



Delivery Center

Achieving Business Goals Through
CMMI High Maturity Practices

Spain Delivery Centre
Always Ahead



Achieving Business Goals Through CMMI HM

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- Introduction
- Setting Business Goals
- Achieving Business Goals
- Innovation
 - At Organizational Level
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Introduction

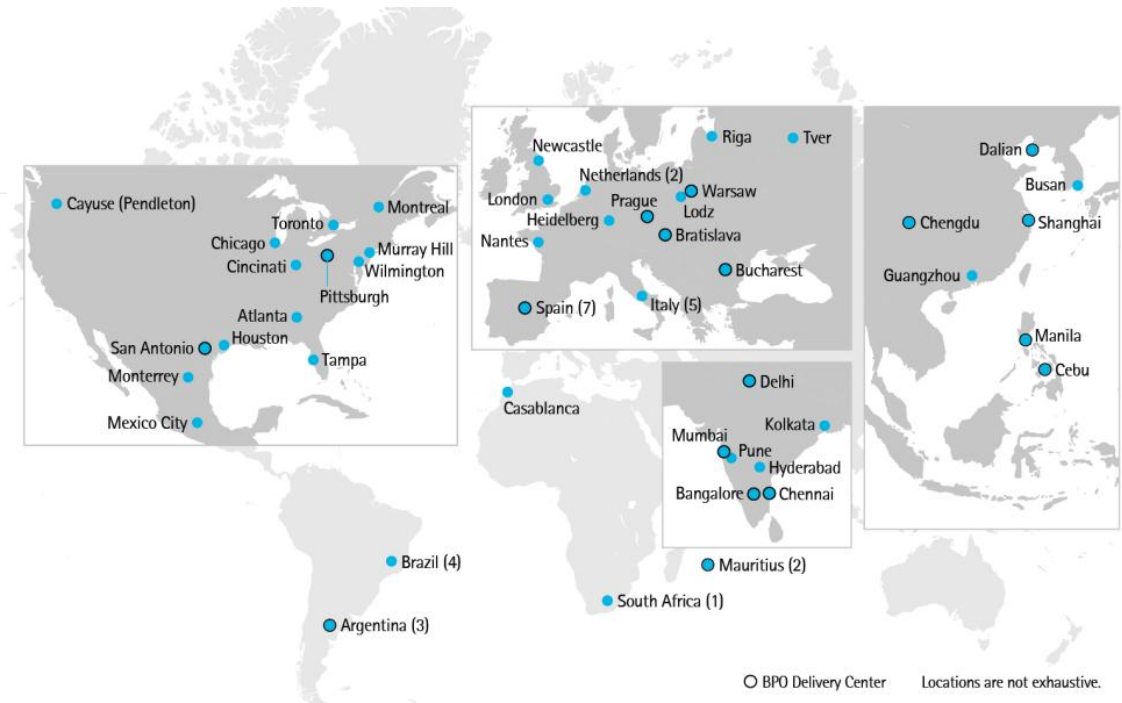
Accenture and Delivery Centre Network

- Accenture (NYSE:ACN) is a global management consulting, technology services and outsourcing company, with more than 223,000 people serving clients in more than 120 countries.
- Net revenues of US\$21.6 billion for the fiscal year ended Aug. 31, 2010.

Operating Groups and Industry Groups				
Communications & High Tech	Financial Services	Health & Public Service	Products	Resources
Industry Groups	Industry Groups	Industry Groups	Industry Groups	Industry Groups
Communications Electronics & High Tech Media & Entertainment	Banking Capital Markets Insurance	Health Public Service	Air Freight & Travel Services Automotive Consumer Goods & Services Industrial Equipment Infrastructure & Transportation Services Life Sciences Retail	Chemicals Energy Natural Resources Utilities

