

Case Study:

Capita Expands Continuous Improvement Journey Across Worldwide Organization with CMMI®



The Business Need

Capita, a rapidly growing consulting, transformation, and digital services organization with locations in the UK, Ireland, and India, is committed to building a world-class technology-led organization to help its customers achieve better business outcomes. Central to achieving that goal is continuing to improve their Digital Development Center (DDC), Capita's hub for software development, with three locations in India. Because of their continuing growth, this group identified the need to develop a better process framework aligned to best practices in the software industry, to simplify, standardize and strengthen their software development capabilities. To accomplish this, Capita selected the CMMI model to help build and evaluate their process framework, which was then adopted across the DDC and ultimately the entire organization. They achieved ML5 (DEV) in 2020. This spurred them to expand their continuous improvement to build their process framework across the entire organization, particularly their commitment to a virtual first environment, across geographies. Capita deploys multiple software development and service projects under multiple Capita business units. Because of Capita's long-standing commitment to CMMI, they expanded their vision and commitment to continuous improvement with multiple improvement initiatives. Capita's main objectives in their recent appraisal were:

- To benchmark Capita Digital Delivery Centre's agile development and application management and support CMMI best practices (DEV and SVC) to continuously improve processes and services
- Improve Customer Net Promoter Score (NPS)
- Improve Employee Net Promoter Score (eNPS)
- Sustain VirtualFirst Approach enabling Distributed Work Model

The Solution

In its initial appraisals, Capita focused on their own process improvement and identifying best practices in the DDC, they helped align the entire global organization towards a common vision and goals. As they continue their CMMI journey, they targeted specific qualitative and quantitative goals, including:

- Qualitative: creating better outcomes, and sustaining and improving their eNPS; and creating a distribute work model for the future called VirtualFirst
- Quantitative: Improved Net Promoter Score, Improved on-time delivery, improved delivery efficiency and improved eNPS

Company Background



Capita is a consulting, digital services and software business delivering innovative solutions and simplifying the connections between businesses and customers, government and citizens with locations in the UK, Ireland and India. They are driven by their purpose: to create better outcomes—for their employees, clients and customers, suppliers and partners, investors and society. Capita Software, part of Capita Plc, is a pioneer in developing and delivering specialist application software and wider solutions for education, local government, public safety, utilities, transportation, consulting, legal and payment services. For more information, go to [capita.com](https://www.capita.com)

