



High performance. Delivered.

An Enterprise Wide CMMI Implementation at Accenture by Sarah Bengzon

**NDIA CMMI Technology Conference
Denver, Colorado
November 2005**

Learning Objectives

- **About Accenture**
- **Business Context**
- **Implementation Scope**
- **Key Program Components**
- **Guiding Principles**

About Accenture (NYSE: ACN)

Accenture is a management consulting, technology services, and outsourcing company. Committed to delivering innovation, Accenture collaborates with its clients to help them become high-performance businesses and governments.

Comms & High Tech	Financial Services	Government	Products	Resources
<ul style="list-style-type: none">• Communications• Electronics & High Tech• Media & Entertainment	<ul style="list-style-type: none">• Banking• Capital Markets• Insurance	<p>Serving sectors:</p> <ul style="list-style-type: none">• Defense• Postal• Education• Revenue• Human Services• Immigration• Justice/Security• Election Services	<ul style="list-style-type: none">• Automotive• Health Services• Industrial Equipment• Pharmaceuticals & Medical Products• Retail & Consumer• Transportation & Travel Services	<ul style="list-style-type: none">• Chemicals• Energy• Forest Products• Metals & Mining• Utilities

Business Context

In a changing business context, the cost of not delivering quality services is high and can have a significantly impact to the business.

- **Market growth**
- **Bigger, more complex programs**
- **Offshore components**
- **Growing, diverse workforce**
- **Increasing competition**



Implementation Scope

To operate as a high performing business, Accenture needs to operate with process rigor and consistency across a global and complex business model.

- **All Operating Groups**
- **All geographies**
- **Multi-lingual, multi-cultural**
- **Complex business and technology solutions**
- **CMMI SW/ SE/ IPPD**



Key Program Components

- **Governance and Program Management**
- **Awareness and Sponsorship Building**
- **Mobilization**
- **Deployment**
- **Process Improvements**
- **Measurement and Assessments**



Governance and Program Management

- **Senior Executive Governance**

- Provide overall direction and leadership
- Provide key decision making

- **Small Central Program Management Team**

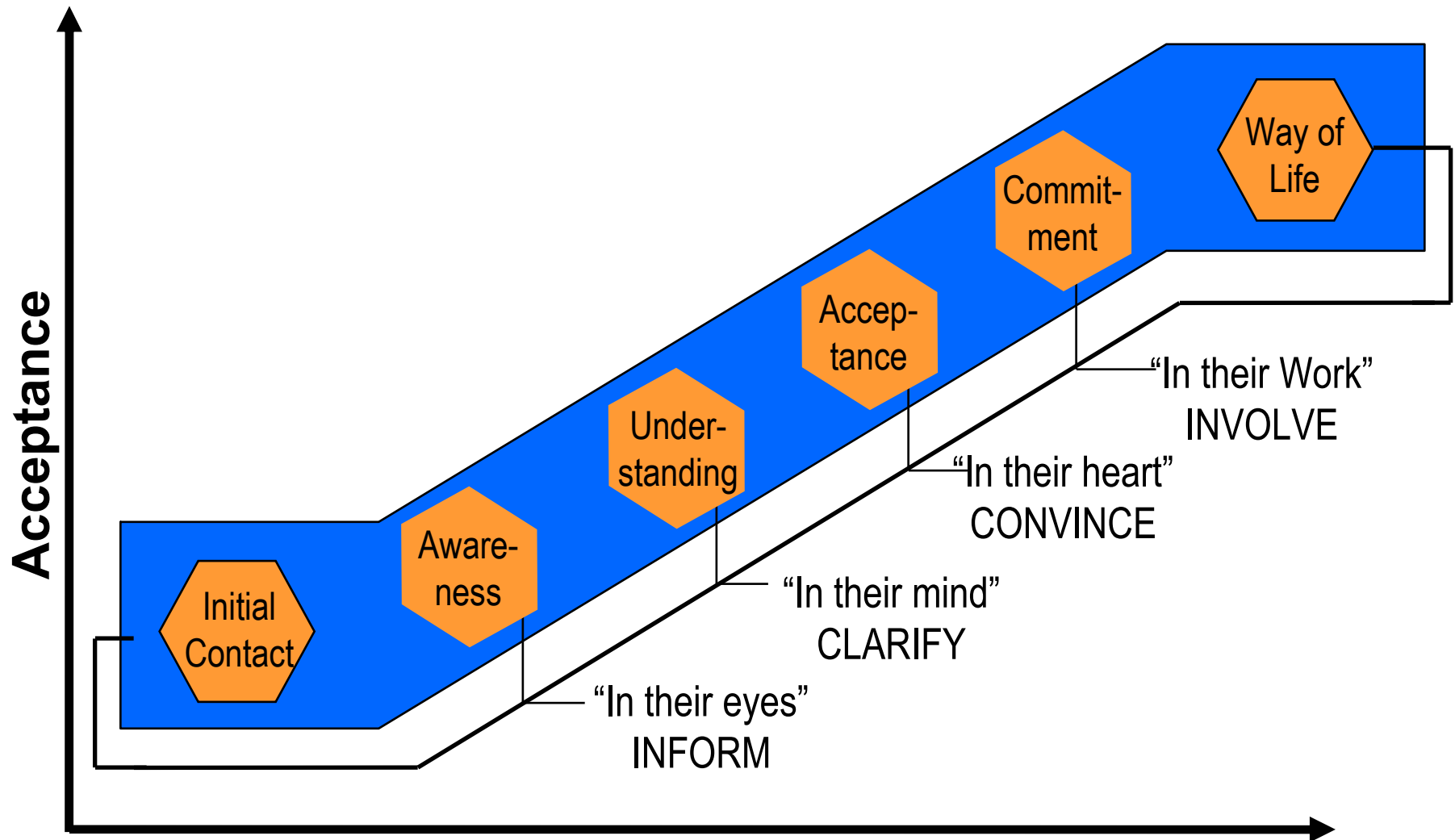
- Define and maintain policies, process assets
- Provide standard training and communications
- Coordinate appraisals
- Facilitate best practice sharing
- Support deployment