- Our clients:
 - 94% out of Fortune 100
 - 76% out of Fortune 500

- The Delivery Centre Network comprises over 40 centres across the globe

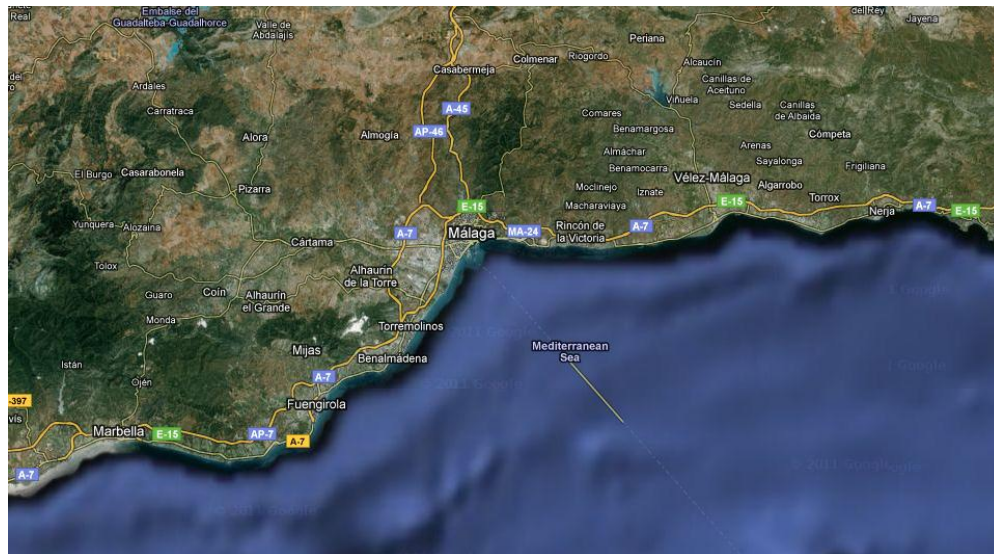


○ BPO Delivery Center Locations are not exhaustive.

Introduction

Spain Delivery Centre

- The Spain Delivery Center is part of the Accenture Delivery Center Network
- It is composed of 1200+ professionals working in all Industries and Technologies
- It achieved CMM5 (2003), CMMI5 v1.1 (2005), CMMI5 v1.2 (2008)



It was created in 1992 in Madrid and extended to Málaga in 1998, Sevilla in 2004, Barcelona in 2007, Valencia and Zaragoza in 2009 and Bilbao in 2010

Introduction

CMMI: High Maturity

<http://sas.sei.cmu.edu/pars/pars.aspx>



Software Engineering Institute

CarnegieMellon

Organization

Organization Name:	Accenture Technology Solutions
Organizational Unit:	Accenture Technology Solutions - Coritel Spain Delivery Centre (SDC)
Appraisal Sponsor Name:	Antonio Moncada
Lead Appraiser Name:	Giuseppe Magnani
SEI Partner Name:	Business Strategy

Model Scope and Appraisal Ratings

CMMI-DEV v1.2

Level 2	Level 3	Level 4	Level 5
Satisfied REQM	Satisfied RD	Satisfied OPP	Satisfied OID
Satisfied PP	Satisfied TS	Satisfied QPM	Satisfied CAR
Satisfied PMC	Satisfied PI		
Not Applicable SAM	Satisfied VER		
Satisfied MA	Satisfied VAL		
Satisfied PPQA	Satisfied OPF		
Satisfied CM	Satisfied OPD		
	Satisfied OT		
	Satisfied IPM		
	Satisfied RSKM		
	Satisfied DAR		

