

CASE STUDY

GlobalLogic Brings Predictability to Agile with CMMI®



THE BUSINESS NEED

GlobalLogic is a strongly customer-focused organization and, as it handles their complex digital transformation engagements, its Noida, India digital product engineering center is no different. Their software development and maintenance department has achieved a CMMI Maturity Level 5 rating while demonstrating accelerated performance improvement. In an increasingly digital world that places the consumer at the center of every interaction, GlobalLogic shows businesses how they can connect the dots back to consumers, innovate within predictable budgets, and bring the next generation of digital products and services to market. “Every interaction is an opportunity for delighting the customer,” notes A. Nandini, VP Head Delivery Assurance, GlobalLogic India.

GlobalLogic’s customer-centric view drives continuous improvement at the organization; while their agile-based processes were working, GlobalLogic knew that they could always do better. With a goal to achieve a best-in-industry Net Promotor Score (NPS), GlobalLogic identified two challenges they faced:

- Surprise incident escalations (issues, defects, etc.)
- Failure to identify and predict early warnings and make timely course corrections

In order to better serve their customers, GlobalLogic looked for a solution that would help them increase their predictability and reduce incident escalations for all software development and maintenance engagements in the Noida delivery center.

THE SOLUTION

GlobalLogic required a process framework which could ensure success in terms of quality, reduced time to market, and quick response to changing business requirements; all at the same time and all to ensure a

COMPANY BACKGROUND

GlobalLogic is a leader in digital product engineering services, helping their clients to design and build innovative products, platforms, and digital experiences for the modern world. By integrating strategic design, complex engineering, and vertical industry expertise, GlobalLogic helps clients imagine what is possible and accelerate their transition into tomorrow’s digital businesses. Headquartered in Silicon Valley, GlobalLogic operates design studios and engineering centers around the world, extending their deep expertise to customers in the communications, automotive, healthcare, technology, media and entertainment, manufacturing, and semiconductor industries.

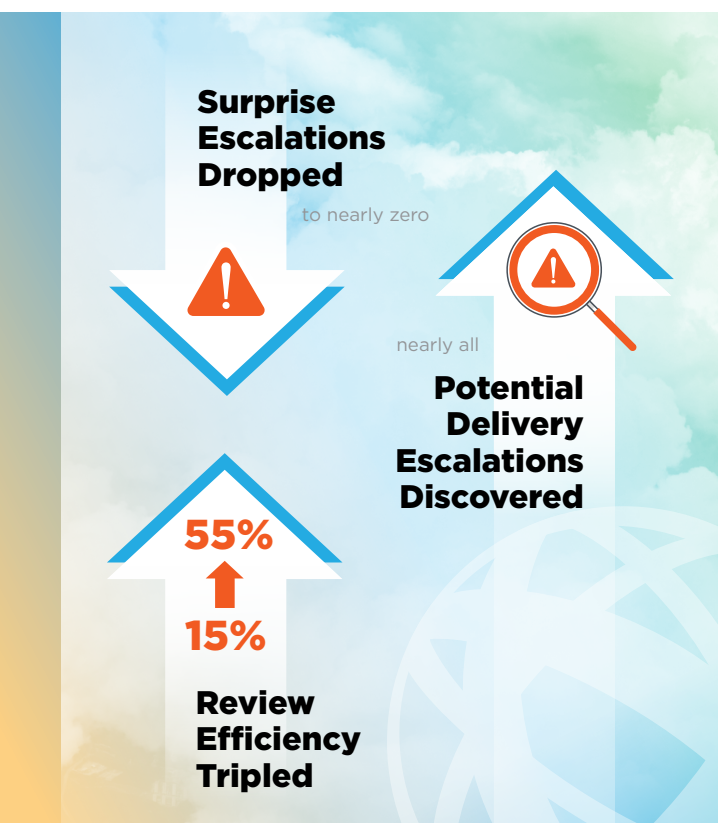


better ROI for its customers. GlobalLogic chose CMMI Development to meet its needs in building next generation products and digital experiences. CMMI-DEV aligned with GlobalLogic's software development and maintenance projects and was adaptive to help when developing processes that would work with existing agile processes.

