# CMMI® Maturity Level 5 Strengthens Cognizant's Culture of Continuous Improvement

## Company Background

Cognizant is a leading provider of information technology, consulting, and business process services, dedicated to helping the world's leading companies build stronger businesses. Cognizant combines a passion for client satisfaction, technology innovation, deep industry and business process expertise, and a global, collaborative workforce that embodies the future of work. With over 100 development and delivery centers worldwide and approximately 233,000 employees as of March 2016, Cognizant is a member of the NASDAQ-100, the S&P 500, the Forbes Global 2000, and the Fortune 500. It is ranked among the top performing and fastest-growing companies in the world.

## THE BUSINESS NEED

Cognizant encourages process improvement across its organization to meet customer-centric business objectives. The company accomplished these objectives in three areas:

- Cost reduction and operational efficiencies
- IT alignment to business
- Business innovation and transformation

With Cognizant's objectives in mind, several of the parameters to achieve this high level of continuous improvement and increase the performance of the business were documented:

- Proactive risk management across the life cycle
- Automation opportunities of the platform
- Continuous improvement and training of company personnel
- Reduction in defects
- Improved profitability
- Improved on-time delivery of projects
- Successful achievement of customer targets
- Continuous and improved customer satisfaction

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## THE SOLUTION

Cognizant first began developing its organizational capabilities in 1988. In 2003, Cognizant earned the CMMI maturity level 5 rating by deploying CMMI® for Development (CMMI-DEV, V.1.3).

Today, the organization has a dedicated team of more than 800 individuals who are certified in maturity capabilities and methods. There is also an individual on staff at Cognizant who is a Certified SCAMPI Lead Appraiser for CMMI-DEV, V.1.3 and is a Certified Instructor for Introduction to CMMI-DEV, V1.3 course.

With each CMMI appraisal, Cognizant applies the learnings to additional process improvement to enhance customer needs. The company has established a set of standard processes for the various lines of business, covering all aspects of project and service delivery management and software engineering. CMMI enhanced its adoption of ISO 25000 process for product quality control metrics.

When planning a project, Cognizant identifies and documents metrics to be collected and analyzed for performance monitoring. Project monitoring is handled using homegrown statistical tools that analyze the data and provide risk assessment. This type of automation has provided ease of use for its project managers.
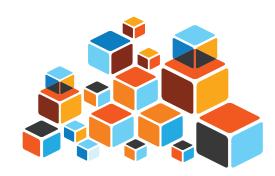
As Cognizant monitors its performance, the following practices are applied:

- Proactively measuring performance against goals on an ongoing basis

- Using prediction models to ensure proactive achievement of business objectives

- Conducting audits to enable business assurance and in disseminating best practices

- Implementing a structured framework/platform support to inculcate a culture of best-practice adoption across the organization

- Applying process automation tools and training

### BUSINESS BENEFIT

Sustaining a CMMI maturity level 5 rating has strengthened employee confidence. Specifically, the best practices that have been built within the organization through robust process and platform capabilities have helped employees consistently exceed meeting customer demands.

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## RESULTS

By sustaining CMMI maturity level 5 rating, Cognizant is refining its capabilities. A sample set of metrics that improved performance over the preceding year include:

• Improved overall quality by decreasing delivered defects by 22 percent

• Improved quality of code by 11 percent

• Reduced project management effort by 3 percent through automation

• Reduced rework effort by 3 percent through structured defect prevention initiatives

Best practices have been adopted and are regularly shared across the organization, enabling Cognizant to consistently demonstrate CMMI capabilities and prediction models to achieve its customer-centric business objectives. Cognizant leverages the processes related to its CMMI maturity level 5 rating to consistently inculcate a culture of customer-centric continuous improvement. The organization is now a trusted partner of its customers.

**"Sustaining a maturity level 5 rating helps our employees understand what is needed to meet customer demands proactively and gives them confidence to deliver, based on the past performance and best practices that are evolved in the organization."**

–CHANDRASEKARAN RAMAKRISHNAN, GROUP CHIEF EXECUTIVE, TECHNOLOGY AND OPERATIONS, COGNIZANT

### LESSONS LEARNED

- Make use of the learnings to improve on overall process capabilities.

- Proactively conduct risk-monitoring steps in order to consistently meet process and business objectives of both the company and its customers.

## About CMMI® Institute

CMMI Institute (**CMMI**institute.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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