



CMMI Institute

“KEY SUCCESS OR FAILURE FACTORS ADOPTING CMMI IN LATAM”

NAME: Pablo Henríquez

TITLE: Vice-President

ORGANIZATION: PROCESIX



LATAM: 20 Countries, 2 Languages



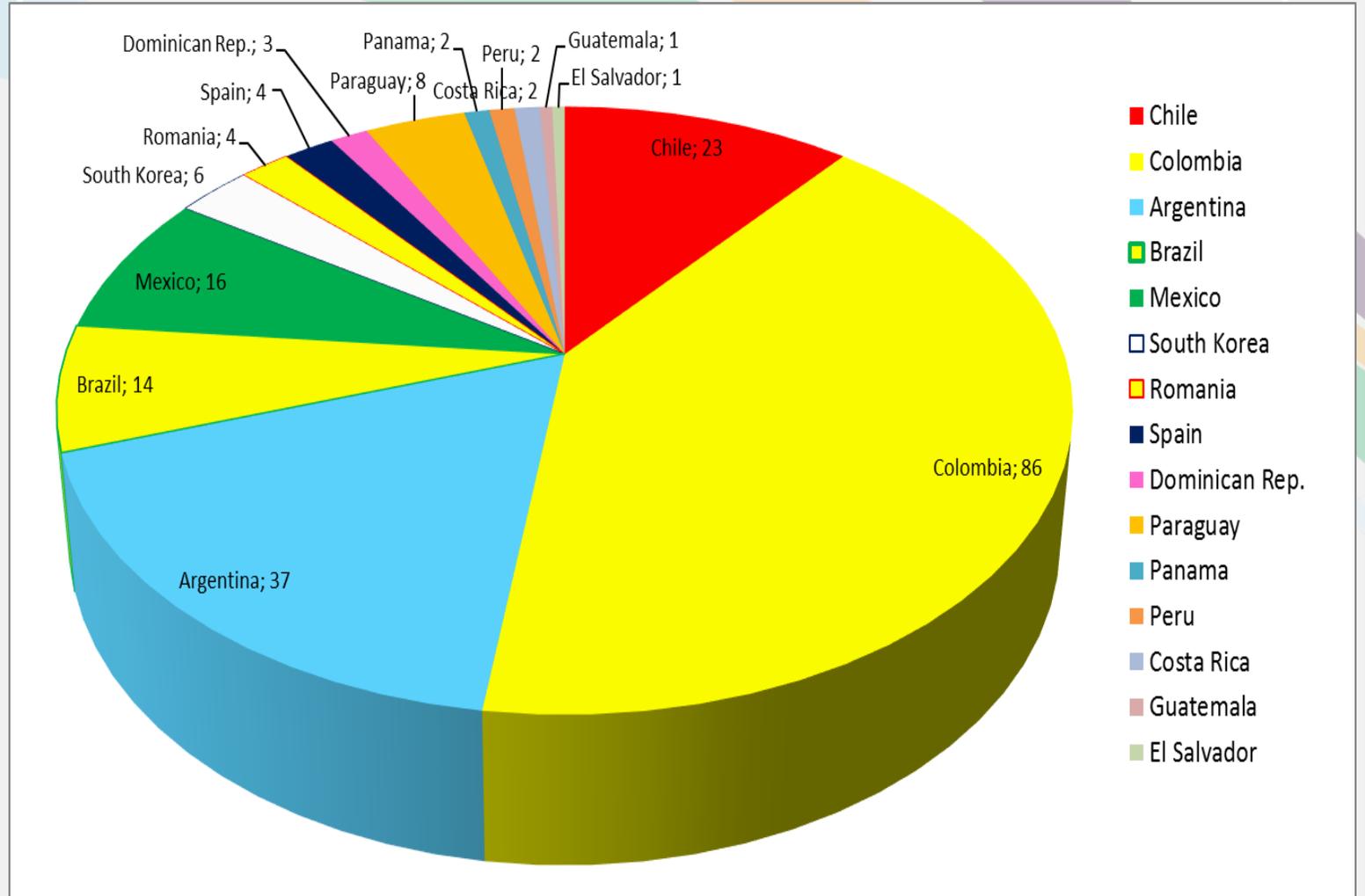
		2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
1	Argentina	30	20	15	17	16	10	12	8	7	8	
2	Bolivia								1			
3	Brazil	31	29	40	46	31	26	39	40	28	25	4
4	Chile	6	11	7	11	7	12	6	12	13	9	
5	Colombia	8	6	13	19	9	10	19	37	53	12	1
6	Costa Rica	1	2	1		1	1		1	1		1
7	Cuba					1				1		
8	Dominican Rep.		1				1					
9	Ecuador							1	1	2	1	1
10	El Salvador											1
11	Guatemala			1							1	1
12	Honduras											
13	Mexico	28	23	38	43	37	56	73	70	90	91	24
14	Nicaragua											
15	Panama		2	1		2			1		1	1
16	Paraguay				4	2	1		1	3		
17	Peru	3	5	2	6	3	6	10	8	9	11	2
18	Puerto Rico											
19	Uruguay	2	2	2	5		2	2	1	2	1	
20	Venezuela		1				1				1	1
	Total	109	102	120	151	109	126	162	181	209	161	37

