



CMMI[®] for services implementation

**Supporting effective management
and service delivery in an
organisation**

**Case study for secured storage and
business process services sector**

**Management
Consulting**

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Case objectives

The objective of this case-study is to present how an organisation in enterprise content management domain gained competitive advantage by improving its capability level through implementation of the Capability Maturity Model Integration (CMMI®) for services.



Client's background

- The client is one of the market leaders in the information management services and global relocations in India, serving the needs of over 3000 customers in providing complete enterprise content management solutions including
 - Business process services
 - Secured storage services
- The organisation was looking to reinforce its market position in India through operational excellence while growing its service portfolio

Key challenges faced by the client business challenges:

In light of the converging landscape between the physical and digital world in records management, to retain and reinforce its position as market leader in information management services while continuing to experience strong organic growth; it was imperative for the organisation to:

Create a foot print in the domain of business process services by leveraging upon the existing customer portfolio in the 'secured storage' services

Identify new technology based solutions and service offerings in business process services and compete against entrenched competitors

Differentiate service delivery for business process offerings of customer on boarding, liability/asset processing, mailroom services and Electronic Clearing House (ECH)/ Automated Clearing House (ACH) mandate management, by establishing agile, capable and scalable processes which seamlessly handle changes in technology

Enhance secured storage services efficiency at the warehouse in handling higher volumes of physical records per account or customer

Need for change

The organisation in its strategy to address the above challenges identified organisational capability improvement as a key enabler to deliver business value

Key KPIs identified for improvement were:

- 01 | Expand customer base for secure storage and business process services
- 02 | Standardise service delivery to provide a consistent customer experience
- 03 | Increase availability of resources to meet service demands
- 04 | Establish business continuity practices for new solutions/service offerings of business process services
- 05 | Improve productivity of warehouse personnel in handling higher volumes of physical records per account or customer
- 06 | Enhance customer satisfaction



Our value proposition

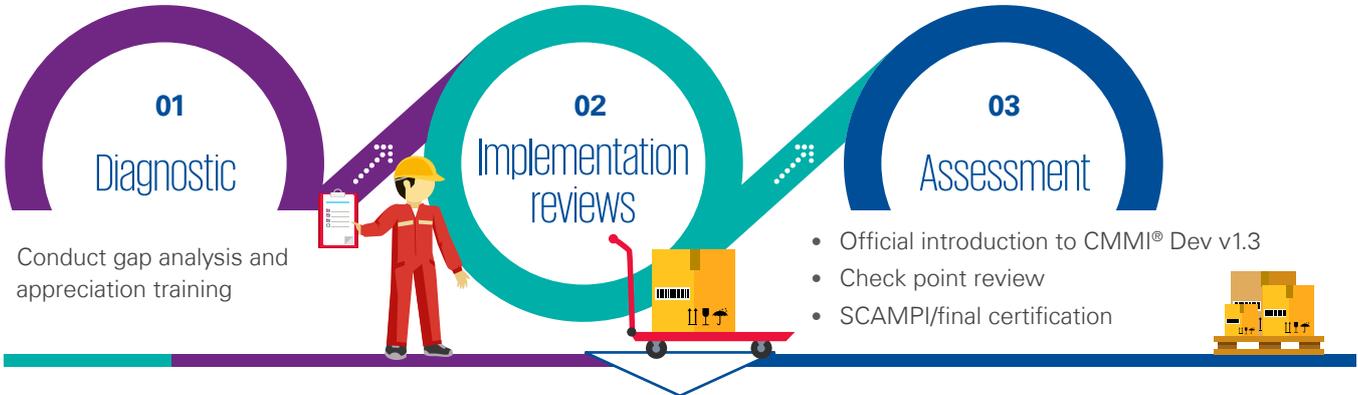
Keeping in mind the organisations business objectives and its intent to improve organisational capability, we customised our CMMI® approach to help the organisation leverage and use the model effectively.



Key business challenges	Key KPIs for the journey	Our solution via CMMI®-services
Identify new technology solutions and service offerings in business process services	Expand customer base for business process services	Strategic service management (ML3)
Differentiate service delivery for business process offerings of Customer on boarding, liability/asset processing, mailroom services and ECH/ACH mandate management	Standardise service delivery to provide a consistent customer experience	Capacity and availability MGMT (ML3)
Enhance secured storage services efficiency at the warehouse in handling higher volumes of physical records per account or customer	Establish business continuity practices for new solutions/service offerings of business process services	Service delivery (ML2)
	Increase availability of resources to meet service demands	Service continuity (ML3)
	Improve productivity of warehouse personnel in handling higher volumes of physical records per account or customer	Incident resolution and prevention (ML3)
	Enhance customer satisfaction	Service system transition (ML3)
		Capacity and availability MGMT (ML3)
		Service delivery (ML2)
		Integrated work management (ML3)
		Work planning (ML2)
		Work monitoring and control (ML2)



