

# Minacs Achieves Zero-Defect Environment Using CMMI®

## Company Background

**Minacs ([www.minacs.com](http://www.minacs.com)) is a global outsourcing business solutions leader, with headquarters in Oshawa, Canada; Farmington Hills, Michigan, USA; and Bangalore, India. Leveraging more than 35 years of process, domain, and technology expertise, the company partners with corporations to make a broad and substantial impact on their business by engaging deep and across their value chains. More than 21,000 Minacs experts across 35 centers worldwide deliver customer experience, marketing optimization, and back-office solutions to power superior business results.**

**“The competitive strength that CMMI gives us positions us very strongly against our competition. We look forward to a longer partnership with CMMI and implementation across our North American offices.”**

– MIKE DOOBAY, GLOBAL LEADER, MINACS MARKETING SOLUTIONS AND MINACS IT SERVICES

## THE BUSINESS NEED

Minacs IT Services, located in the company's office in Bangalore, is comprised of 450 employees who provide leading banks with technology solutions and support. Internally, the group also supports 21,000 employees in the business solutions and marketing optimization divisions. Because of this demand, Minacs IT Services needed to ensure that its services were delivered quickly and efficiently. With an eye to the future, the sector was determined to reduce rework and ensure a faster time to market and support delivery.

Minacs IT Services realized that it needed to establish processes to ensure it was using industry best practices for development and service delivery. What's more, it required a process improvement framework that would integrate support functions, such as HR, training, and internal IT, in its service delivery. The framework also had to integrate with an existing agile scrum methodology in product development projects.

## THE SOLUTION

Always believing in maintaining high-quality standards and processes, Minacs IT Services' processes were already compliant with CMMI® for Development, version 1.2 (level 3 maturity level rating). The division was also exploring agile scrum methodology implementations at various levels. The next logical step was to move forward with implementing CMMI for Development, version 1.3, and CMMI for Services, version 1.3.

One key implementation goal the division had was to use CMMI to integrate agile practices at the enterprise level. An additional part of the approach was to include support functions in the CMMI journey to ensure complete participation and buy-in into the process.

## LESSONS LEARNED

The success of Minacs IT Services' CMMI implementation relied on its ability to engage its support functions and make them a part of business delivery. With everyone working toward a unified goal, the division is better able to deliver consistent business results to its clients.

## RESULTS

Implementing CMMI has ensured Minacs IT Services is faster to market with reduced incidents. The division is also able to consistently deliver products more closely aligned to client requirements. "CMMI implementation has been able to take our delivery to the next level. It has helped build internal strength, synergizes our efforts better, and brought us to a level of zero defects," says Mike Doobay, global leader for Minacs Marketing Solutions and Minacs IT Services.

Minacs IT Services was able to establish a clear, defined process for service delivery and product development, enabling service delivery SLA improvements and higher customer satisfaction. Other benefits the division has realized include:

- 7 percent quarter-over-quarter gross margin increase
- 30 to 40 percent increase of sprint goal improvement
- 30 percent increase in the number of features delivered in a sprint
- 40 percent increase in on-time delivery

As part of the CMMI implementation, Minacs' internal work culture was transformed from operating in silos to functioning as a unified, holistic arm aligned to a single common vision.

The success seen in the Bangalore office has driven implementation of CMMI across other Minacs offices, including CMMI for Development in the North America division and CMMI for Services for global internal IT functions, along with the service desk.

## About CMMI<sup>®</sup> Institute

CMMI<sup>®</sup> Institute ([CMMIinstitute.com](http://CMMIinstitute.com)) is the organization behind the Capability Maturity Model Integration (CMMI), the globally-adopted capability improvement framework that guides organizations in high-performance operations. CMMI Institute provides the tools and support for organizations to benchmark their capabilities and build maturity by comparing their operations to best practices and identifying performance gaps. Since 2007, over 11,000 organizations in a variety of industries, including aerospace, finance, healthcare, software, defense, transportation, and telecommunications, have earned a CMMI maturity level rating and proved they are capable business partners and suppliers.



**CMMI<sup>®</sup> Institute**

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