- **Larger 'Local' Implementation Teams**

- Develop local quality plans
- Tailor standard assets
- Implement training and communications plan
- Implement quality program
- Share best practices and experiences



Awareness and Sponsorship Building



Mobilization

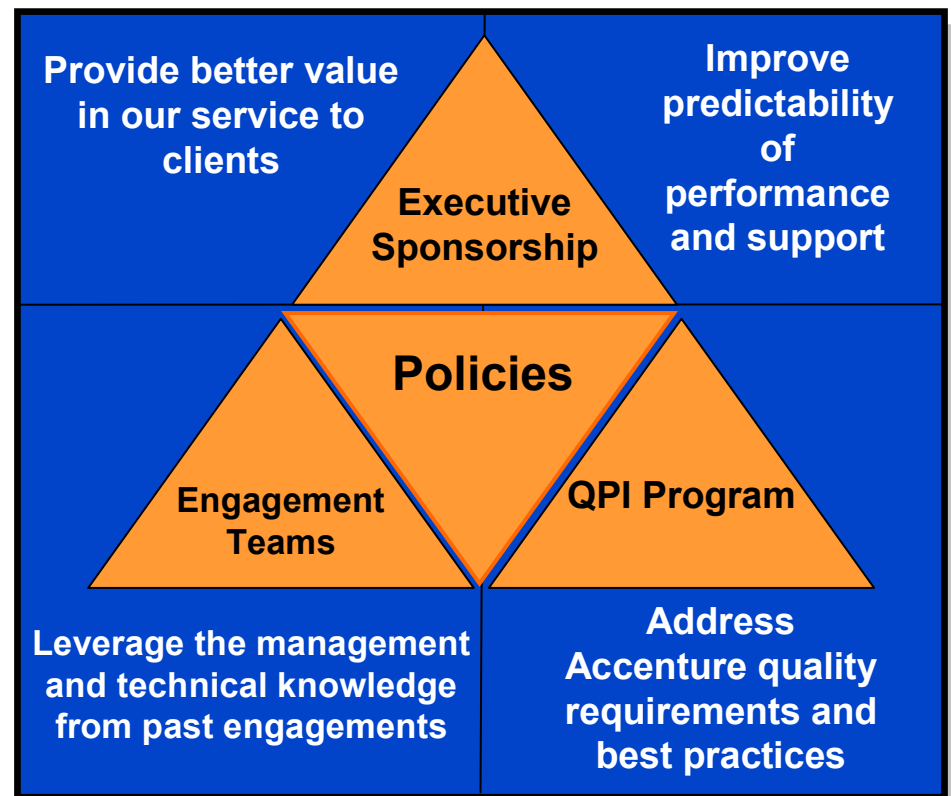
- Planning
- QPI team sourcing
- Monthly training
- QPI communications
- Standard QPI processes and tools
- QPI deployment support and cross-OG issue resolution



