CMMI® for Development implementation

Supporting effective management and development in an organisation

Case study for e-learning sector

Management Consulting

September 2017

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Case objectives
This case study presents how an organisation in the e-learning sector improved its requirements management and development processes by adopting Capability Maturity Model Integration (CMMI®) for Development (CMMI®-DEV) and accrued benefits.

Client’s background
The client is an e-learning and technology solution provider focussed on working with a broad range of segments such as banking, finance, education, nursing and more.

• The organisation's portfolio comprises of delivering more than 1,00,000 hours of customised learning solutions, with 6000+ employees with in-depth excellence service centres.
• The organisation was looking to build innovative solutions for their customers through process improvements and transform their business.

Key challenges faced by the client

Business related
• Differentiate itself from competitors by increasing innovation in its Learning Management System (LMS) and customise their offerings by aligning them with customers’ needs.
• Evaluate different strategies for a given requirement and thereby select the most suitable approach.
• Focus to deliver best scenario-based learning and cross-media publishing solutions.

Need for change
The organisation identified the following drivers for improvement:
• Strengthen the requirements gathering and understanding the process.
• Incorporate a robust yet flexible change management system.
• Enable instructional design process to be more seamless.
• Analyse customer feedback and take proactive actions to eliminate issues before they occur.
• Enter into content localisation.
• Evaluate the learnability of online courses to help the clients meet their customer needs.
Key challenges faced by the client

In line with the business objectives of the organisation, we customised our approach in consonance with the CMMI®-DEV model that enabled the organisation to leverage and use the model to instil a systematic method of process improvement.

Our approach

- For a customised requirement we developed an approach using the Define, Design, Gather, Develop and Implement methodology.
- We initially helped them define the case for change, then planned the design by outlining the sequence and interfaces, facilitated them to gather the content and prioritised it, developed a solution, reviewed deliverables and ran through technical implementation to help ensure everything is running smoothly within the system.

Client’s involvement

Knowledge sharing was gathered from all practitioners including instructional designers, developers, and content managers to help institutionalise CMMI®-DEV processes and practices.

Key challenges faced during the journey

Understand client requirements with respect to audio and visual effect needs

Showcase design phase using tools such as Moodle™ (Open Source Course Management System)

Plan and monitor different milestones in these short duration projects (ranging from 15 days to 6 months)

Measure learnability (learning effectiveness of online training)

Proposed approach

1. Create storyboards and get it signed off from client
2. Design documentation in the form of a picture and design notes/flow in the same tools
3. Plan fortnightly reviews/milestones to track project progress.
4. Validate from users through real time surveys
   - Use our analytics to enhance/remediate/reinforce learning
   - Leverage our analytics expertise to determine ROI on client's training.
Key benefits to the client

Improved turnaround time of 20 to 25 per cent with faster deliveries by rapidly changing business processes and meeting ever-evolving customer demands.

Thorough project schedules both in terms of predictability as well as progressively reducing the time to complete projects.

Use process-driven approaches, quick developments and test frameworks to help ensure solutions are efficient and expandable.

Key outcome

In the field of e-learning, innovation and learnability are the key driving factors. CMMI®-DEV has facilitated us to benchmark our processes with clear understanding of client’s needs and provide adept and seamless solutions.

The turnaround time has improved significantly and CMMI® has helped us to be more flexible in accommodating changes which has great impact on client delivery.

The client achieved CMMI®-DEV maturity level 3 milestone in 2010 and has been reassessed every three years and hence continue their journey of continuous improvement.

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