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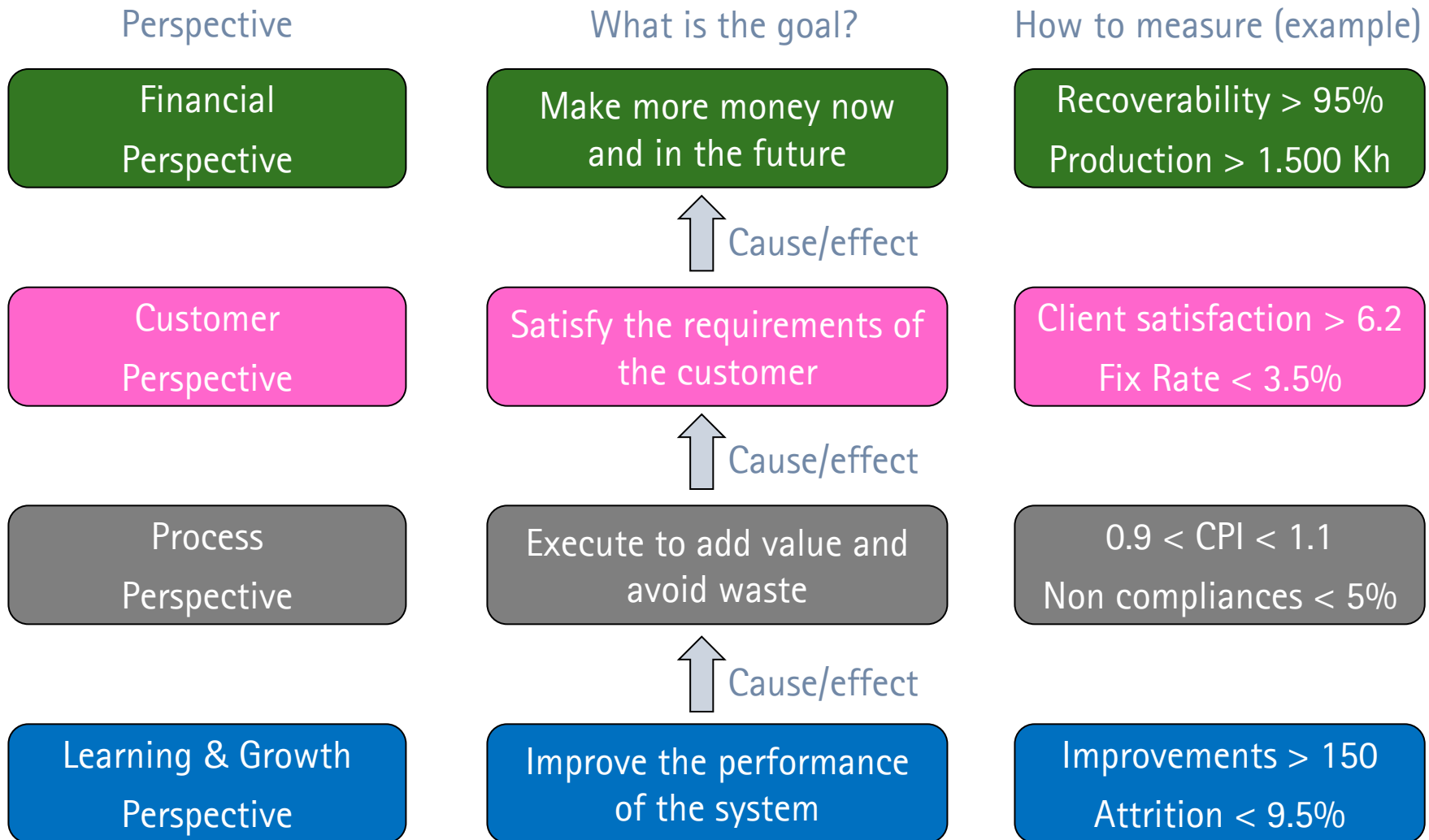
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Setting Business Goals