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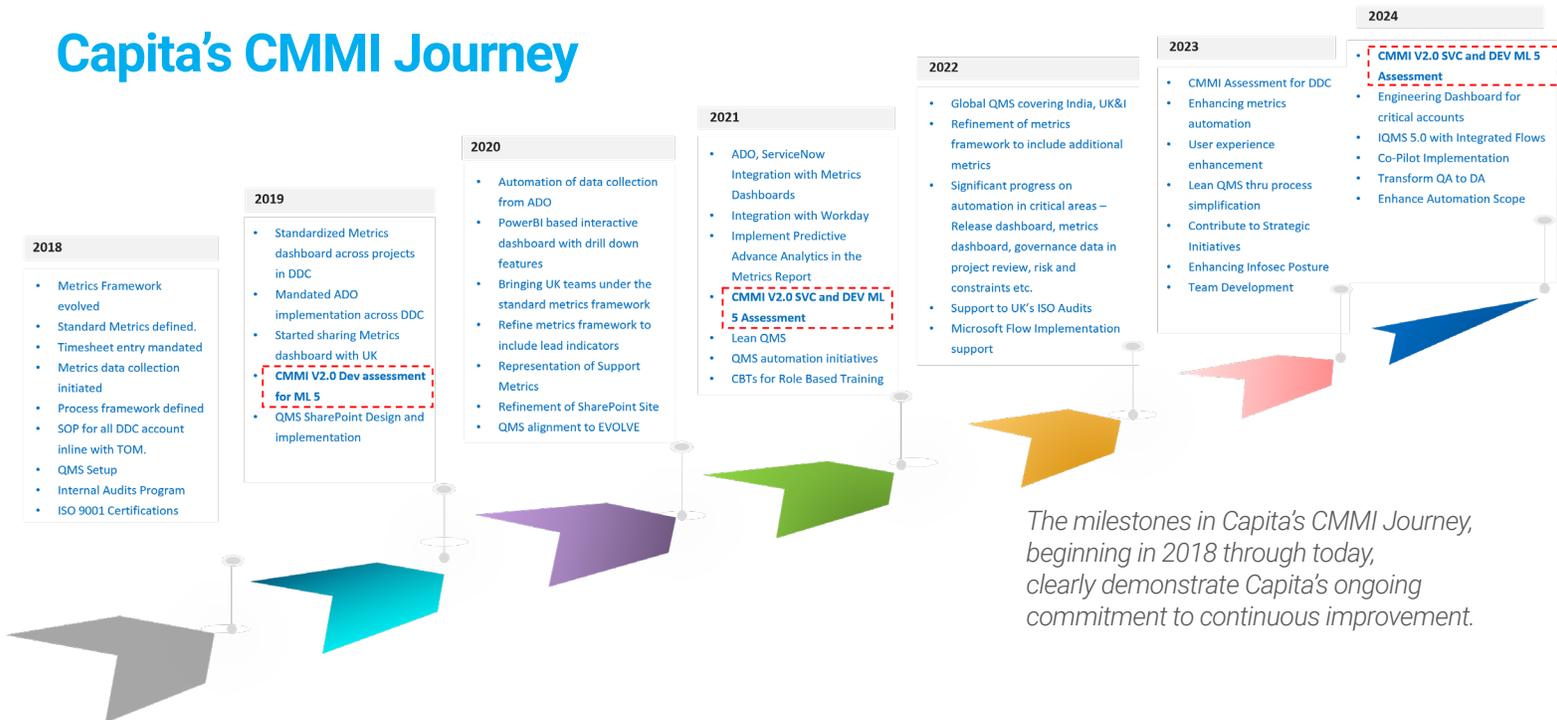
Adopting CMMI helped Capita create the required process and discipline to create a repeatable and scalable methodology for software development and helped them standardize the way they work. Capita continued to concentrate on these capabilities for their recent appraisal:

- Ensuring Quality
- Engineering and Developing Products
- Delivering and Managing Services
- Planning & Managing Work
- Managing Business Resilience
- Managing the Workforce
- Supporting Implementation
- Sustaining Habit and Persistence
- Improving Performance

“By adopting CMMI, we continue to reflect on our performances and compare ourselves with Industry best practices. The appraisal process itself is excellent: my entire organization in both UK and India are keen to improve further and not rest on their laurels.”

Madhusudhana Rao Gollapudi,
Managing Director, Digital Development Centre (DDC), Capita India

Capita's CMMI Journey



Key Performance Goals Achieved

Capita Laser Focused on Key Metrics and Demonstrated Dramatic Results:

Because CMMI was already embedded as their business excellence model throughout the organization, Capita streamlined process improvement, encouraging a productive and efficient people-culture that decreased risk in software development and services. KPI driven measures helped the DDC become capable and stable, achieving and surpassing business objectives, refining in-process controls and setting and achieving new benchmarks.

- The Capita DDC performance has steadily increased year over year
- Capita achieved better outcomes through improved software releases
- Capita created a robust distributed work model for the future— Virtual First

“I am very impressed by the caring mindset from senior leadership to ground level engineers during the recent CMMI ML5 appraisal: care for the customers, care for the employees, care for the ecosystem, care for the organization’s growth, and care for the contribution to the society.”

