



The Compelling Case For CMMI-SVC: CMMI-SVC, ITIL & ISO20000 demystified

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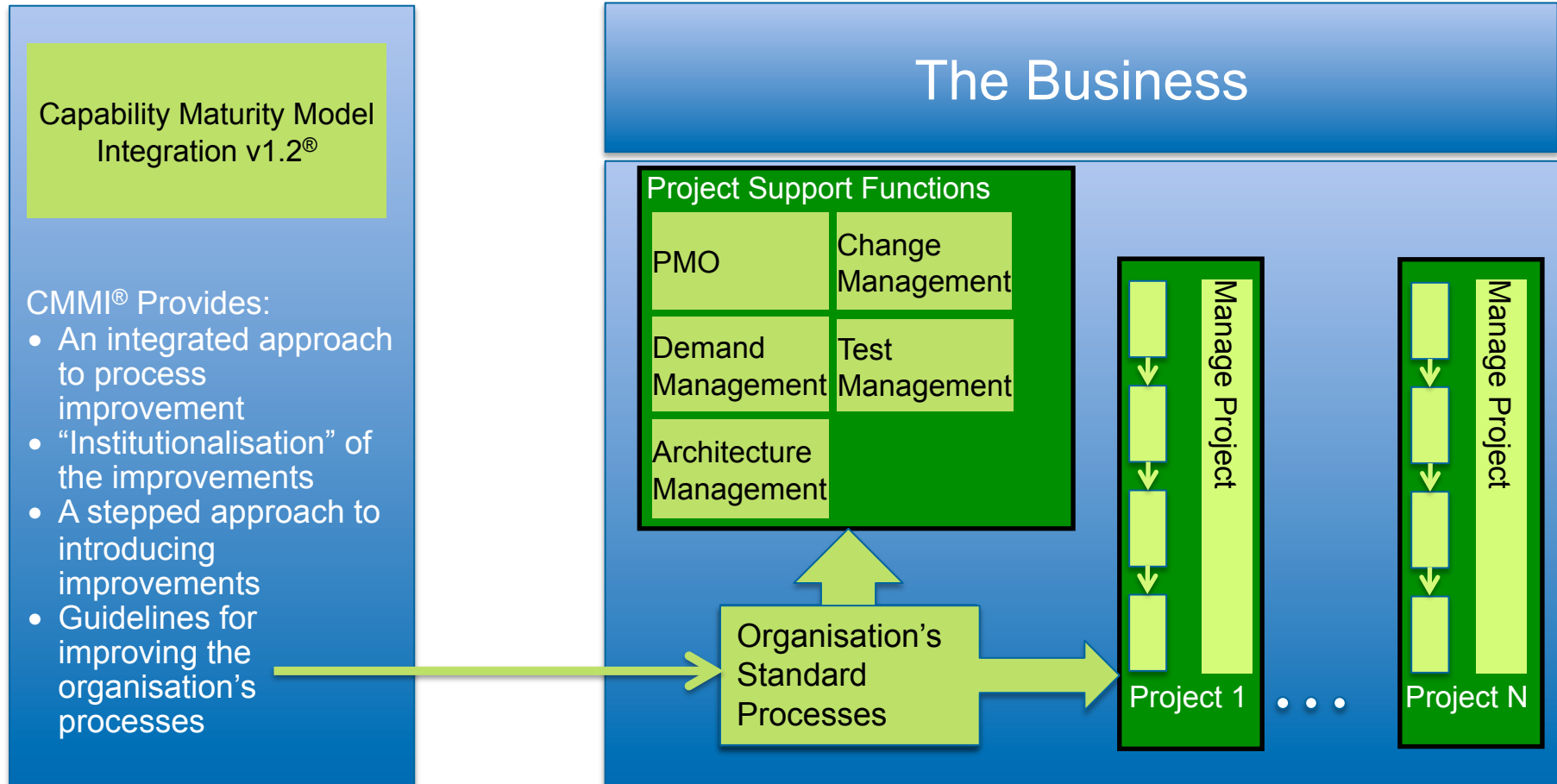
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Agenda

- **What is CMMI-SVC?**
- How Does CMMI-SVC Relate to Existing Models?
 - CMMI-SVC and ISO 20000
 - CMMI-SVC and ITIL
 - CMMI-SVC and CMMI-DEV
- What are the Benefits?

