

G&P Realizes Measurable ROI and Reduces Bureaucracy with CMMI®

Company Background

G&P Projects and Systems S.A. has operated for nearly three decades in the information technology industry. Located in São Paulo and Rio de Janeiro, Brazil, the company is 100 percent funded by national capital and is known for its operational excellence, history of growth, and the professional development of its 1,800 employees. G&P believes in the power and potential of technology and is committed to providing its customers with business innovation through new technology platforms.

THE BUSINESS NEED

The company's São Paulo location develops and implements software systems for both private and state-owned companies, and the Brazilian government is its biggest customer. G&P teams did not have a consistent software development process—a problem that became apparent as it bid against other companies for government contracts. G&P realized that it needed to align its software development processes to meet these new standards, as well as to maintain its credibility and consistency as a company.

To accomplish this goal, G&P established the following strategic objectives:

- Rewrite the process for targeting capability improvements in all areas of software development and implementation to match the company's new strategic plan.
- Design the process to be both more efficient and better aligned with the company's new organizational structure and employees' daily work responsibilities.

THE SOLUTION

To establish common processes necessary to meet its strategic objectives, G&P continues to rely on CMMI® to build capability and deliver results. The company's first appraisal was in 2007, when it deployed CMMI for Development (CMMI-DEV, V1.3) and earned a CMMI maturity level 3 rating. G&P has maintained that rating after reappraisals in April 2011 and April 2014.

G&P implemented CMMI so it could build capabilities and achieve continuous improvement while increasing the performance of the business through these five steps:

- 1. Involve employees in the creation of process improvements** by listening to their experiences and discussing the feasibility of implementing those steps.
- 2. Reduce bureaucracy**, making process implementation less cumbersome and more natural for users and customers.
- 3. Simplify the workflow for new employees** so they can better understand and follow the updated processes and work standards.
- 4. Demonstrate credibility and advantages of the process** in order to show clients the new working model, ensuring those clients would not demand competing procedures be followed that may compromise the process order at G&P.
- 5. Adopt any mandatory procedures** that are needed on a particular project.

RESULTS

G&P has experienced striking results through the CMMI process-improvement framework, including:

- A 77 percent increase in income from 2011 to 2016
- An 87 percent increase in productivity from 2014 to 2015 and a 93 percent increase in the first quarter of 2016

These powerful results were possible due to G&P's ability to acquire and satisfy new customers, which became repeat customers. That ability, in turn, became a positive feedback loop that resulted in increased demand for new projects, opening the door to new services and business in the private market.

With such strong results over a significant period of time, G&P has experienced positive changes. Internally, G&P was able to reorganize and stabilize processes to achieve the company's strategic objectives and bring a number of enhanced results to its projects:

- Improved cost control, profitability, and productivity
- Regular adherence to schedules and budgets as a result of establishing processes that enables the company to identify and deal with contingencies in advance, minimizing their impact
- Better distribution and allocation of resources
- Improved quality of both service and finalized products



“ We believe that our success comes from our employee engagement and the trust that they and our customers have in the CMMI model. ”

—HELIO NASCIMENTO, PRESIDENT AND CEO, G&P

- Enhanced, standardized training that assists new employees to adjust to processes
- Development of a human resources policy that retains existing talent
- Ease in sharing information and knowledge—especially from more experienced employees to newer team members—thanks to a participatory environment where professionals are encouraged to develop ideas for continuous improvement
- More frequent participation in the bidding processes due to compliance with government-contract requirements (scope, deadlines, and cost)

Externally, G&P has enjoyed improved market visibility and a stronger reputation. Applying capabilities has enabled the company to demonstrate maturity in software factory processes and has enhanced the quality and delivery of the final product. These improvements have strengthened existing contracts and helped to bring in new business.

With CMMI in place, G&P management and employees continue to be committed to improvement of services and following company principles. The confidence gained from the excellence of deliveries made has generated increased demand for new customers and projects and has opened the door for additional opportunities for new services and other types of business in the private market.

BUSINESS BENEFITS

Earning a CMMI maturity level 3 rating has given G&P a distinct advantage over the competition during the project-bidding process, as the company's capabilities have been both reinforced and proven.



LESSONS LEARNED

- Standardization, structured quality, and measurable visions that result from the capabilities assessments help G&P diminish costs and automate tasks.
- Improved processes not only allowed G&P to streamline internal functions, but also to add new business as well as increase revenue and productivity.

About
CMMI®
Institute

CMMI Institute (CMMIinstitute.com) is the global leader in the advancement of best practices in people, process, and technology. The 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. For over 25 years, thousands of high-performing 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.



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