Our approach



- The **Diagnostic, Implementation Review and Assessment (DIRA)** approach was deployed in this case as we were required to handhold the client towards achieving the CMMI® maturity level 3.
- **Diagnostic** or gap analysis was conducted to understand the organisation's enterprise content management needs with specific focus on the secured storage services and business process services work-flow and benchmark current practices against the CMMI®-services framework.
- This helped us sketch a clear road map to work on areas of improvement to address the gaps vis-à-vis the CMMI®

services framework in alignment with the new Annual Operating Plans (AOP) and cascaded strategic goals and objectives for secure storage and business process services.

- **Implementation reviews** were conducted to assess the adoption of CMMI®-SVC practices within the business processes so that there is deep institutionalisation.
- And finally, the **assessment phase** was focused on realizing the benefits accrued from the journey with a formal CMMI® appraisal conducted for secured storage services and business process services.

Key challenges faced during the journey

Key challenges faced during the journey	Proposed approach
Aligning CMMI® services practices to the context of records management for secured storage and business process services	Customised processes to help align the CMMI® services framework
Measuring productivity of personnel at warehouses belonging to trade unions	Productivity thresholds defined by trade unions were utilised and aligned vis-à-vis capacity and availability metrics for estimating planned capacity of individuals at warehouses
Difficulty in estimating the expected surge for volumes in 'in-ward' mandates received from bank branches across India for mail-room services	Historic data of past six months were utilised to determine the period of surge in receiving 'in-ward' mandates, forming the basis of planning resource allocation during peak period or where volume surge exists.
Identifying 'incidents' with its process to resolve them in the context of records management	For each service line, using historic data and past experience of personnel including project managers and warehouse operators, specific events that cause disruption to services were identified
Stringent timelines in attaining CMMI® service maturity level 3	Engagement governance was setup to assess the status of gap closure across the organisation and progress of the journey with objective of achieving CMMI® services ML3 within six months
Integrating the organisations existing quality frameworks- ISO 9001 and ISO 27001 with the CMMI® services framework	An integrated quality management systems combining all standards and frameworks for the areas of: <ul style="list-style-type: none"> • Quality policy and quality objectives • Process objectives aligned to quality policy and objectives • Internal audits • Management reviews • Continual improvement

Key benefits to the client

Quantitative benefits

- Structured processes aligned current and future AOP of the organisation helped the client launch an average of three to four innovative service offerings in business process services.
- Increase in warehouse capacity and availability of compactors at the warehouse and mail-room services increased repeat business for the organisation by approximate 20 per cent
- Turnaround time for normal delivery retrieval requests improved at tier-I branches by approximately 9 per cent
- Key account's customer satisfaction index increased by approximately 13 per cent



Qualitative benefits

- Introduction of a new process in discussion with senior management to align new service offering with the AOP, which helped standardise the process of retiring current or existing service offerings, enhancing current or existing service offerings and deploying or rolling out new service offerings.
- Organisation achieved CMMI® for services maturity level 3 and became one of the few organisations in the enterprise content management domain to have achieved it.
- The CMMI® services journey worked as a guide in planning current and future operational excellence and capability improvement requirements based on organisations business objectives.
- Service establishment and delivery processes helped the organisation enhance its accountability for existing as well as new clients.

Key Outcome

Chief Executive Officer (CEO)

The achievement of CMMI® SVC level 3 positions us as a differentiator in enterprise content management landscape as we join ranks and benchmark ourselves with other level 3 process-driven businesses that have achieved this prestigious rating. Having our capabilities recognised by CMMI® is a testament to our endeavour in increasing customer delight while ensuring strong relationship with every customer. In our pursuit to retain market leadership in the information management services, CMMI® SVC has been instrumental in streamlining our resource and people alignment to not only growing service demands, but also for new technology solutions and service offerings.

Vice President

Excellence is at the heart of everything we do. The DIRA methodology complements our approach to excellence and its application has supported our successful efforts to achieve and maintain CMMI® maturity level 3. CMMI® for services has differentiated us in our service operations in our endeavour to attain competitive advantage in the information management domain.

Quality Manager

CMMI® SVC is an excellence framework that complimented our existing standards on ISO 9001 and ISO 27001. Our certification is a testimony of our rigorous focus on quality and our passion to deliver world class services to our valuable customers.

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