Balanced Scorecard



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Achieving Business Goals

Improvement Projects: Examples



$$Y = F(X)$$

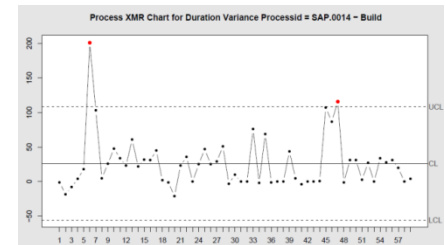
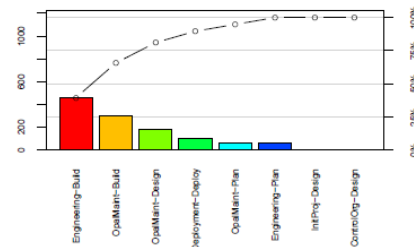
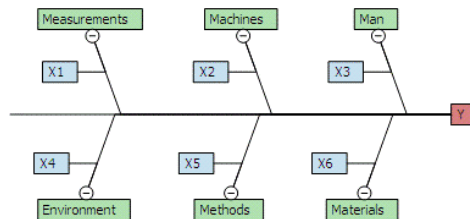
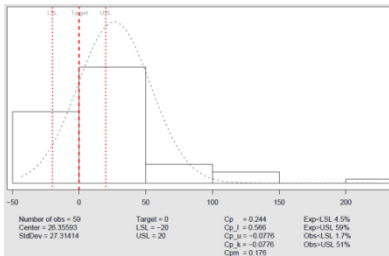
Problem (Y)	Key factors (Xi)	Improvement (Xi)	Quantitative impact (Y)
Process team overhead	Time spent on defining, updating and using processes	Process model lean notation (patent pending)	10% reduction on HPD team
Project mgt. overhead	Time spent on Project Time to compute metrics	Project Management Engine	3% yearly savings in project management cost
Productivity on COBOL	Time spent with editor Defects per hour of review	Adoption of a new smart editor Refine criteria for reviews	15% reduction on effort 2% increase on defects
Quality on SAP	Defects found in build Number of test conditions	Improve standard test conditions	12% decrease on defects
Productivity on Oracle	Experience on PL-SQL and on client's architecture	Use peer reviews for training Project's Wiki site	5% reduction on effort
High maturity overhead	Cost to measure Complexity of high maturity	L-MIS Lean Management Information System (patent pending)	10% reduction in cost to serve

Achieving Business Goals

Lean Six Sigma Methodology



Phase	Purpose	Tools/techniques
Define	Define the process to improve and how to measure its performance (Y)	Value stream map, Kano, SIPOC, CTQ...
Measure	Measure what is the current performance of process according to Y	Capability analysis, normality test, MSA...
Analyze	Analyze what are the key factors X_i that impact on performance $Y=F(X_1, X_2...X_n)$	Fishbone, Pareto, FMEA, ANOVA...
Improve	Improve the key factors X_i to achieve higher performance on Y	Training, process re-engineering, tools...
Control	Control the factors X_i to sustain the improvement	Control charts, Monte-Carlo Simulations