Dr. Dan He, High Maturity Lead Appraiser, Nanjing CMMThinking Technology

Objective	2023 Overall Results	2023 Specific Results
Customer Net Promoter Score 	Achieved +75 for Development Achieved +95 for Services	<ul style="list-style-type: none"> • Improved Green Cycle Time from 73% in 2022 to 85% in 2023 • Achieved 100% Green Resolution Compliance from 86.7% in 2022 • Achieved 97.1% Delivery Efficiency in 2023. Target was 95.1%. • Achieved Sustained Defect Removal Effectiveness at 95% from 2022-2023 • Achieved Sustained Residual Defect Density Greens at 98% from 2022-2023
Employee Net Promoter Score 	Improved eNPS from =17 to +28. Target was +20	

“I am immensely proud of our highly talented Software Development teams, and delighted that the leadership, commitment to excellence and high performance in developing software has been recognized. This demonstrates what can be achieved in a virtual first environment, when we shed notions of geography, and commit to working together to deliver the best outcomes for our clients now and in the future.”

Michael Noonan, Managing Director- Software, Capita

Capita's Innovative Improvement Programs

Capita launched a series of new, innovative, and breakthrough programs throughout the organization worldwide, concentrating on improving collaboration, enabling virtual communication and processes, and improving employee well-being.



Improving Operational Optimization:

Capita concentrated on creating an innovation culture by...

- Aligning people to a common goal
- Driving operational optimization
- Creating a culture of 3Cs—Continuously Challenging the Current
- Attracting and Retaining Talent
- Motivating and Engaging Employees
- Building an Employer Brand
- Creating a value-based culture
- Developing people capabilities



Sustaining Transformation by Adopting New Methods and Tools

Enabling engineering excellence...

- Deploying ADO Extensions (Azure Boards, Azure Pipelines, Wiki Pages, Pull Request Merge Conflict, Code Commits Widget, Remote Collaborative tools and Development Aids)
- Pluralsight Flow (Highly customizable software engineering analytics, configured to support healthy work patterns, FLOW Dashboard)
- GitHub Copilot (AI-powered coding companion, faster development, unit test generation, code smell detection aiding in learning, and reducing the learning curve)
- Co-Creation (Bring together frontline teams, conjure up solutions)

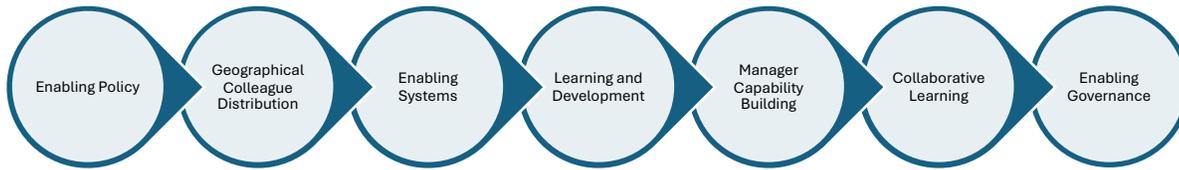


Commitment to Excellence

- Capita's focus on VirtualFirst
- Streamlining collaboration and co-creation
- Building on successful hybrid working model
- Organization-wide hybrid working practices
- Measures to achieve net zero milestones
- Reduce corporate travel emissions
- Improve productivity
- Maintain health and work-life balance

Lessons Learned

Capita has embedded CMMI best practices throughout the organization: this has helped them optimize software development, business processes, and predictability. As they progress on their CMMI journey and continue to improve business performance, they have expanded their improvement initiatives, including well-being, collaboration and co-creation programs to great success. Their emphasis on employee happiness and satisfaction has paid off in improved employee retention, and recruitment.



Capita's commitment to improving business performance is achieved through a methodical and cultural focus.

The journey from ML3 to ML5 created both significant process improvement and a complete organizational cultural shift focused on data-driven decisions rather than people-driven decisions, with increased emphasis on Governance and Right Infrastructure. This model helped Capita transform the entire organization by turning 'local discoveries' into global improvements. This allowed Capita to identify and codify best practices throughout the DDC.



Capita's comprehensive dashboards help the organization make data-driven rather than people-driven decisions.

By focusing on their own process improvement and identifying best practices in the DDC, Capita helped align the entire global organization towards a common vision and goals. Employees now understand how their individual efforts help not only their team, but help the entire organization achieve its goals. They have consistently achieved and surpassed the internal benchmarks they've set for themselves, in the ultra-competitive world of software development and consulting.



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