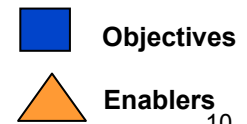
Note: QPI (Quality and Process Improvement)

Deployment

- Provides projects with standard processes, tools, coaching, and training on systems/ software engineering and project management disciplines
- Provides coaching and mentoring
- Provides monthly reviews against best practices
- Provides increased visibility into project execution

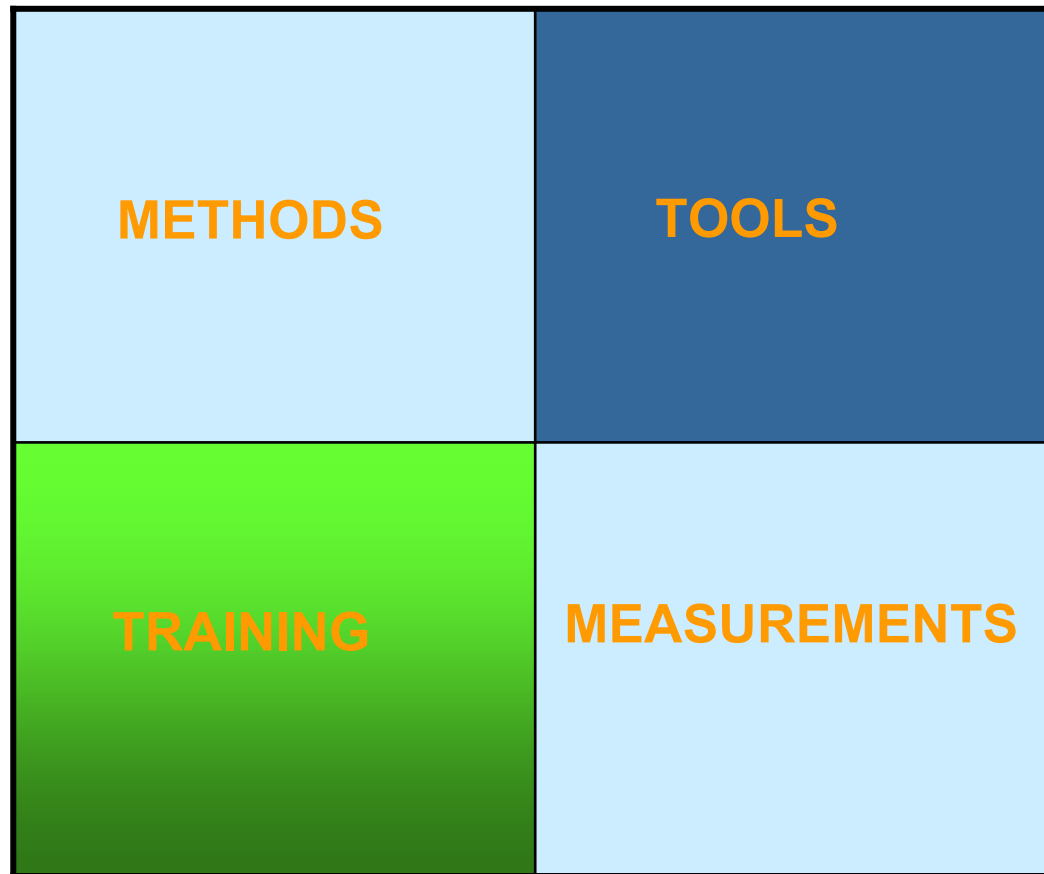


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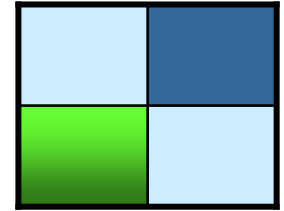


Process Improvements

As we continue our enterprise wide CMMI implementation, there is a continuous improvement cycle to standard capability infrastructure.