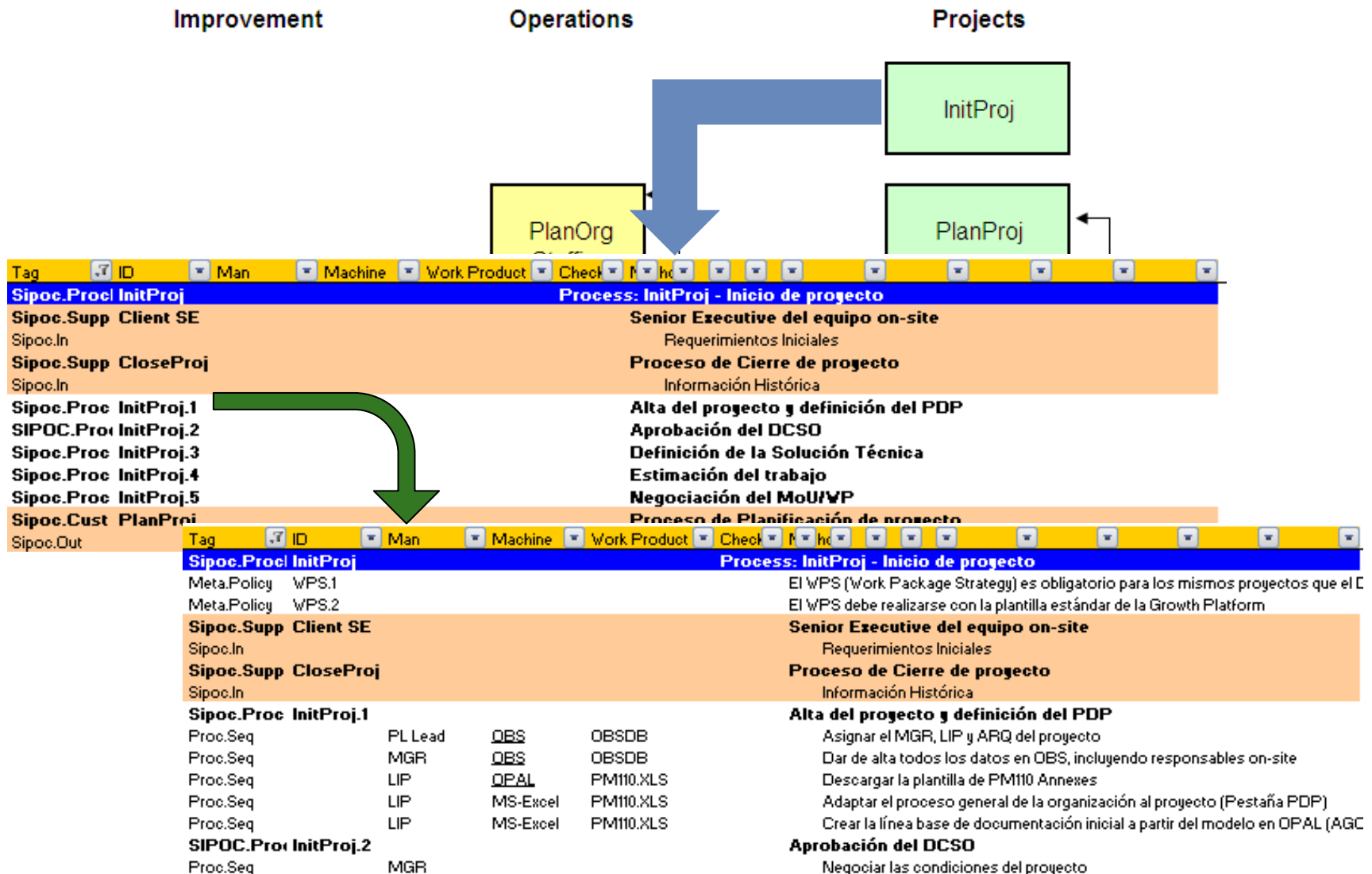
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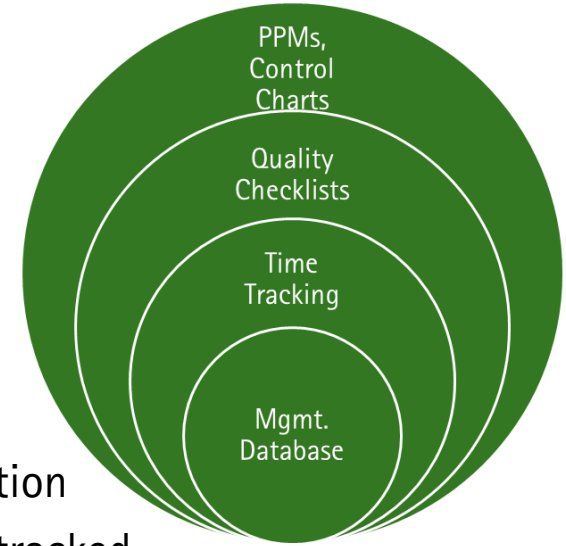
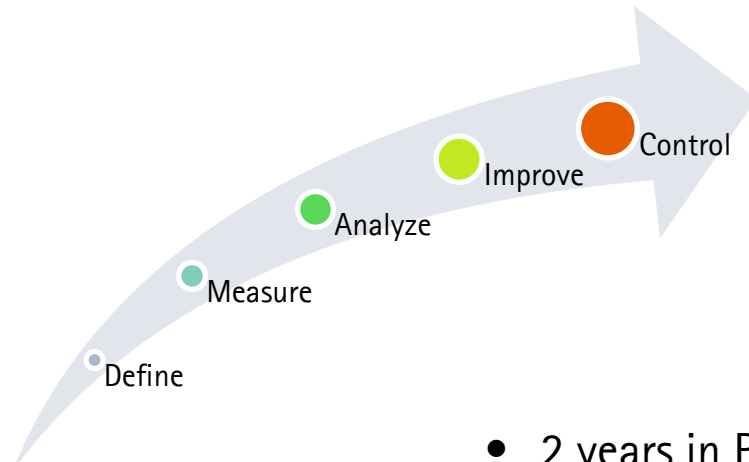
Innovation at Organizational Level