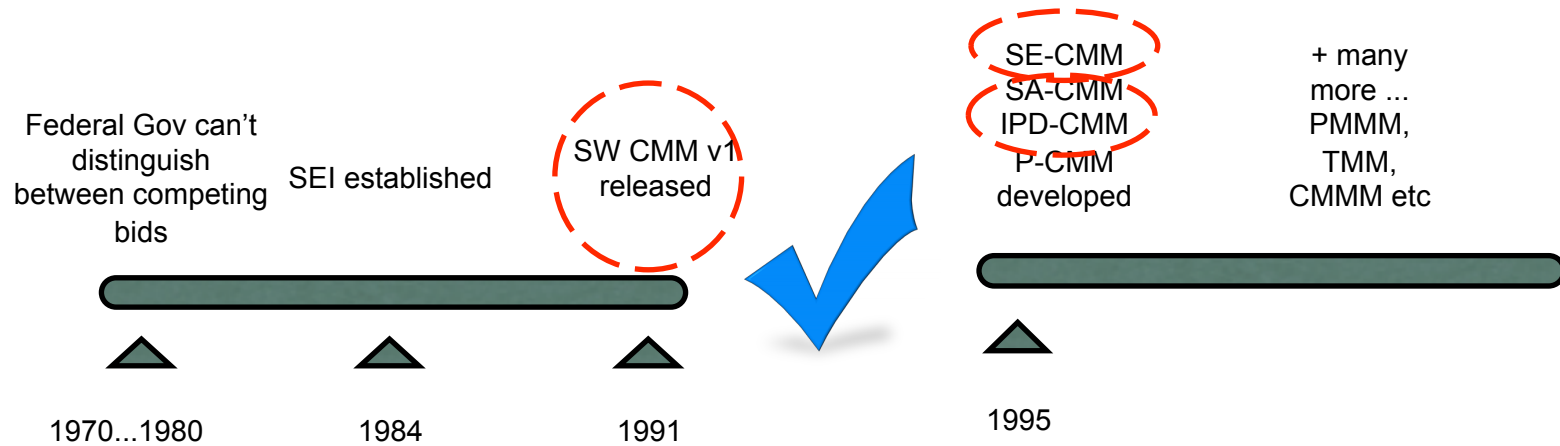
What is CMMI®?



“The quality of a system is highly influenced by the quality of the process used to acquire, develop, and maintain it”

Origins of CMMI

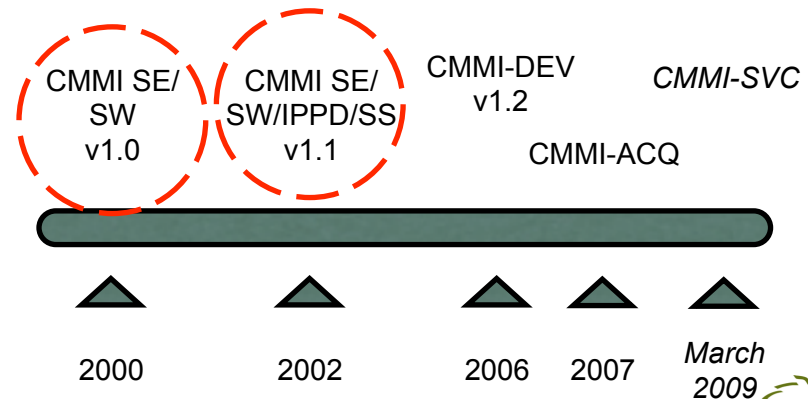
*CMMI is increasingly applicable in a wider business context
CMMI-SVC is built on nearly 20 years experience.*



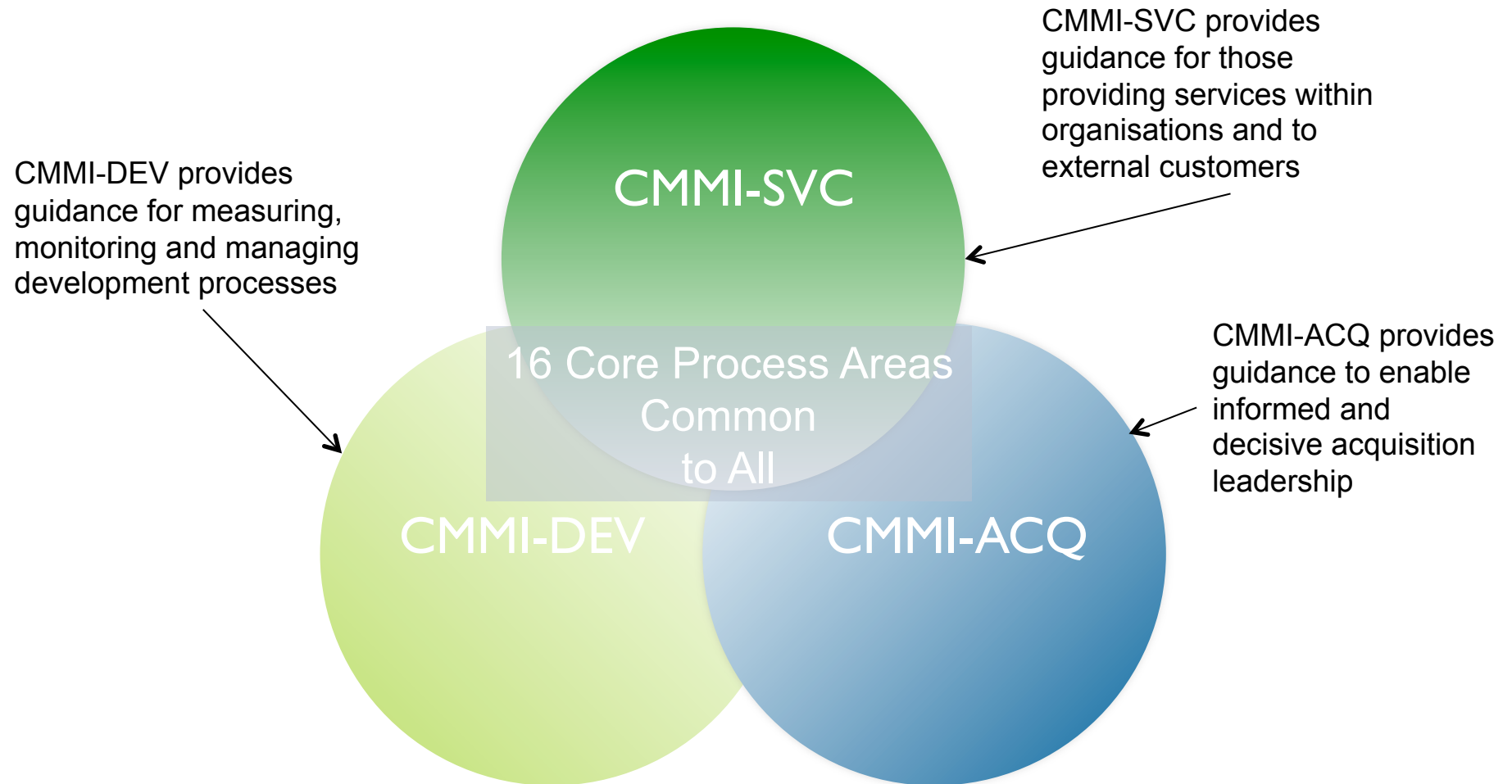
- CMMI Project commences 1997:

