CASE STUDY

Concentrix Reduces Escalations by 95% and Increases Customer Satisfaction for Major Auto Client with CMMI®

THE BUSINESS NEED

As a technology-enabled services company specializing in customer engagement and improved business performance, Concentrix believes that experience is everything. Culture is their brand. They continually strive to advance both their external customer experience and their internal culture. While Concentrix was focused on improving their clients' businesses, they were experiencing internal management dissatisfaction on one client account, a major automotive organization, stemming from concerns around schedule adherence, quality, and customer escalations. They realized that they had an opportunity to look internally and improve their own process culture within this client account, which would empower them to better serve all their customers.

As Concentrix began to look for a solution, their objectives included:

- Faster delivery to customers
- Improved customer satisfaction/reduced escalations
- More efficient utilization of resources

Concentrix used the "5 Whys" technique to get to the heart of their problem, which suggested the issues they'd been facing – schedule delays due to rework, quality issues and defects, and high customer escalations – could all be related to a lack of defined process and the perceived value around it. To prepare to take on a new cost- and customer-centric market, Concentrix recognized a need to encourage changes in their process culture that would enable the business unit to identify and leverage proven best practices.
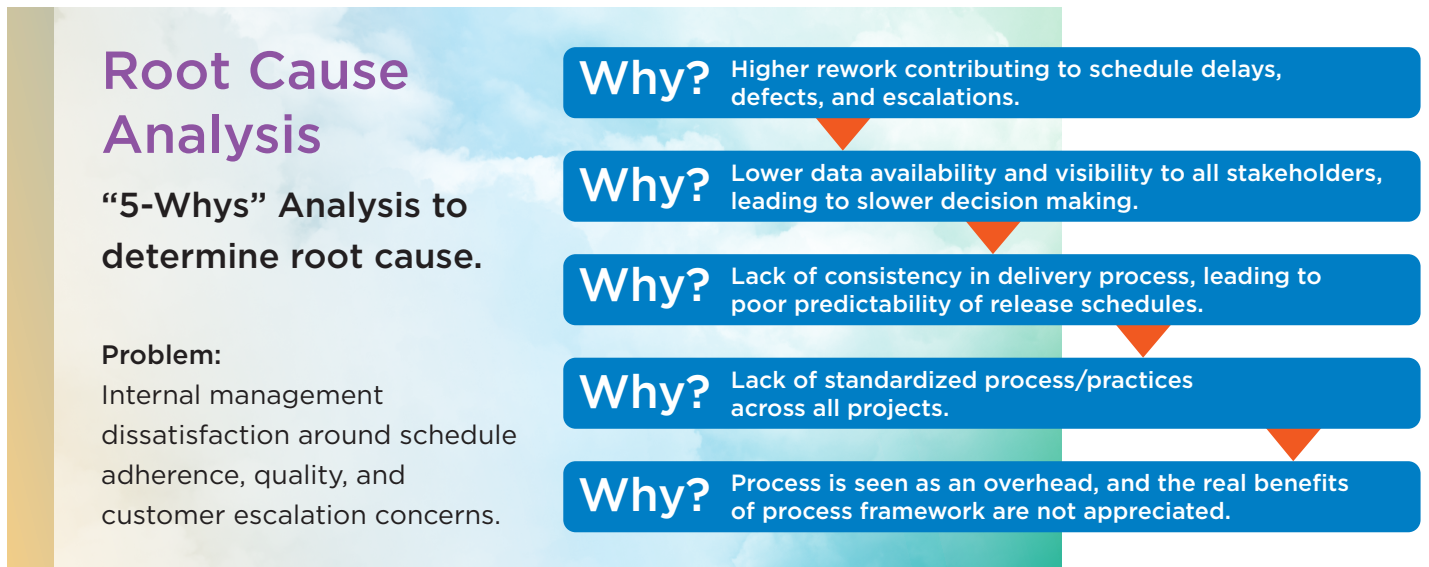
COMPANY BACKGROUND

Concentrix, a wholly-owned subsidiary of SYNNEX Corporation (NYSE: SNX), is a technology-enabled global business services company specializing in customer engagement and improving business performance for some of the world's best brands. Every day, from more than 40 countries across 6 continents, their staff delivers next generation customer experience and helps organizations better connect with their customers. Concentrix creates better business outcomes and differentiates their clients through technology, design, data, process, and people.

CMMI® Institute
AN ISACA ENTERPRISE

1

"Concentrix is on a growth trajectory, and as we grow and integrate it's very critical that we have a common standard to drive change management," notes Cereen Varghese, Senior Director of Quality, Testing, and Emerging Technology at Concentrix.

The Concentrix management team chose to pursue a CMMI Development Maturity Level 3 appraisal, which would help them address the root cause of their issues by developing and standardizing meaningful processes that would then drive time bound, organizational change management. "Standards like CMMI implemented in a pragmatic approach not only help us excel and improve in what we do, but also become a common platform to enable acceleration in IT transformation," explains Varghese.