Process Model Lean Notation (patent pending) for OSSP

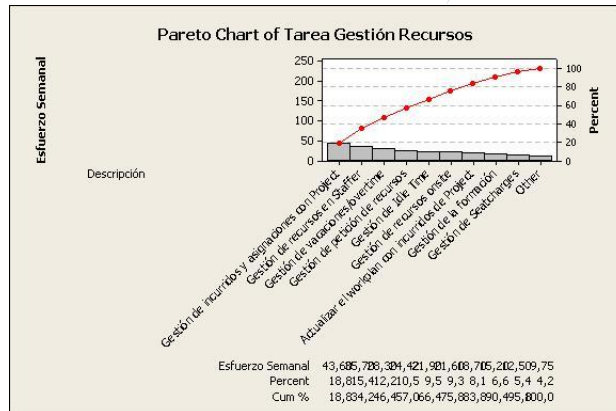


Innovation at Project Level

Lean Management Information System (patent pending)



- 2 years in Production
- 2+ million hours tracked
- 1200+ users
- 125K+ work products
- 10% reduction in cost to serve

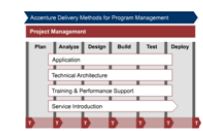


PMI - PMP
 Integration Mgt
 Scope Management
 Time Management
 Cost Management
 Quality Management
 Risk Management
 Human Resource Mgt
 Communications Mgt.
 Procurement Mgt.

ADM - APPM
 Standard plans
 Standard reports
 Standard metrics
 Standard tools (ADT)
 - Clear Quest
 - MS-Project

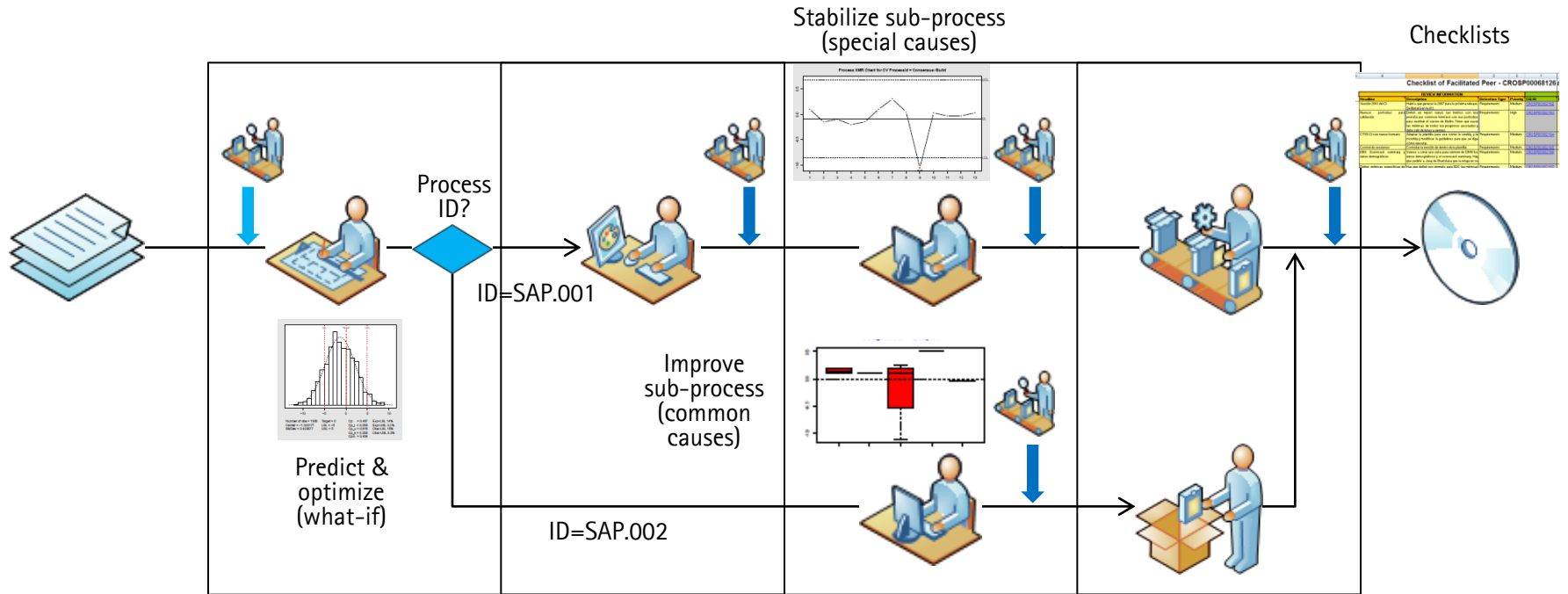
CMMI - Level 5
 Prediction Models
 Controllable Variables
 Control Charts
 Pareto Charts
 ANOVA