- Goals:

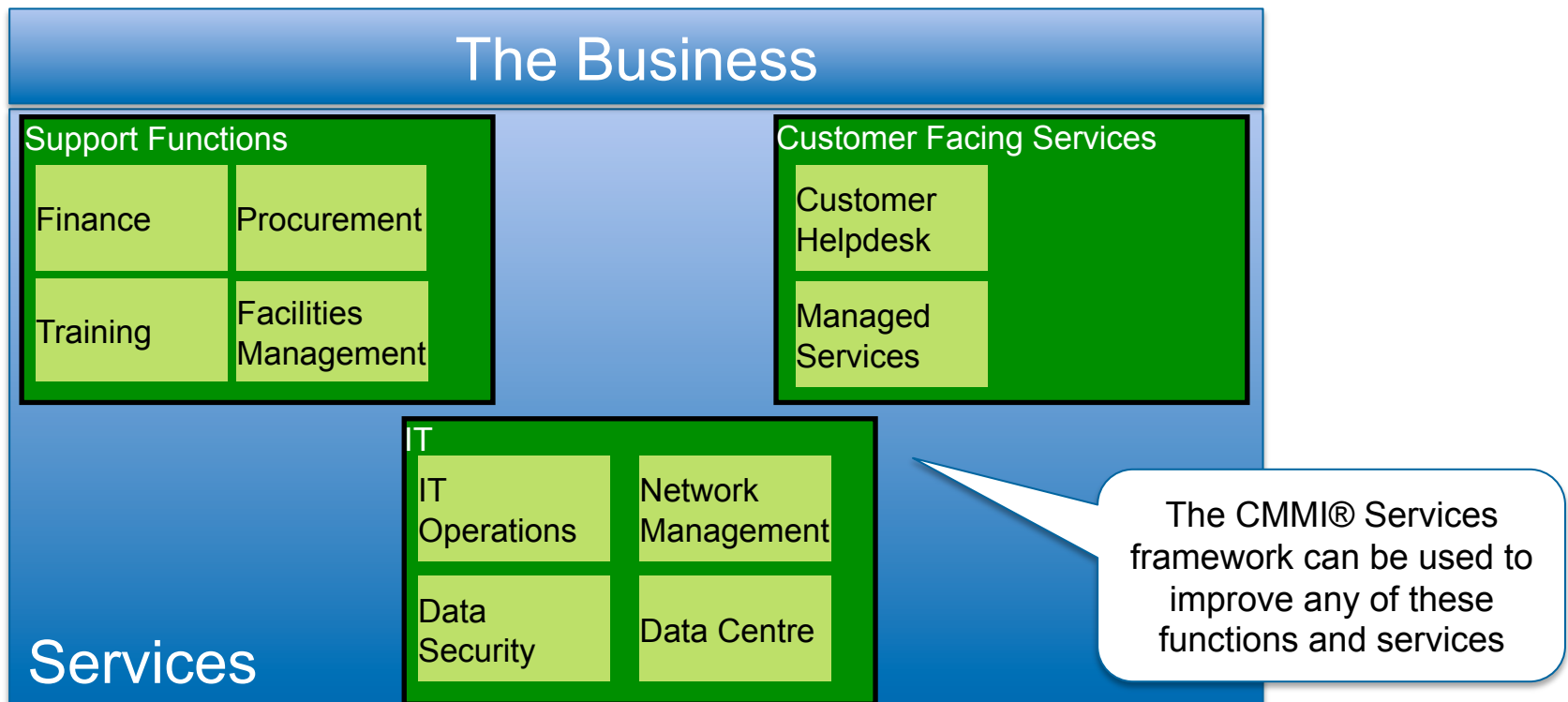
- Simplify “model explosion”
 - Incorporate lessons learned



CMMI® Architecture and Constellations



CMMI® Services – its not just for IT



Services account for 75%¹ of the UK economy

Organisations have tried to use the CMMI-DEV model for process improvement of services, with and without ITIL, but the fit is far from perfect

Other improvement models exist but they usually lack a rigorous appraisal method

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- What are the Benefits?

