

CASE STUDY

Blue People Accelerates Growth 200% and Scales Scrum with CMMI®



THE BUSINESS NEED

Founded in 2015, Blue People is an IT company providing software development, nearshoring, recruiting, and consulting services via a specialized team in Mexico. As business rapidly grew, Blue People found that the Scrum methodology which had enabled the organization's success was unable to scale to meet its quickly growing demands. Blue People looked outward to find a solution that would help the organization continue to move forward without the "growing pains" associated with other fast-moving organizations.

Blue People wanted to improve the organizational consistency of the company's accelerated Scrum-based processes in an orderly manner. "We used the Scrum methodology adapted to our organization, but we lacked maturity in terms of documentation and knowledge transfer to new team members," notes David de la Garza Varela, Process Manager at Blue People. They wanted to choose an internationally-recognized solution that would recognize and validate the quality of the company's work. To meet these needs, Blue People decided to adopt the CMMI model.

THE SOLUTION

Blue People had two goals regarding the adoption of CMMI. "First, we wanted to demonstrate process maturity to our customers. Then, we wanted to scale up in an orderly manner, so we needed to standardize our processes while keeping them lean and agile," explains Enrique Carro, CEO of Blue People. They knew the CMMI Development model would make this possible.

Varela elaborates, "The CMMI model generates a great advantage for the organization because it tells you what to do but not how to do it, giving

COMPANY BACKGROUND

Implementing the use of information technologies in multiple areas to improve the efficiency of client products and processes, Blue People offers clients personalized services by accurately identifying their needs, providing advising and consulting services, and maximizing their performance throughout different business phases. Blue People works with the top 1% of all software developer engineers in Mexico, through their own recruitment methodology involving multiple programming and logical evaluations to offer their clients the best experience in different IT areas.



the freedom to adapt each process and practice to our unique organization and objectives, covering all the necessary aspects for the development of high-quality software.” Blue People chose the CMMI Development model, as they specialize in software development; they chose to target Maturity Level 3, because they knew that standard processes would enable and improve their organizational consistency and help define more efficient processes.

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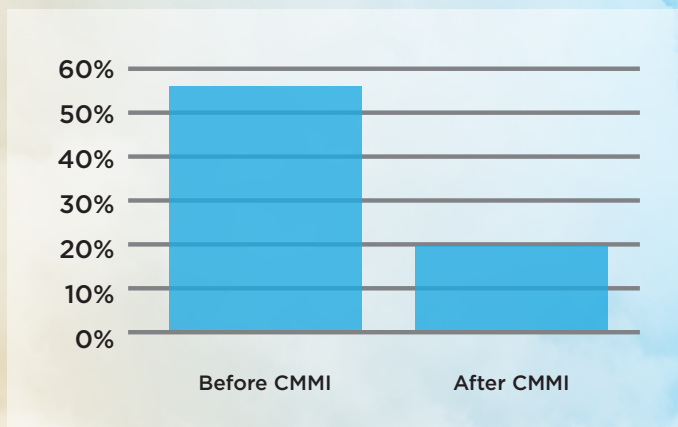
**- Enrique Carro,
CEO, Blue People**

RESULTS

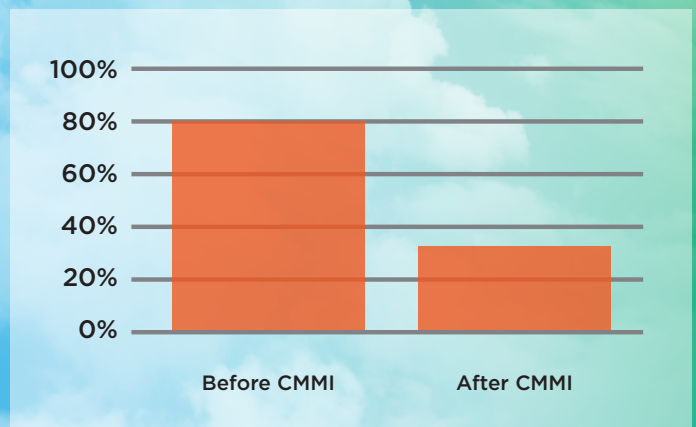
Through their successful adoption of CMMI, Blue People quickly grew 200% in revenue within an organized process without the problems commonly experienced by companies on a similar accelerated growth trajectory. “CMMI adoption helped us accelerate our journey to process maturity, ensuring we cover all aspects and best practices of high quality software construction,” explains Carro. Organized, documented processes aided knowledge transfer to new team members as the organization expanded.

The implementation of processes that met CMMI practices also improved effort and schedule predictability for all projects within the organization, providing a deeper understanding in order to better allocate resources and provide results to clients within the agreed-on timeline and cost. Blue People brought their effort performance deviation down from 55% (initial baseline without CMMI) to 20% (after adopting CMMI). They brought schedule performance deviation in from 80% (initial baseline without CMMI) to 15%.

EFFORT DEVIATION



SCHEDULE DEVIATION



KEY TAKEAWAYS FOR ENABLING SUCCESS

Design Agile Processes with CMMI Practices

Blue People focused first on the principles of each one of the most current methodologies (Scrum for constant communication practices and ceremonies, Kanban for visual aid and team alignment, TSP/PSP for precise data and quantitative analysis), extracting the value of each. They then developed platforms (Blue Surf, for process management, and Blue Wiki, for process documentation) in order to monitor their projects from start to finish. “By focusing on the principles instead of the methodologies we were able to design processes that were achievable, doable, and with little to no overhead, that allowed everyone to keep their attention on the task at hand and gain maximum value from the model,” emphasizes Carro. “CMMI gave us a roadmap that incorporates all of these principles and best practices into our lean/Scrum approach.”

Institutionalize Processes with Organizational Support

Blue People was able to implement CMMI throughout the entire organization in an accelerated way only because the company, management, and process owners were completely committed to the implementation and continuous improvement. “CMMI helped us to create processes in a way that fits our organization without forcing tedious processes, keeping a high adherence to the process and a high sense of belonging for everyone,” explains Carro.

Continuously Improve and Look to the Future

Blue People is already looking forward to the next step as they continue to actively improve their process performance capabilities related to quality and schedule delivery performance. As part of that process, Blue People has been diving deeper into CMMI Development V1.3 and planning their next appraisal. They are improving their processes every day and targeting Maturity Level 5 next.