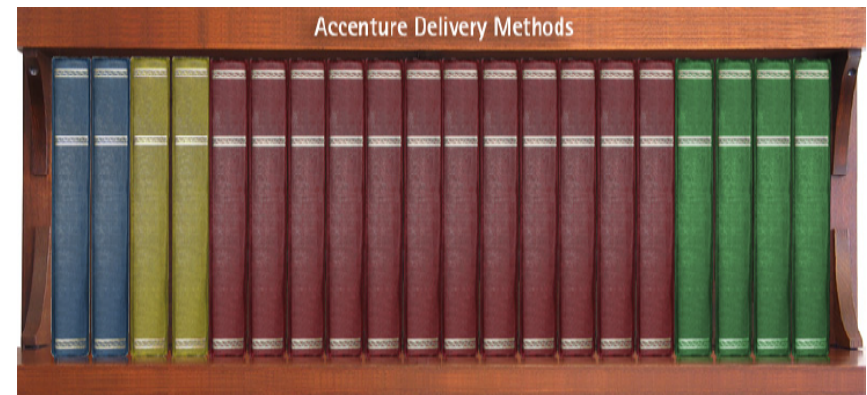


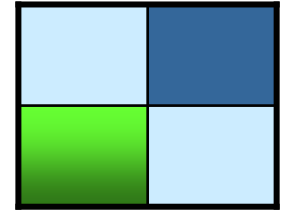
Process Improvements - Methods



All Accenture people, regardless of where they are located, use the same methodology. This gives us the ability to move work to the most capable and cost effective location(s).

- Common language
- Distributed work model
- Standard transition points
- Guidelines for planning and managing distributed work





Process Improvements - Training

Best practices are woven into standard methods and deploying via enterprise wide training curriculum.

The screenshot shows the myLea training system interface. At the top, there is a navigation bar with links for 'Contact Us', 'Preferences', 'Help', and a search bar. Below this is a blue header with the 'myLea' logo and navigation buttons: 'View course catalog', 'View curriculum', 'View transcript', and 'Plan my development'. A 'Roles' dropdown menu is also visible. Below the header is a section titled 'Find a course by category' with a 'Create Link' button. On the left, there is a tree view of course categories, including 'Government', 'Products', 'Resources', 'Consulting Workforce - Service Line', 'Enterprise Workforce (Business Practices)', 'Services Workforce', 'Professional Skills', 'Baseline Shareholder Value', 'Desktop Applications', 'Functional Business Acumen', 'Global Quality Management', 'Leadership & Personal Development', 'Collaboration/Teaming/Interpersonal Dynamics', 'Developing Others', 'Leadership (L&PD)', 'Personal Productivity & Effectiveness', 'Structured Communication', 'Program and Project Management', 'Sales', 'Geographies', 'Virtual Seminars', and 'SkillSoft'. On the right, there is a table of courses with columns for 'Title', 'Type', and 'Rating'. The table lists several courses, including 'Coaching Handbook', 'Coaching in the Workplace', 'Creative Edge (Classroom)', 'Essential Skills for Tomorrow's Managers: A Manager's Primer...', 'Leaders Window', and 'Leadership Skills For New Supervisors'. Four callout boxes with red borders and arrows point to specific features: 'View course catalog', 'View curriculum', 'View transcript', and 'Plan my development'.

View course catalog by category, title, or certificate

Curriculum allows each employee to see courses specifically required or recommended for them