Some Very Pertinent Questions!

- What if you are already ISO 20000?
 - What is the advantage of using CMMI-SVC over just sticking with ISO 20000?
- ITIL already supports ISO 20000
 - Why use CMMI-SVC to support ISO 20000?
- What if you have already committed to CMMI-DEV in part of your organisation?
 - Would this effort be wasted in swopping to CMMI-SVC?

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Mapping ISO 20000 Clauses to CMMI-SVC

ISO 20000 Clauses		CMMI-ISO20000 Coverage
Index	Title	
3	Requirements for a Management System	
3.1	Management Responsibility	
3.2	Documentation Requirements	
3.3	Competence, awareness and training	
4	Planning & Implementing Service Management	
4.1	Plan Service Management	
4.2	Implement Service Management and provide services	
4.3	Monitoring, measuring and reviewing	
4.4	Continual Improvement	
5	Planning and Implementing new or changed services	
6	Service Delivery Process	
6.1	Service Level Management	
6.2	Service Reporting	
6.3	Service Continuity & Availability Management	
6.4	Budgeting and Accounting for IT Services	
6.5	Capacity Management	
6.6	Information Security Management	
7	Relationship Processes	
7.2	Business Relationship Management	
7.3	Supplier Management	
8	Resolution Processes	
8.2	Incident Management	
8.3	Problem Management	
9	Control Processes	
9.1	Configuration Management	
9.2	Change Management	
10	Release Process	
10.1	Release Management Process	

CMMI-SVC provides almost complete coverage of ISO 20000 clauses

How Much CMMI-SVC Do I Need for ISO 20000?

MATURITY LEVEL	PROCESS AREAS							
5- OPTIMISING	Organisational Innovation & Deployment	Causal Analysis & Resolution						<div style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: #92d050; border: 1px solid #ccc; margin-right: 5px;"></div> Not necessary for initial coverage <div style="width: 20px; height: 10px; background-color: #0056b3; border: 1px solid #ccc; margin-right: 5px; margin-top: 5px;"></div> CMMI-SVC Process Areas required to cover ISO 20000 clauses </div>
4- QUANTITATIVELY MANAGED	Organisational Process Performance	Quantitative Project Management						
3- DEFINED	Organisational Process Focus	Organisation Process Definition	Organisational Training	Integrated Project Management	Risk Management	Decision Analysis & Resolution		
	Strategic Service Management	Capacity & Availability Management	Incident Resolution & Prevention	Service System Transition	Service Continuity	Service System Development *		
2- MANAGED	Requirements Management	Project Planning	Project Monitoring & Control	Supplier Agreement Management	Measurement & Analysis	Process & Product QA	Configuration Management	
	Service Delivery	N.B. – Lamri recommends always implementing complete process areas.						

* Optional addition

If I Do ISO 20000, How Much CMMI-SVC Do I Get?

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Not necessary for ISO 20000
 Required to cover ISO 20000
 Implementing ISO20000 gives this CMMI-SVC Coverage

ISO20000 partially implements CMMI processes. The differences are significant – in the next slides we discuss these differences.

* Optional addition



So Does Implementing CMMI-SVC Present Any Advantages Over Just Staying With ISO 20000?



CMMI Added Value - Generic Practice (GPs) Gaps

- At Capability Level 2, all Process Areas have these 10 GPs in place
- All GPs are core to all CMMI Models
- They ensure the embedding of good practice
 - They provide pragmatic steps that lead automatically to well embedded practice

Generic Practices

Establish an Organisational Policy

Plan the Process

Provide Resources

Assign Responsibility

Train People

Manage Configurations

Identify and Involve Relevant Stakeholders

Monitor and Control the Process

Objectively Evaluate Adherence

Review Status with Higher Level Management

CMMI Added Value - Generic Practices (GPs)

- Certain practices are not stressed to the same extent in ISO20000. E.g.
 - Stakeholder Management
 - Stakeholder management occurs a couple of places in the standard
 - In CMMI it is an inherent part of every process area, focussing attention on what stakeholders are relevant to each task, and how they are involved
 - Management Information Flows (Monitor and Control the Process)
 - Every process area requires pragmatic measures to be identified and used
 - Provides a structure for capturing and reporting management information that zeros in on what is important to managers

CMMI Added Value – Process Areas

Fully implementing the process areas that map directly to ISO 20000 can deliver significant benefits.

