

“Having the CMMI model formally in place gave us the structure we needed to grow our business.”

– Michael T. Callihan, President AEGIS.net, Inc.



AEGIS Reaches for Credibility and Finds Structure for Business Growth

THE BUSINESS NEED

AEGIS.net, Inc. has provided Information Technology consulting services to customers in specialized government and private sector environments since 1996. As a small business in a specialized field, AEGIS found that gaining new business required proving its capability to differentiate itself from the larger, more established competitors in the market. At the same time, the company needed a formal capability improvement model to help spread its successful way of doing business to new project teams during a time of significant growth in both business and headcount.

THE SOLUTION

Looking deeper at the market in an effort to strengthen and grow the company, the executive team of AEGIS, led by President Michael Callihan, quickly recognized a strong differentiator in those businesses that implemented CMMI Institute's models and their ability to sustain business growth. Callihan also noted those organizations that used CMMI were routinely winning more awarded contracts against organizations that were not implementing these practices. This coupled with the fact that CMMI is widely recognized by both private and public organizations as an effective approach to improving performance and capability drove AEGIS to adopt CMMI as part of their strategy to grow the company and be seen as a superior service provider.

The AEGIS leadership's decision proved to be a good one with the results realized from the implementation of CMMI exceeding their expectations and demonstrating how valuable a framework it is for growing its business. The team found that implementing CMMI helped the organization recognize important issues such as opportunities for positive change and improvement. For example, AEGIS assembled a thorough framework for project managers to use in initiating new projects and managing them throughout their life cycles, which helped to increase productivity across the organization.

Building and maintaining these kinds of capability improvement techniques became an on-going strategic goal for AEGIS, and one that they continue to pursue today.

THE RESULTS

The use of CMMI has led to improved performance through the optimization of tasks, improved budget techniques, consistent and compliant documentation, and a greater organization-wide focus on process and quality.

Specific results include:

Business Growth: AEGIS has tripled in size in terms of revenue and headcount since beginning its organizational process improvement journey with CMMI

Greater Competitiveness in a Crowded Market: The ability to bid on work that was previously unattainable, has translated to roughly 20% more qualified business opportunities for the company per year.

Increased Productivity: Faster ramp-up times for new employees, who now have formally documented processes and procedures to help them learn "the AEGIS way" of delivering services and developing solutions.

New Process Efficiencies: A new system for soliciting, receiving, and tracking organization-wide process improvement opportunities. Since achieving its CMMI rating, use of this system has doubled—meaning twice the volume of submissions on average each month.

AEGIS considers these measurable improvements concrete proof of the positive cultural shift the company has undergone through the adoption of CMMI. As the company has added customers and employees, following an institutionalized organizational improvement process has fostered a much smoother experience than in the past, due to better hiring decisions, better bid/no-bid decisions on opportunities, and better visibility into the current state of each project.

Callihan emphasized, "We have roughly tripled in size in terms of headcount and revenue since beginning our organizational process improvement effort. We immediately recognized that if we hadn't had our processes and procedures formally in place, refined and ready for continuous improvement, it would have been a greater challenge to go through that growth—and it might not have been so successful for us in the end. Having CMMI formally in place gave us the structure we needed to grow our business."

ABOUT AEGIS

- Information technology consulting services and software products
- Founded in 1996, with offices in Rockville, MD and Reston, VA
- 65 employees
- Customers include federal agencies (HHS, VA, Army, State, NRC), non-profits, and commercial clients in the healthcare, financial, retail, higher education, and telecommunications sectors.
- Dual-constellation (DEV and SVC+SSD) CMMI Maturity Level 3.
- ISO 9001:2008 rated.

THE NEED FOR CMMI

- Lack of credibility as a small business in a market dominated by large competitors.
- Need for structure to support broad business growth
- Desire for formal processes to increase company-wide productivity