SCAMPIs in LATAM

- Governmental Programs (funds) helped to increase the number of SCAMPIs in LATAM
- Governmental programs in Costa Rica (2001), Argentina (2003), Chile (2004), Colombia (2005 – 2018), Mexico (2006 – 2017), Peru (2006), ...

SCAMPIs conducted by Procesix

- More than 200 SCAMPIs class A performed
- 14 countries in North, Central and South America, Asia and Europe.



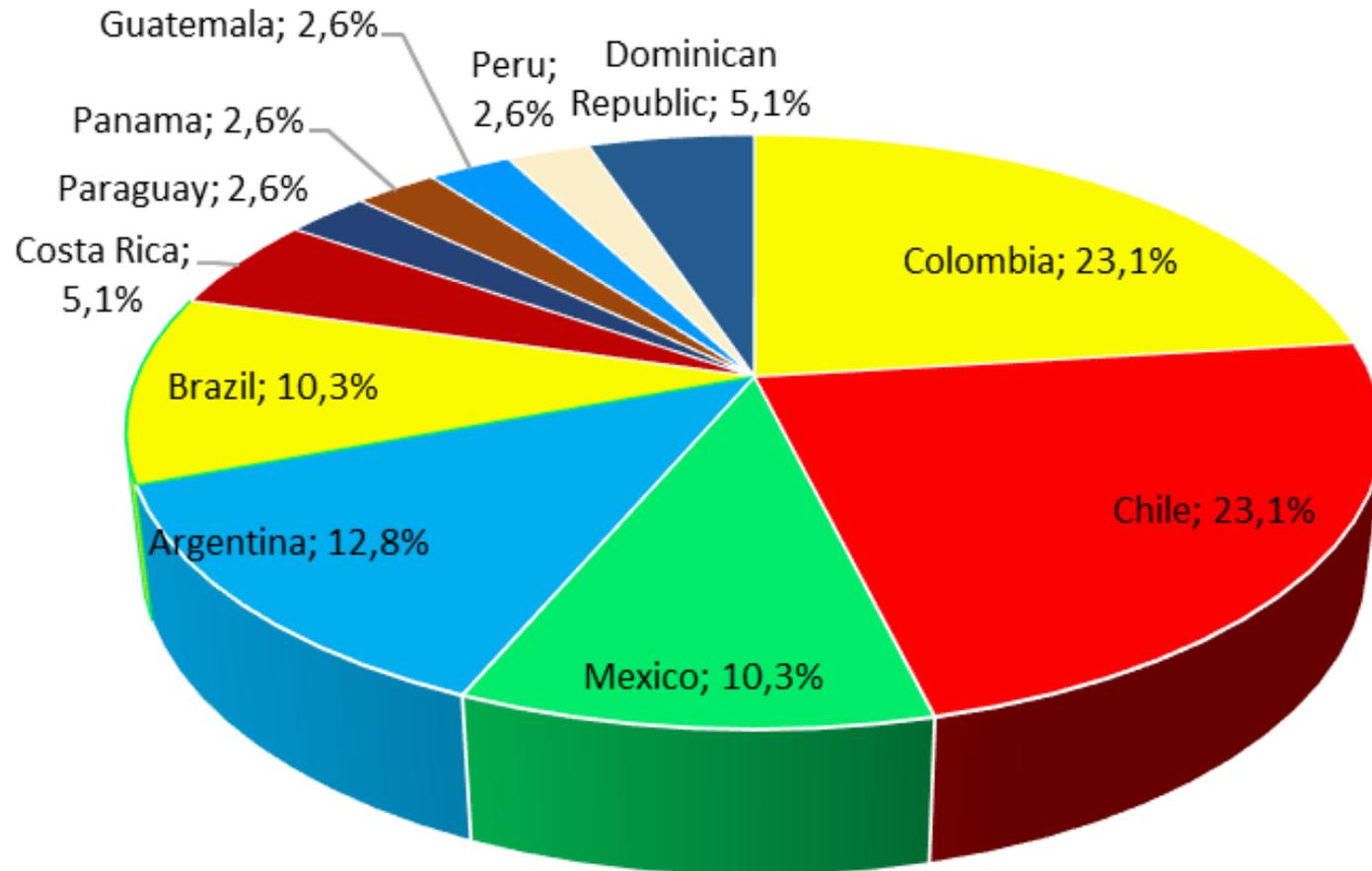
BRIEF SURVEY