Requirements Management (REQM)	<ul style="list-style-type: none">• Traceability of requirements right through from the customer's request through to finished product.• Ties Service Design, Development and Delivery together• In a services environment this is crucial for rapid turn around of changes to services
Project Management Process Areas (PP, PMC)	<ul style="list-style-type: none">• Rigorous mechanisms which have been proven to lead to substantial improvements in organisational predictability.
Supplier Agreement Management (SAM)	<p>Instils a way of managing supplier interfaces that requires insight into the relevant supplier processes ("Looking into the box"). This facilitates:</p> <ul style="list-style-type: none">• Effective tailoring of processes to relevant interfaces• Focussed management information for supplier interfaces• Better risk management of supplier interfaces

CMMI Added Value – Process Areas

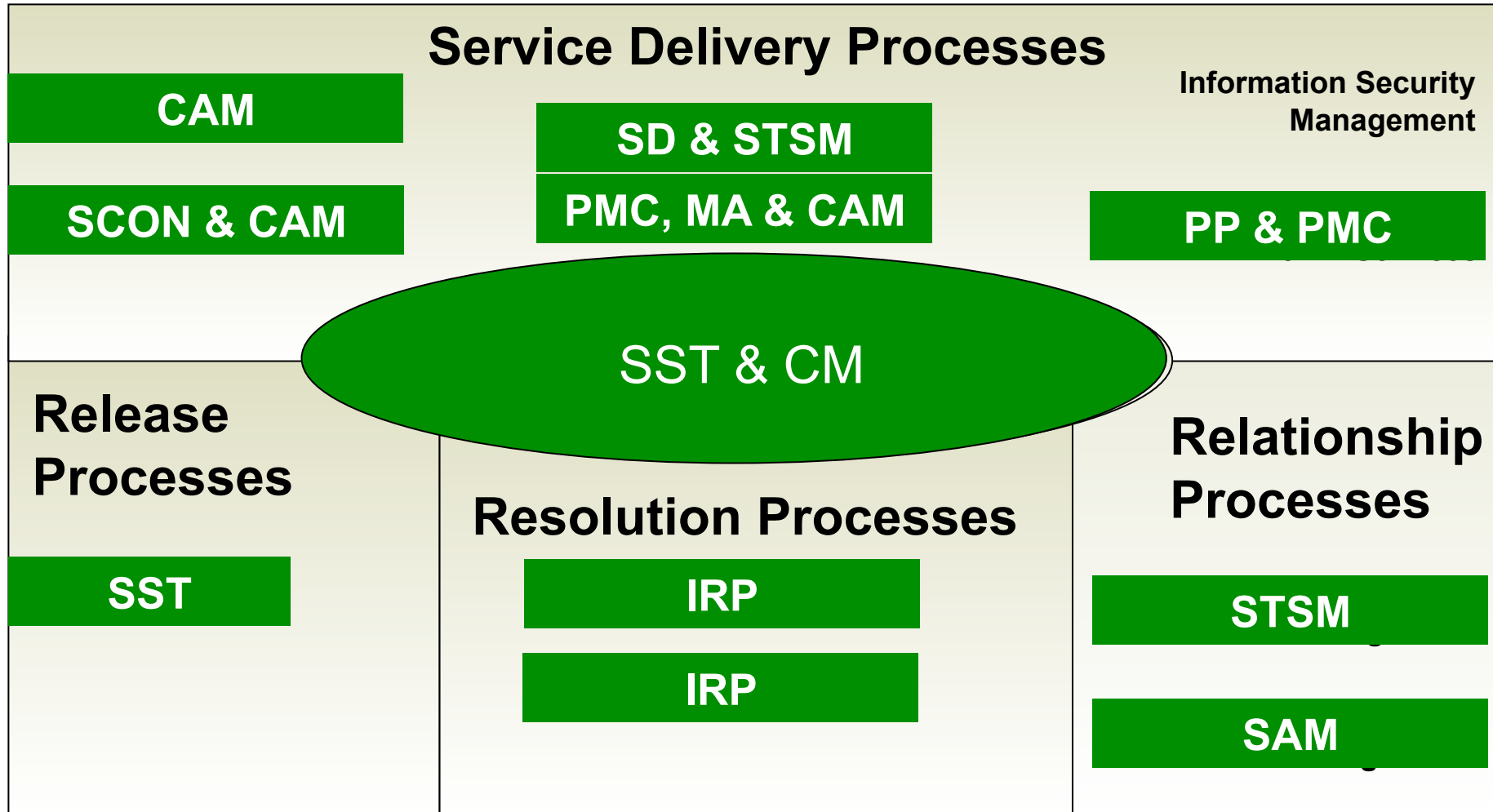
Fully implementing the process areas that map directly to ISO 20000 can deliver significant benefits.

