

**Ralf Kneuper · Ernest Wallmüller (Hrsg.)**

# **CMMI in der Praxis**

**Fallstudien zur Verbesserung der  
Entwicklungsprozesse mit CMMI**



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Ralf Kneuper  
Ralf@Kneuper.de

Ernest Wallmüller  
Wallmueller@itq.ch

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## Geleitwort

CMMI is a proven reference model for process improvement. One of the secrets behind its success is that it intentionally focuses on the »WHAT?« but not so much on the »HOW?« to improve processes. Thus it does not get bogged down in the day-to-day battles regarding the best methodology or the best tool to achieve effective processes. Instead, it always keeps its focus on »getting the right things done«. For example, CMMI does not require the usage of a specific configuration management tool, but instead it recommends to systematically place identified work products under systematic configuration control with clearly defined procedures. As a reference model, CMMI is therefore highly flexible for very different flavors of implementation – always according to the individual needs and individual preferences of specific organizations.

Conversely, CMMI's intentional focus on the »WHAT« requires special competencies in appropriate interpretation and implementation for those organizations that have decided to embark on the road towards sustainable process improvement. The SEI is therefore happy that organizations in the German-speaking CMMI user community have joined forces and have contributed case studies, best practice examples and lessons learned from their individual improvement journeys to this book. The book therefore is an essential milestone in filling the gap between CMMI as a reference model and effective CMMI-based process improvement in practice.

The SEI itself is ready to further support this process. In the common interest of the success of CMMI we need to come to a higher level of »CMMI literacy«, which spans from knowing the CMMI model to successfully applying and implementing it in order to foster the competitiveness of our industry.

Within this perspective, the SEI has started a strategic initiative to broaden the application domains of CMMI. Since the CMMI V1.2, the CMMI is based on an architectural framework which allows for domain-specific constellations. The framework consists of 16 core process areas and additional process areas which are specific to individual constellations. Currently (as of 2008) three constellations have been officially released: The CMMI for Development (CMMI-DEV),

the CMMI for Acquisition (CMMI-ACQ) and the CMMI for Services (CMMI-SVC). We are confident that the present book can support organizations in making the implementation of any of these CMMI constellations a success.

Further research and development activities at the SEI are currently focusing on leveraging CMMI for distributed development processes to address the specific needs of globalization which leads to ever more flexible value chains also in the software development business.

Acknowledging the trend towards globalization, the European presence of the SEI in Frankfurt is contributing to be nearer to the European customer base. Also, the SEI has taken over the sponsorship for the SEPG Europe.

Furthermore, the SEI is continuously expanding its training offerings both with respect to topics covered and with respect to integrating e.g. e-learning offerings in addition to classroom training. Some of the new courses deal with integrating CMMI and Six Sigma and with additional practitioner-oriented certification program. Also, credential programs in addition to the SEI authorization program are envisaged.

The case studies and hands-on practice reports in this book indicate that CMMI can effectively help you improve your processes and eventually your business performance. The book shares invaluable best practices for successfully implementing CMMI and which pitfalls you can easily avoid. Its lessons learned may substantially accelerate your improvement journey. The book will be an invaluable resource if you are just wanting to see what CMMI could do for improving organizations in general or if you are already about to start your improvement journey. As every CMMI-based improvement journey is also a learning opportunity, we also encourage you to contact us or the authors for questions, suggestions and in the end with your own story. Maybe in the next edition your story might then inspire others to also embark on the process improvement journey.

*Jay Douglass and Urs Andelfinger*

The Software Engineering Institute  
Carnegie Mellon University  
Pittsburgh, USA