- **Questions made**

I would be grateful if you could respond to this brief survey, based on your experience in companies in Latin America.

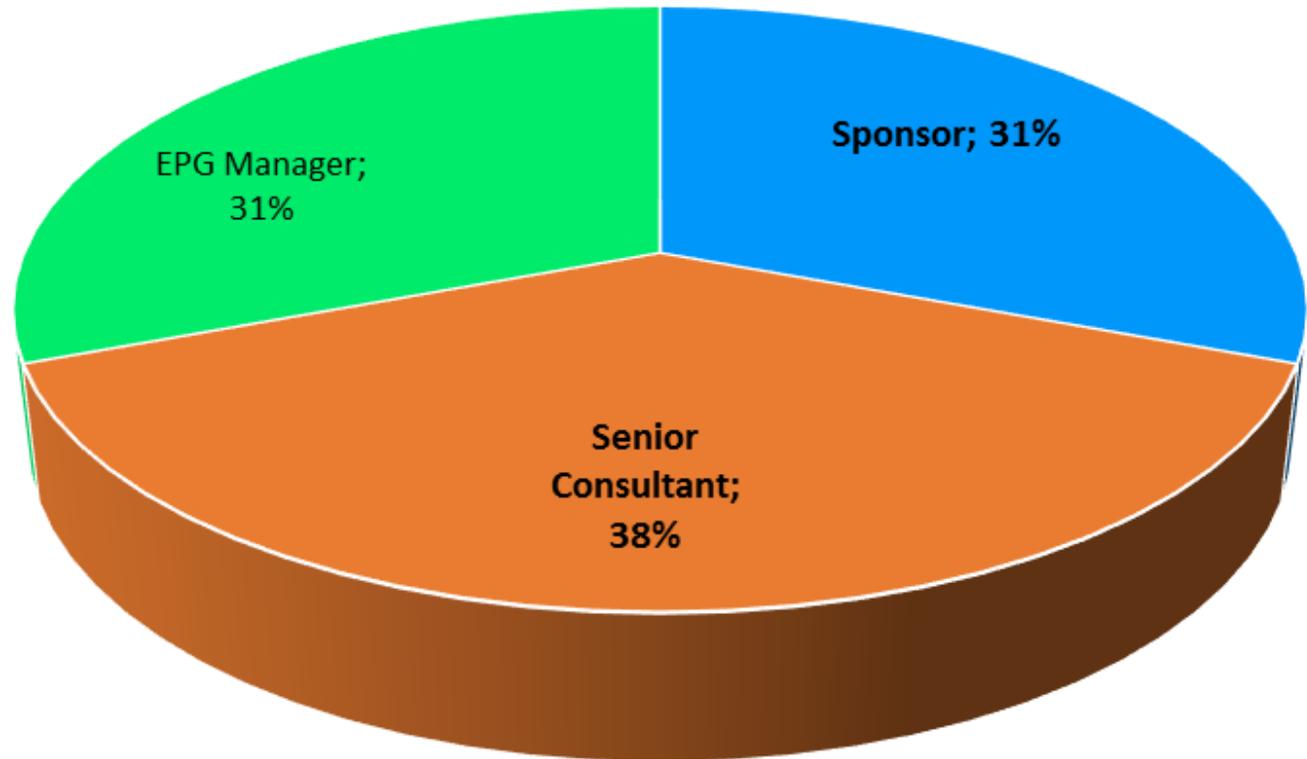
1. What do you believe are critical success factors and why, in the successful adoption of CMMI practices in a useful context?
2. On the other hand what do you believe are the critical factors of failure?
3. What are the main benefits observed?