Measurement and Analysis (MA)	<p>CMMI brings robust management information rather than just data collection. This focuses attention on:</p> <ul style="list-style-type: none">• Collecting the right information that addresses organisational goals• Addressing how we are going to analyse the data and turn it into valuable information• Taking the right action using the data• Building up a history of data that progressively delivers better predictability and a richer picture of organisational behaviour
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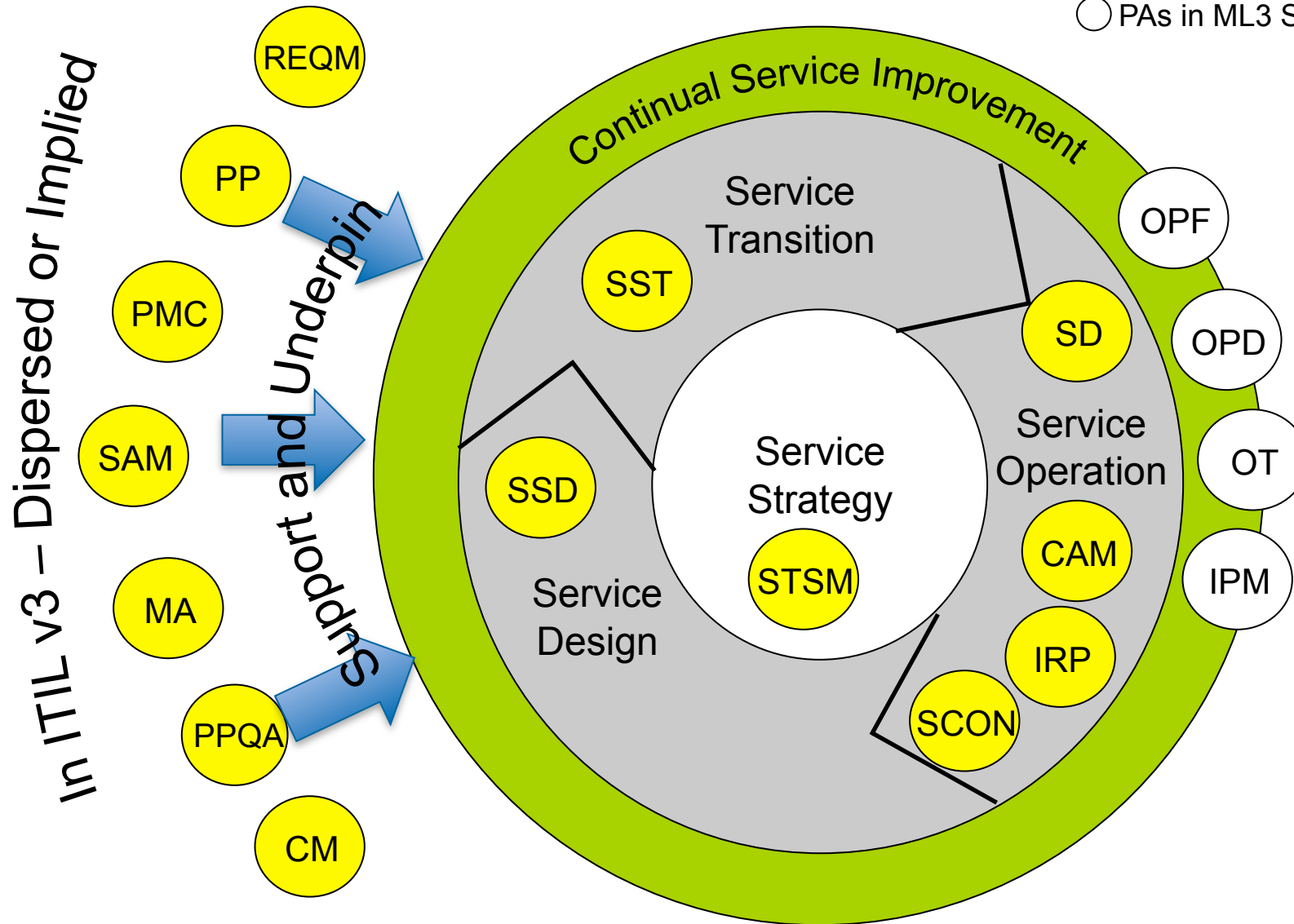
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CMMI-SVC Mapping to ITIL V2



CMMI-SVC Mapping to ITIL V3

- PAs in ISO 20K Scope
- PAs in ML3 Scope



CMMI-SVC and ITIL v3

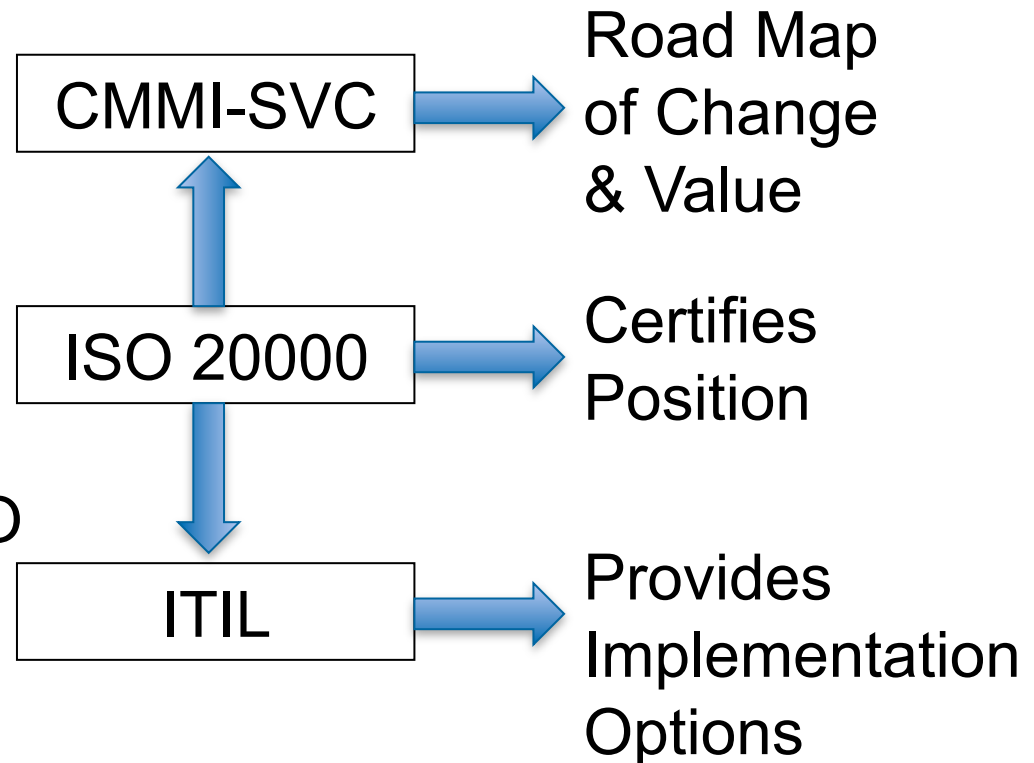
- The structure and content of ITIL v3 is emphatically “Library” in nature
 - 5 Volumes
 - 1342 Pages in Total
 - Details “How To” implement
- CMMI-SVC
 - Single Volume
 - Current Draft SEI Technical Report = 491 Pages
 - Details “What To” implement
 - CMMI provides a route-map of improvements to implement