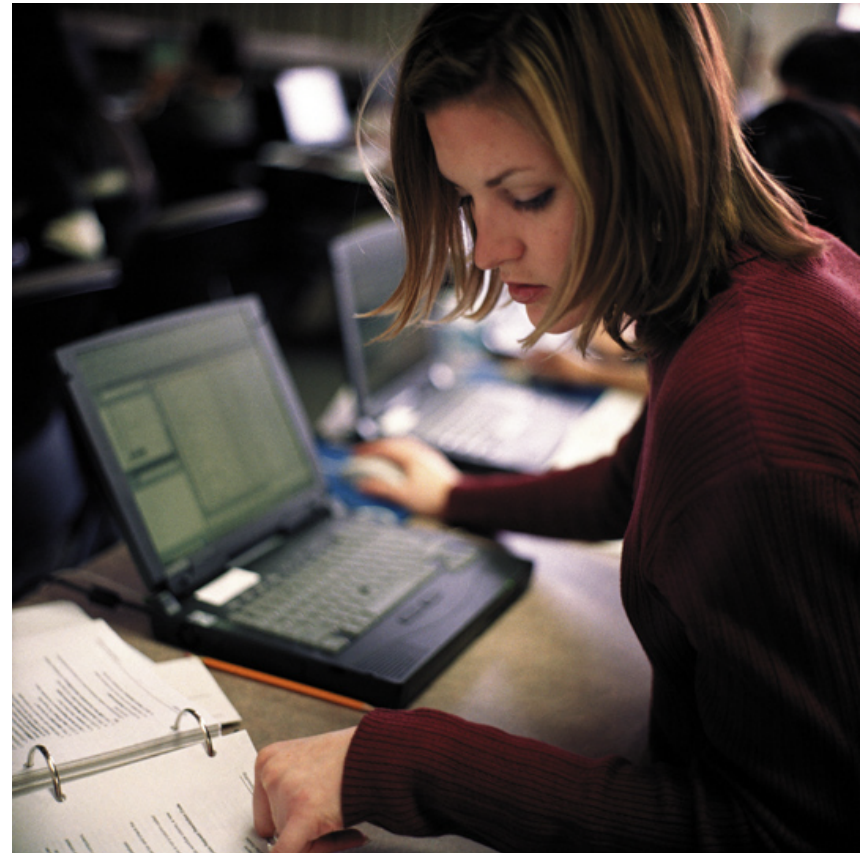
Transcript shows courses taken, waived, denied, or cancelled.

Development plans shows career aspirations, skill needs, and actions taken and planned. Career advisors review and indicate approval for all actions.

Title	Type	Rating
Coaching Handbook	Online	****
Coaching in the Workplace	Classroom	****
Creative Edge (Classroom)	Classroom	**** 1/2
Essential Skills for Tomorrow's Managers: A Manager's Primer...	Online	****
Leaders Window	Classroom	**** 1/2
Leadership Skills For New Supervisors	Classroom	****

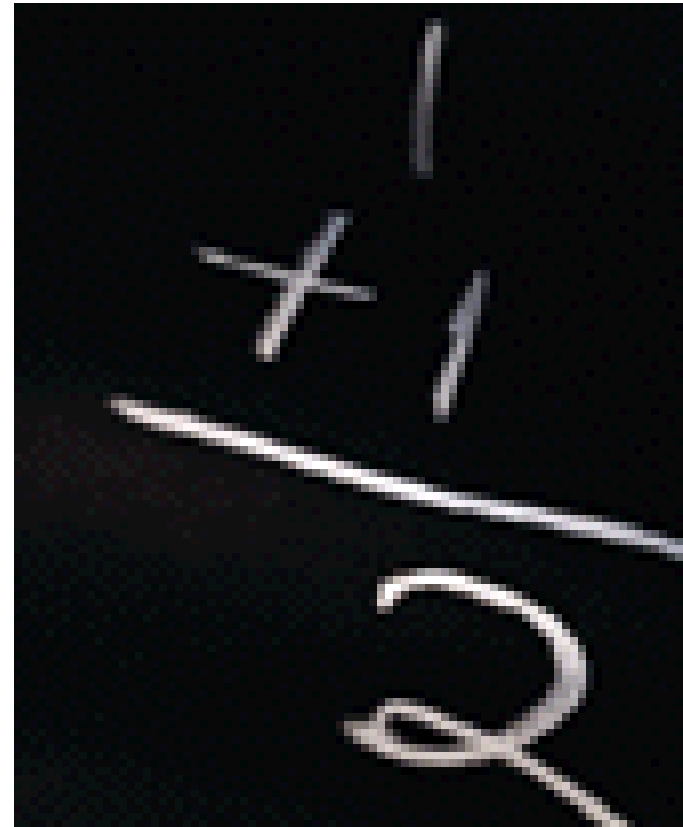
Measurement and Assessments

- Multiple baselines appraisals in 6 months covering all operating groups and geographies
- Multiple CMMI service providers
- Reuse of separate organizational appraisal for common infrastructure



Guiding principles

- Build once, implement consistently.
- Balance consistency with flexibility.
- Use and reuse what is available.
- Common approach for select geographies and types of work.
- Integration with other corporate programs.
- Strong governance model.
- Consistent appraisals and actions.





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Questions?

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