SURVEY: Participant's countries coverage

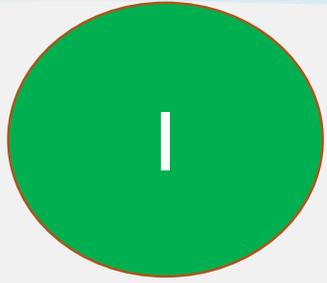


SURVEY: Profiles

- Profiles of those who answered the survey



KEY SUCCESS FACTORS



Strategic Alignment

- ❑ **Clearly established business objectives:** It must be clear the need for what pains or problems to correct. The whole organization must know and feel them. This should be reviewed periodically.
- ❑ The successful adoption of the CMMI **should be focused on the contribution to the business and the final client** in a tangible and explicit way. Adopt good practices as an investment to be more competitive.

KEY SUCCESS FACTORS

2

Sponsorship

- ❑ **Management should have a common vision of business goals**, there is a consensus on which processes will strengthen the achievement of these goals, and a clear understanding of how to apply a model of good practices to guide the efficient and effective implementation of these goals.
- ❑ When the **sponsor's commitment is real** and focuses on improving the organization rather than certification, it achieves a lasting implementation and a faster cultural change.
- ❑ An **effective management support** must be established for the adoption of the practices and the support to organizational change management.

KEY SUCCESS FACTORS

3

Contribution to the organization

- ❑ **Results:** measuring and communicating the results of the application of processes based on the good practices of the industry models
- ❑ Companies seek good international practices **to improve their profitability** and in many cases **open markets** such as export
- ❑ **CMMI practices to produce value** not to have a certificate. It is important to understand that it is to do things better and achieve productivity, quality and have space not only to satisfy the customer but to surprise him,
- ❑ The organizations that have succeeded are those that visualize, measure and verify a **direct benefit to the business**, to the internal and external customer.

KEY SUCCESS FACTORS

4

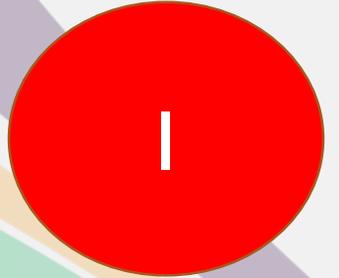
Focus and discipline of the adequate work team

- ❑ The appropriation of good practices from industry models (such as the CMMI) should be carried out as a significant project in the organization. Requires Sponsorship, Clear Requirements, Project Manager, Project Plans, Resources, Execution, Delivery, Production and **knowledgeable and well-prepared staff**.
- ❑ **An integrated and motivated team** to assume the roles, as they are the fundamental pillar in the organization to replicate definitions and new working methods
- ❑ The **active participation of the Organization's personnel** in the implementation project, since this is achieved by appropriating processes and reducing resistance to change.
- ❑ **Knowledge and experience** in Software Engineering **by those responsible for the processes** of software development, implementation of solutions.

KEY FAILURE FACTORS

Lack of alignment

- ❑ When the **operation does not see the practices as part of its strategy** to achieve the objectives, leaving the project in the hands of the quality group, having resistance to change and seeing all effort as something additional that does not add value.
- ❑ **Magic:** to believe that abstract goals will work miracles without investing the necessary effort
- ❑ **Do not see it as a strategic project and as an investment**
- ❑ **Little patience to understand that a process of change of this type takes time**, reason why many companies abandon it in few, months because today everything is measured in terms of immediacy.
- ❑ **Lack of vision of the project since its inception.** Unanswered questions: What is for this project? How will it help us? Is it just to get the “certification”? I am not clear of its result?



KEY FAILURE FACTORS

2

Lack of middle management commitment

- Lack of middle management and intermediate levels commitment, and **incompetence to articulate processes in a permanent way in a shared** vision by all the actors of the company.
- Managers are not convinced** about the process improvement project and the contribution it will give to the organization.
- Lack of support from senior and middle management, exaggerated optimism, inexperienced leadership, lack of resources, lack of adequate drivers, lack of alignment with clients.
- Low priority for the process improvement implementation project compared to other projects in the organization.**

KEY FAILURE FACTORS

Poorly understand of CMMI

- ❑ Not doing adequate work to understand the objectives of the model, which prevents linking the implementation with business objectives.
- ❑ Take the CMMI practices as if they were prescriptive processes and that define the how.
- ❑ See CMMI as if it were a standard loaded with bureaucracy and formats to meet.
- ❑ Ignorance by the process owners.
- ❑ Unnecessary bureaucracy (excessive controls) and complexity (excessive activities and dependencies) of the processes.

3

KEY FAILURE FACTORS

4

“Certificate” Search

- When organizations implement only for the recognition.
- When the organization achieves a certain level and then go back to the old customs.
- When the management does not understand how the processes help the efficiency and results of the business.
- Companies looking for an international recognition to place it on the website and brochure, but in reality there are no changes for the business.
- Compliance without maturity.