CMMI-SVC, ISO 20000, ITIL

- These 3 complement each other substantially.

- ITIL is the Library full of great ideas
- CMMI-SVC is the “Reading List” for success
- ISO 20000 is the Exam

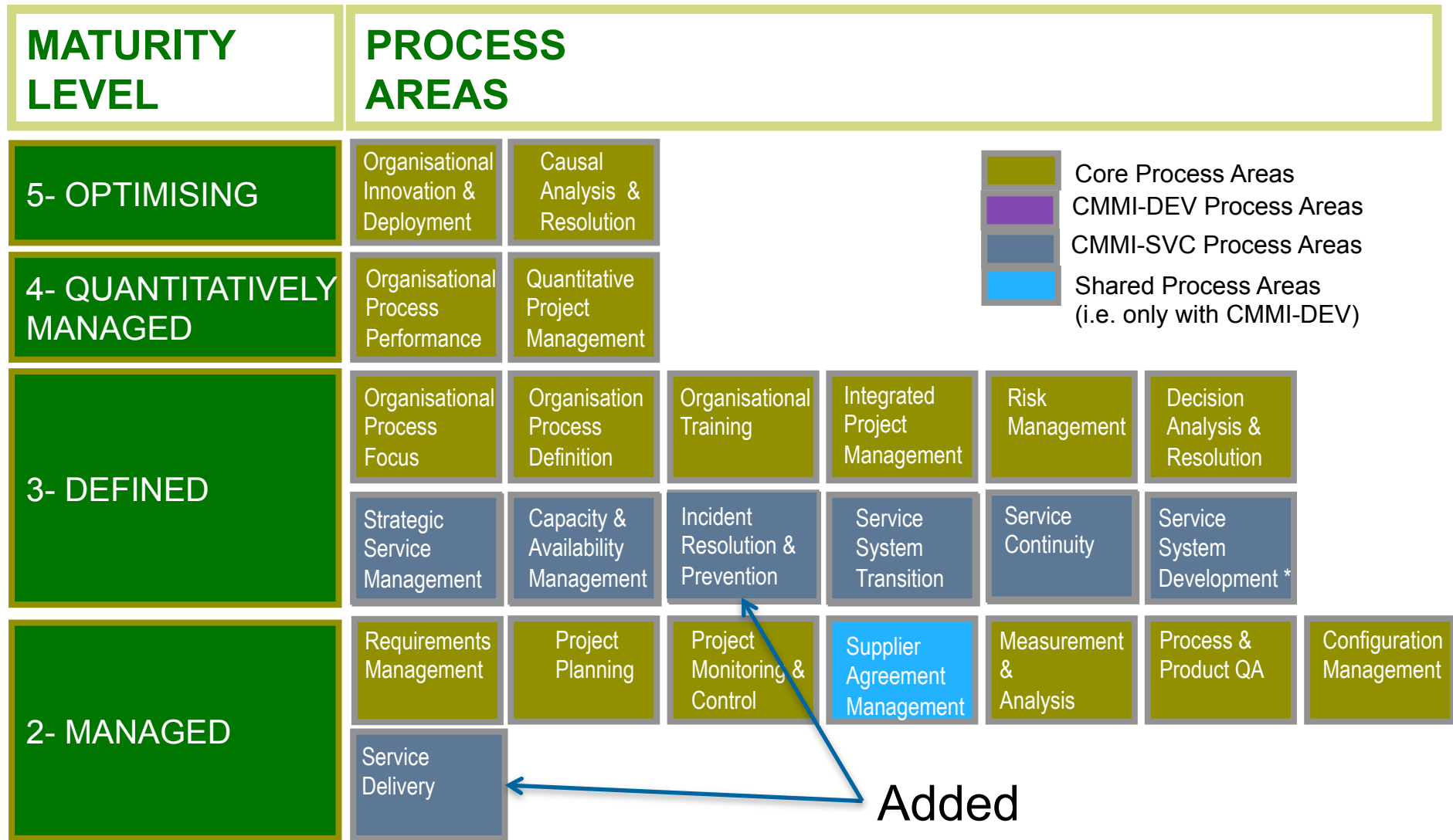
- CMMI-SVC Supports ISO 20000. ITIL is not essential
- But Lamri recommend using ITIL for implementation guidance to address gaps