Lean 6 Sigma
 Lean principles
 Predefined measures
 Simplified analysis
 Support to improve
 Automated control



Innovation at Project Level

Quantitative Project Management with LMIS



Checklist of Facilitated Peer - CROSP00061295

NO	DESCRIPTION	STATUS	DATE
1
2
3
4
5
6
7
8
9
10

- Prevention
- Production
- Appraisal
- Change
- Int Failure
- Ext Failure
- Fix



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Conclusions

Changing the way of thinking

- Systems thinking

- Ability to understand the system as a whole
- Overall performance depends few processes that constraint the system
- Focus on improving the constraints

- Statistical thinking

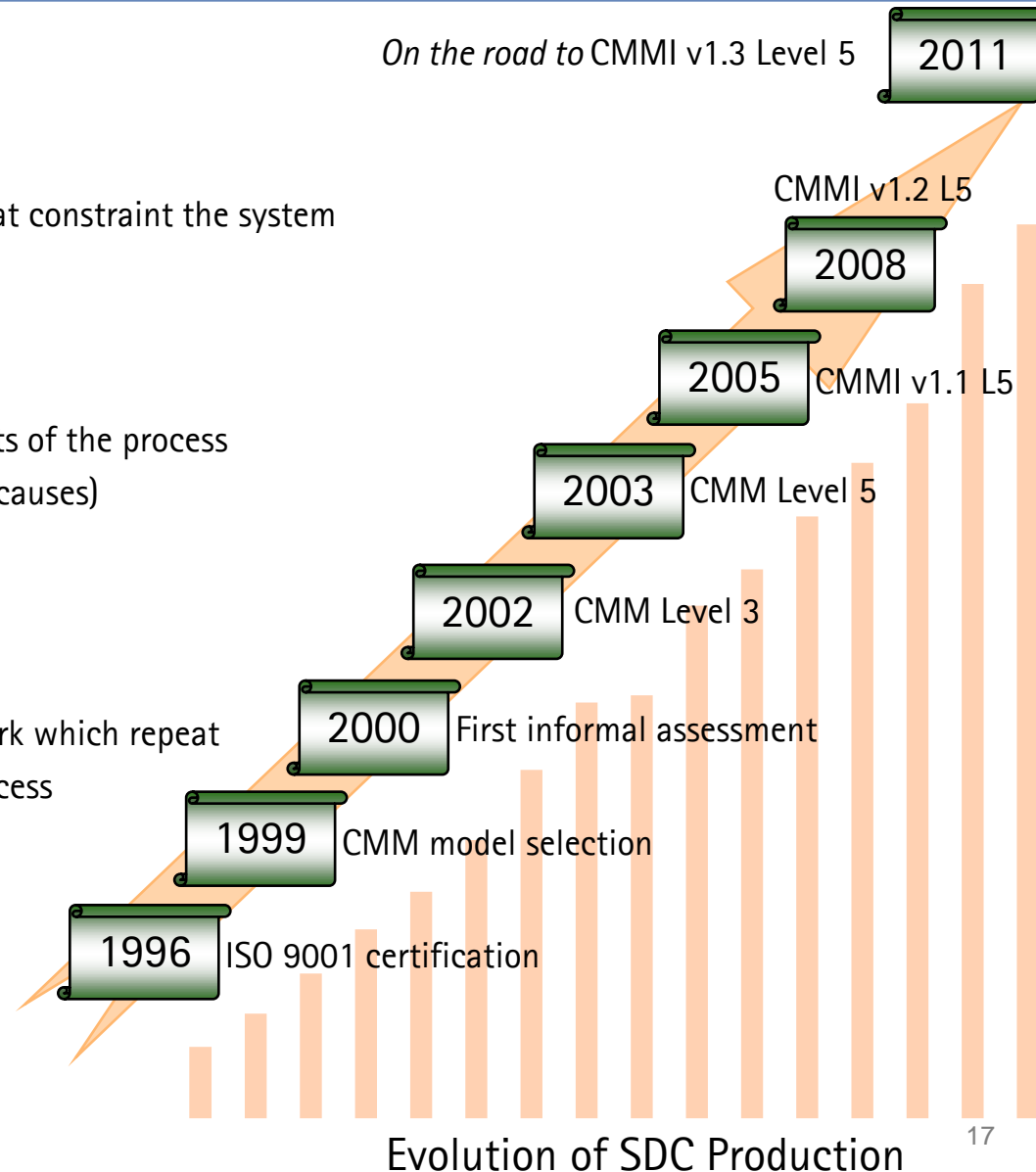
- Ability to understand the variation of the results of the process
- Performance depends on few key factors (root causes)
- Focus on improving key factors