RECOGNIZED BENEFITS

Effective and efficient processes

- ❑ The cultural change, approach to processes, monitoring of performance, and fulfillment of goals and objectives, which results in better quality at lower cost and increase in productivity.
- ❑ Less stress: having consensus processes, clear expectations and risks under control, allows lower tensions and avoid energy distractors.
- ❑ Achieve a unified view of software development driven by best practices,
- ❑ Generate a mature productive framework of development and maintenance.



RECOGNIZED BENEFITS

Tangible Improvements

- ❑ Improved quality: the amount of work waste is reduced due to better interpretations of need, commitment and consistent use of technical practices.
- ❑ Decreased defects, shorter learning curve time for new employees, decreased rework, greater predictability of results, increased customer satisfaction.
- ❑ Improvement of the well-being of the work equipment (shorter work times, less reprocessing) Improvements in profitability and productivity
- ❑ Give the company additional capacity to produce value and be sustainable over time.
- ❑ Generate a mature productive framework of development and maintenance.
- ❑ Higher levels of satisfaction not only of the customer but of the teams of the organization

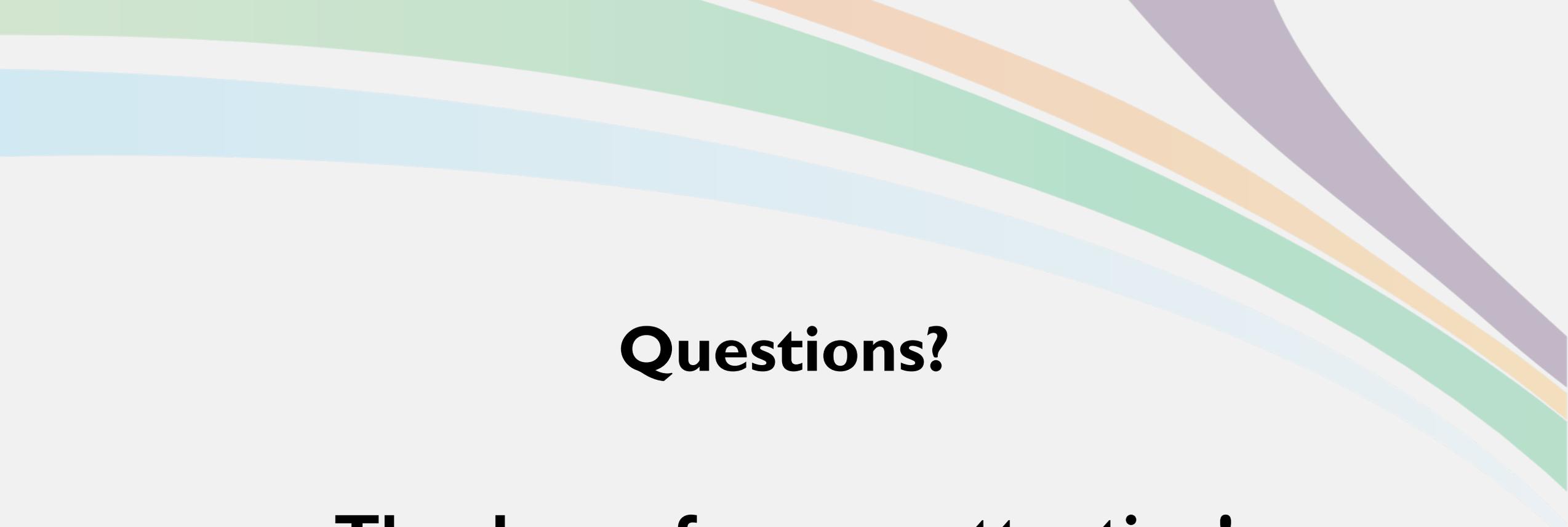


RECOGNIZED BENEFITS

Visibility and Planning improvements

- Management and customers receive timely information on progress, problems and can more effectively manage risk
- Visibility by employees and management of how things are done
- The improvement in the planning of activities, taking into account what is needed.
- More accurate estimates: plans are more realistic and bear better risks.
- Greater control and clarity on project performance.
- Improved schedule predictability, increased quality of deliverables, and decreased costs of non-quality.





Questions?

Thank you for your attention!



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Procesix Colombia

Medellín - Bogotá

Tel: (57 4) 332 0381

Tel: (57 4) 332 0381

Medellín - Bogotá

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