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How CMMI-DEV Transitions to CMMI-SVC



* Optional addition

Removed →

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How CMMI-DEV Transitions to CMMI-SVC

MATURITY LEVEL	PROCESS AREAS							
5- OPTIMISING	Organisational Innovation & Deployment	Causal Analysis & Resolution						<ul style="list-style-type: none"> Core Process Areas CMMI-DEV Process Areas CMMI-SVC Process Areas Shared Process Areas (i.e. only with CMMI-DEV)
4- QUANTITATIVELY MANAGED	Organisational Process Performance	Quantitative Project Management						
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	Service Delivery							

* Optional addition



ML2 Process Area Overlap – Can we Re-Use DEV Work?

 = Overlap between Same Process Areas in CMMI-DEV & CMMI-SVC



- The answer is – YES!
- Only 1 Process Area has any practice differences
 - Project Planning has 1 additional practice
 - In all other cases the practices are the same in both models.
- So why do they not all completely overlap?
 - There are minor gaps which include:
 - Internal references now point to Services Process Areas
 - Focussing their implementation for a services environment may require slightly different approaches to be used

Those Very Pertinent Questions!

- What if you are already ISO 20000?
 - What is the advantage of using CMMI-SVC over just sticking with ISO 20000?
 - CMMI Supports ISO 20K
 - Implementing CMMI-SVC would give a stronger, more robust, implementation of ISO 20K
- ITIL already supports ISO 20000
 - Why use CMMI-SVC to support ISO 20000?
 - ITIL is a library of how to do Service Management.
 - CMMI-SVC indicates what needs to be addressed.
 - CMMI-SVC provides a clearer route map of business change (particularly than ITIL v3)
 - The two complement each other = CMMI-SVC directs what to look at in ITILv3 Library

Those Very Pertinent Questions!

- What if you have already committed to CMMI-DEV in part of your organisation?
 - Would adopting CMMI-SVC elsewhere in the organisation waste this effort?
 - Not at all – in fact it will give you a head start!
 - The two models share a common architecture and many common process areas.
 - At Maturity Level 2 – all the DEV process areas feature in the CMMI-SVC model.
 - The differences between these common process areas are negligible.
 - The language of the CMMI-SVC model will present a better fit for your services organisation
 - The learning curve to develop internal experts and knowledgeable users will not need to be repeated for CMMI-SVC

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So what might the benefits of Adopting CMMI-SVC look like?

- **Efficiency**
 - CMMI-SVC will boost your team's efficiency and make them more robust against the threat of organizational change
- **Reputation**
 - Would having an early published CMMI-SVC SCAMPI A result benefit your reputation with your customers?
- **Compliance**
 - CMMI-SVC meets and surpasses ISO 20000 requirements
- **Value**
 - Sustain improvements
 - Realise payback from investment in Business Improvement

What are the Bottom Line Benefits?

- CMMI-SVC is new – No body of research data yet available
- The Benefits below have all been observed for organisations implementing CMMI-DEV (SEI Published Data)

Performance Category	Lowest Improvement	Median Improvement	Highest Improvement	Applicability to Service Environment
Cost	3%	34%	87%	Directly
Schedule	2%	50%	95%	Directly
Productivity	11%	61%	329%	Directly
Quality	2%	48%	132%	Directly
Customer Satisfaction	-4%	14%	55%	Directly
ROI	1.7:1	4:1	27.7:1	Directly

Benefit Applicability Explained

- Cost
 - Cost of Service Delivery directly comparable as a concept to Cost of Development
- Schedule
 - In Service terms – the schedule of Service Delivery
- Productivity
 - In Service terms – Service Capacity
- Quality
 - The level of customer complaints
- Customer Satisfaction
 - Directly equivalent
- ROI
 - Directly equivalent

Interesting Specific Example That Backs Up This Picture

- Pre CMMI-SVC being developed, SAIC applied CMMI-DEV to a Service Implementation.
 - SAIC Enterprise and Infrastructure Group
- SAIC reported the following benefits¹:
 - Increased Service Quality
 - Increased Predictability of:
 - Schedule
 - Cost
 - Quality
 - Customer Satisfaction

What could this mean for you?

If you apply an estimated improvement benefit to your environment that is slightly above the low end of the observed benefits, *what sort of benefits could you potentially derive?*

Performance Category	Proposed Improvement	In your Environment
Cost	5% (Observed Low = 3%)	?
Schedule	5% (Observed Low = 2%)	?
Quality	5% (Observed Low = 2%)	?
Customer Satisfaction	5% (Observed Low = -4%)	?



Q & A

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