Root Cause Analysis

"5-Whys" Analysis to determine root cause.

Problem:
Internal management dissatisfaction around schedule adherence, quality, and customer escalation concerns.

Why? Higher rework contributing to schedule delays, defects, and escalations.

Why? Lower data availability and visibility to all stakeholders, leading to slower decision making.

Why? Lack of consistency in delivery process, leading to poor predictability of release schedules.

Why? Lack of standardized process/practices across all projects.

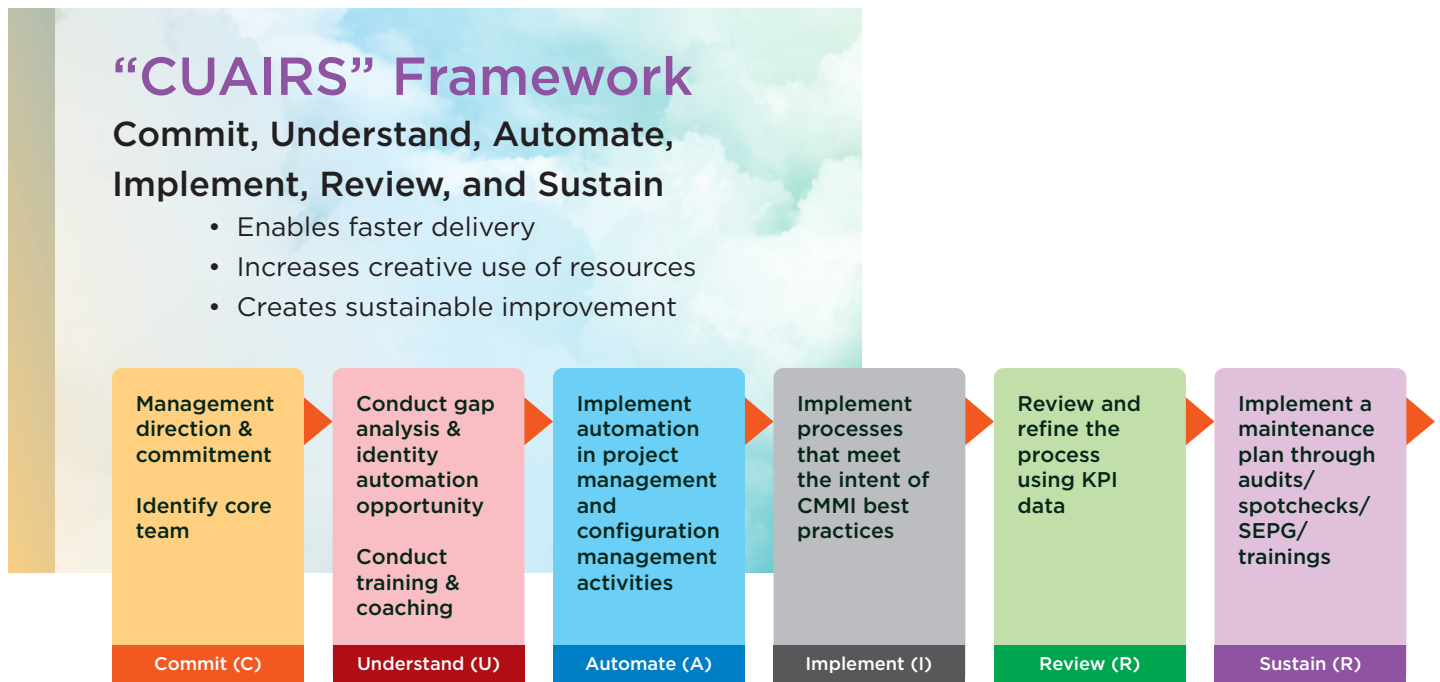**Why?** Process is seen as an overhead, and the real benefits of process framework are not appreciated.

THE SOLUTION

As a large, geographically dispersed organization, Concentrix determined that standardizing processes across multiple business units would be a major key to success. However, implementing them across countries and continents presented its own set of challenges – especially when the business unit in question had been delivering consistently satisfactory results through habits built around long-term business practices. While the natural solution would be to extend successful processes from other business units to this client's business units, Concentrix knew that following that path would not be easy. They would need buy-in from a team accustomed to their own ways of doing things, especially since realizing tangible results from a change would take time. In addition to just extending processes, they needed to put a process-driven culture in place.