- Process thinking

- Ability to identify processes, i.e. patterns of work which repeat
- Performance depends on the quality of the process
- Focus on improving the process

- Initial

- Performance depends on the people
- Focus on having many "heroes"



THANK YOU!

Questions?



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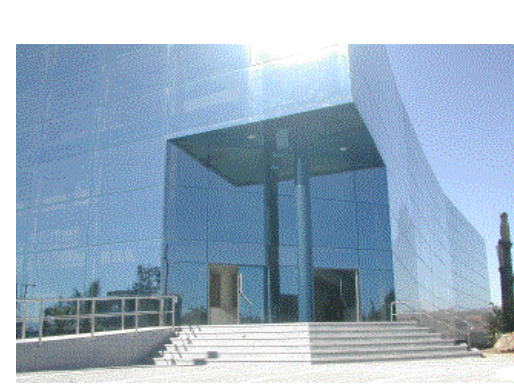
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HORA	VUELO	DESTINO	EMBAR	PTA	OBSERVACIONES
TIME	FLIGHT	TO	BOARD	GTE	REMARKS
10:35	EZY 7180	LIVERPOOL	09:33	C37	LAST CALL
10:40	EIN 903	GATWICK	10:10	C36	
10:40	DL 163	NUEVA YORK	09:25	B17	
10:40	AF 3644	NUEVA YORK	09:25	B17	
10:55	TOM 2213	MANCHESTER	10:25	C	
10:55	EZY 6756	BELFAST	09:55	B	BOARDING
11:00	EZY 3112	STANSTED	10:30	C	
11:15	LS 810	MANCHESTER	10:45	C	
11:20	EZY 2404	LONDON LUT	10:03	B	BOARDING
11:25	RJR 9863	LIVERPOOL	10:55	B	
11:30	EIN 883	CORK	11:00	B	

SE MOSTRARA 45 MINUTOS ANTES DE LA HORA DE SALIDA

HORA	VUELO	DESTINO	EMBAR	PTA	OBSERVACIONES
TIME	FLIGHT	TO	BOARD	GTE	REMARKS
11:30	BAW 2713	GATWICK	11:01	C	
11:55	EZY 1924	MANCHESTER	11:25	B	
11:55	EZY 8604	GATWICK	11:25	B	
12:00	ZB 971	BIRMINGHAM	11:30	B	
12:00	ZB 013	LONDON LUT	11:30	C	
12:15	RJR 7055	DUBLIN	11:45	B	
12:30	RJR 8165	STANSTED	12:00	C	
12:40	EIN 585	DUBLIN	12:10	C	
12:45	ZB 655	MANCHESTER	12:15	B	
12:45	TOM 3227	DONCASTER			
12:50	EZY 6408	NEWCASTLE			

SE MOSTRARA 45 MINUTOS ANTES DE LA HORA DE SALIDA