CMMI helped GlobalLogic with:

- Ensuring better quality throughout the project lifecycle by defining processes that are repeatable and performed more easily with automation – this means higher quality customer deliverables, fewer defects, and reduced rework
- Establishing a measurement framework aligned with organizational quantitative objectives – equipped with statistical techniques to identify, target, and rapidly improve on critical sub-processes affecting project performance
- Predicting schedule, quality, and productivity of releases by using quantitative and statistical process performance models – an effective early warning system to avoid surprises
- Designing a mechanism for improving customer satisfaction and NPS by ensuring schedule, productivity, and quality predictability at the project level

Prior to adopting CMMI, GlobalLogic had a delivery excellence group that was responsible for sharing best practices across engagements and helping engagements with agile process implementation. CMMI-DEV guided GlobalLogic in establishing a standardized Quality Management System (QMS) process framework which helped in marrying Agile and CMMI.



RESULTS

GlobalLogic developed processes that met the intent of CMMI practices to ensure the completeness of their Process Maturity Framework (PMF). Based on this framework and defined thresholds, GlobalLogic was able to design a predictable measurement framework specific to their agile development methodology and develop an early warning system to send out alerts. This helped in proactive and timely course correction.

With this clarity:

- Surprise escalations dropped to nearly zero
- Almost all potential delivery escalations were discovered and mitigated early
- Review efficiency more than tripled going from 15 to 55 percent



An objective, data driven early warning system has been invaluable for executives. Executives no longer make decisions primarily based on subjective assessments and instead receive alerts that are system generated based on project metrics. This kind of an early warning enables teams to come together and solve an issue before it grows.

By developing a CMMI-based QMS, GlobalLogic was able to better establish transparency and improve visibility to customers, build trust with customers, and improve customer delight. “We established a QMS that blends CMMI and agile principles beautifully and allows for contextual application of processes irrespective of the type of engagement to deliver consistent output,” explains A. Nandini; “we believe our focus on CMMI has shown a strong correlation to our higher quality output and increased Net Promoter Score (NPS).”

In 2018 GlobalLogic’s efforts shown when the software development and maintenance department was appraised at Maturity Level 5, CMMI Development highest level. Zaheer Allam, Chief Delivery Officer, GlobalLogic reaffirmed GlobalLogic’s commitment to excellence, “Being appraised at CMMI Level 5 is a validation of our true commitment to be more efficient in our operations and more competitive in our marketplace. This appraisal is a validation of our efforts to establish a foundation of processes that balance stability and agility, and it equips us to drive our clients’ software-led transformation.”

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**- Zaheer Allam,
Chief Delivery Officer,
GlobalLogic**

KEY TAKEAWAYS FOR ENABLING SUCCESS

CMMI and agile can work together

GlobalLogic managed to take the best from both CMMI and agile to create a cohesive QMS that is lean and nimble and at the same time provides a stable framework for continuous improvement (a hallmark of high maturity in CMMI). CMMI helped to realize GlobalLogic’s goal of ensuring that the predictable measurement framework they had designed for their agile development methodology could be successfully used to predict schedule, quality, and team productivity. Typically, agile and predictability are not seen as going together – adopting CMMI together with agile made it possible.



Performance improvement is key to company culture

“Meeting expectations is a basic requirement but going beyond, delighting the customer requires delivery teams to be at the top of their game at all times,” notes A. Nandini, “our best result was the cultural and behavioral transformation of Project Managers on the ground, who transformed into strategic experts who would question, validate, and make suggestions based on data.” The number of Project Managers termed Delivery Assurance (DA) Ninjas who could be entrusted with complex digital transformation engagements quadrupled within a year.

Data drives customer delight

Customers appreciate that conversations with Project Managers are more data driven and objective. Data is the engine that powers any organization; as data learns, it transforms into intelligent information that can be used for causal analysis and taking proactive actions. Project Managers now use this data to advise customers about best practices, processes, development methodology, metrics, and more. Customers love this; Typically, customers are not software experts - they expect vendors to guide them and take charge. GlobalLogic teams are now leading and directing using data much to customers’ delight.

For a closer look at GlobalLogic’s performance improvement journey, view their **Case Study video**



ABOUT CMMI® INSTITUTE

A subsidiary of ISACA Enterprises, CMMI Institute (cmmiinstitute.com) is the global leader in the advancement of best practices in people, process, and technology. CMMI Institute enables organizations to elevate and benchmark performance across a range of critical business capabilities, including product development, service excellence, workforce management, data management, supplier management, and cybersecurity.

For over 25 years, thousands of high-performing organizations in a variety of industries, including aerospace, finance, healthcare, information technology, software, defense, transportation, and telecommunications, have achieved sustainable business success through CMMI adoption and demonstrated their ability as capable business partners and suppliers.