While addressing the need for a standardized process culture in this business unit, Concentrix's challenges included:
- Over 300 employees spread globally in 3 locations
- 15+ years of success in following legacy practices
- Lack of readiness for change in adopting available tools in the organization
- Client concerns over schedule adherence and quality, leading to escalations
- The expectation of turning "good" results into "great" results
- The need to achieve "faster time to market" client expectations

CMMI® Institute
AN ISACA ENTERPRISE

CMMI provided a solution recommendation, which allowed Concentrix to move ahead, organizing a core team to focus on CMMI adoption and training. Project teams (both external and internal) were trained on the CMMI model and provided with understanding of the value of the best practices they would be adopting and benchmarking. As part of their adoption, Concentrix developed an internal framework aligned to CMMI that would enable them to accelerate their process improvement journey and better develop processes to meet the intent of CMMI practices. They called their framework CUAIRS:

"CUAIRS" Framework

Commit, Understand, Automate, Implement, Review, and Sustain

- Enables faster delivery
- Increases creative use of resources
- Creates sustainable improvement

Management direction & commitment Identify core team	Conduct gap analysis & identity automation opportunity Conduct training & coaching	Implement automation in project management and configuration management activities	Implement processes that meet the intent of CMMI best practices	Review and refine the process using KPI data	Implement a maintenance plan through audits/spotchecks/SEPG/trainings
Commit (C)	Understand (U)	Automate (A)	Implement (I)	Review (R)	Sustain (R)

Concentrix focused on CMMI practices around project planning, monitoring, and configuration management. These practices would prove instrumental in developing the processes they needed to better manage stakeholder knowledge, skills, and involvement related to issues and escalations, controlling configuration, and releasing baseline processes. Concentrix formed a testing Center of Excellence (COE), which improved testing team utilization by cross-skilling their resources. They also implemented automation across the business unit, using Team Foundation Server (TFS), Jira, and SharePoint to enable their engineering team to increase productivity and reduce rework.

RESULTS

Concentrix found significant improvement around their core objectives for adopting CMMI – faster delivery to customers, improved customer satisfaction, more efficient utilization of resources, and reduced escalations. Customer satisfaction was a key goal of Concentrix's CMMI adoption and the metrics reflect their improvement in that area:

- **On Time Rate**: Over 95% of key projects/enhancements were delivered on time
- **Contract Renewal:** 100% customer contract renewal was achieved due to quality delivery in the business unit

CMMI® Institute
AN ISACA ENTERPRISE

- **Resource Utilization:** In a span of 4 months, resource utilization improved from 24% to 45%
- **Customer Escalations:** Customer escalations fell from 58 to 3 per year; a massive 95% reduction

> "We see CMMI as an investment to improve our overall performance across systems, infrastructure, and processes."
>
> – Guy Brosseau,
> Senior Vice President of Information Technology, Concentrix

In an email to the Concentrix management team, a senior leader from the client organization raved, "Concentrix continues to improve and impress me year over year! We are very pleased with the level of service, cost competitiveness, customer responsiveness, and caliper of your entire staff! Business owners continually give me positive feedback regarding all levels of Concentrix employees, senior management should be proud!"

Once stakeholders began to see the benefits of process improvement using CMMI, Concentrix was able to secure buy-in for further organizational improvements, including:

- Investment in employee skill improvement
- Consistent process incorporation to minimize ambiguity and rework
- Automation in project and configuration management to help team members focus more on engineering practices that deliver consistent quality and application stability
- High data transparency both internally and with customers (66 vendors and 155 vendor users were on-boarded to the workflow-based tool)

"CMMI goes beyond benchmarking one's capabilities against industry standards. It signifies our commitment to providing clients with the highest quality standards," affirms Guy Brosseau, Senior Vice President of Information Technology at Concentrix. "We see CMMI as an investment to improve our overall performance across systems, infrastructure, and processes."

KEY TAKEAWAYS FOR ENABLING SUCCESS

Develop a CMMI-aligned, tailored framework for process implementation and sustainment

Concentrix determined that CMMI was the best fit for process culture change management at their organization, and that it worked best by tailoring custom processes that met the needs of their organization. They developed their own CUAIRS framework because they knew it would work and, more importantly, could be sustained within their own organization. Rather than forcing the adoption of processes that were successful for other organizations (and facing resistance) Concentrix developed and tailored a framework that worked best for them.

CMMI® Institute
AN ISACA ENTERPRISE

Focus on agreement (business and quality), process, and clarity

Concentrix's operating philosophy, the "3Vs" – Visibility, Velocity, and Value – guides their daily business decisions. It encourages visibility throughout the organization so they can quickly pinpoint and address problems and opportunities; velocity to adapt to, and even anticipate, changes in the marketplace and business; and grow the value to staff, clients, and shareholders. By adopting CMMI, Concentrix was able to improve on all three to better serve their customers by refining agreements, automating efficient processes, and increasing clarity and transparency both internally and externally.

Explain how the new system will benefit all stakeholders

Concentrix was only able to get buy-in for their plan when key stakeholders understood the value of CMMI adoption. Through this process, business and IT leadership came together to sponsor CMMI adoption. The Head of Quality became the champion for this initiative, and the Implementation team was built from a cross-functional group consisting of the Business Team, Software Engineering Process Group (SEPG), Software Quality Assurance (SQA), and Testing Centre of Excellence. As more team members were trained in - and saw the value of - CMMI and process improvement, their enthusiasm grew, and new habits were developed to sustain and institutionalize the benefits.

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.