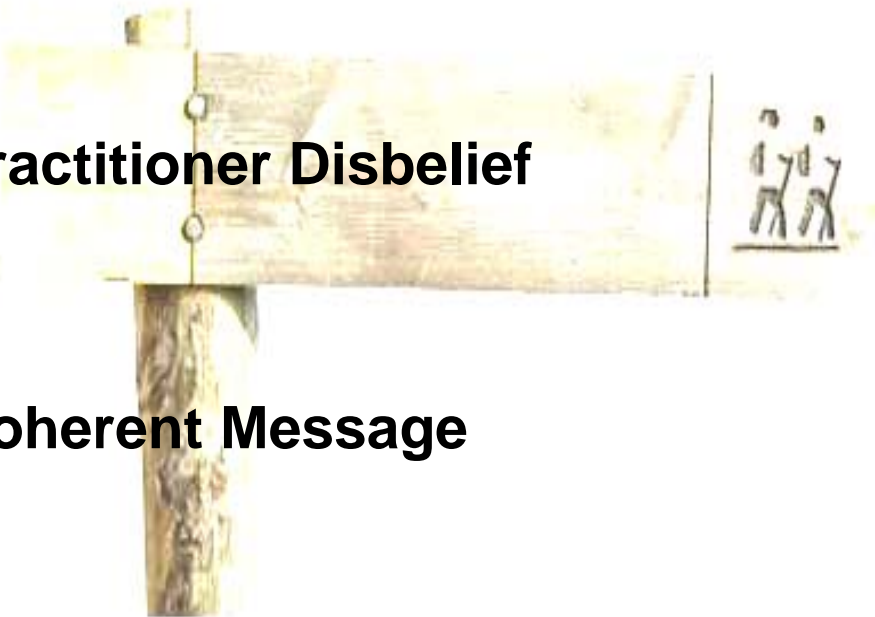
**Proof**

- **Coherent Message**

**Focus**

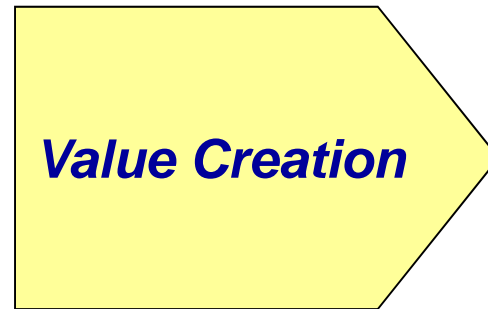
- **Silo'ed Resistance**

**Transparency**





- **External Market-place Realities**
  - **Global Turmoil**
  - **Client Business Economics**
  - **Solution Complexity**
  - **Contractual Risk**
- **Internal Realities**
  - **Organisational Change**
  - **Financial Pressure**
  - **Functional Initiatives**



*Nimble, Flexible & Robust*



**MAXIMUM BENEFIT**

accenture *Thank You*



# Any Questions?

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