

25



# Pragmatic CMake

BRET BROWN



**Cppcon**  
The C++ Conference

20  
25



September 13 - 19

# Pragmatic CMake

*How to Avoid Headaches with Simple CMake*

Engineering

Bloomberg

CppCon 2025  
September 17, 2025

Bret Brown  
Developer Experience

TechAtBloomberg.com

# CMake Headaches!

- CMake has a lot going on
- Reference docs aren't tutorials
- What are “the good parts”?

TechAtBloomberg.com

© 2025 Bloomberg Finance L.P. All rights reserved.

Bloomberg  
Engineering

# Pragmatic CMake

- Guidelines learned from scaling CMake
  - Engineers: thousands @ all experience levels
  - Projects: tens of thousands
- Focus: Developer experience
  - Featureful
  - Portable
  - Teachable
  - Interoperable

TechAtBloomberg.com

© 2025 Bloomberg Finance L.P. All rights reserved.

Bloomberg  
Engineering

# Roadmap

- Resources
- Commanding CMake
- Principles
- `CMakeLists.txt` Walkthrough

TechAtBloomberg.com

© 2025 Bloomberg Finance L.P. All rights reserved.

Bloomberg  
Engineering

# Watch for ✨

## These are New or Underused Features!!

[TechAtBloomberg.com](https://TechAtBloomberg.com)

© 2025 Bloomberg Finance L.P. All rights reserved.

Bloomberg  
Engineering

# Watch for

These are all snippets from `beman.exemplar`, line numbers included.

Paths are relative to the root of the repo.

 `bemanproject/exemplar ./README.md`

```
10 `beman.exemplar` is a minimal C++ library conforming to [The Beman
Standard] (https://github.com/bemanproject/beman/blob/main/docs/BEMAN\_STANDARD.md) .
11 This can be used as a template for those intending to write Beman libraries.
12 It may also find use as a minimal and modern C++ project structure.
```

*Full reference: `beman.exemplar` 2.2.1 release @ 69b712dc0024ff563673696ac41f857707a33b5a*

# The Beman Project

- “Tomorrow’s C++ Standard Libraries Today”
  - Website: <https://bemanproject.org>
  - Discourse: <https://discourse.bemanproject.org>
  - GitHub: <https://github.com/bemanproject/beman>
- Collection of engineers and libraries
- For library developers
  - Provide a clear path toward Standardization
- For the C++ community
  - Foster usage by shipping easy-to-use libraries



TechAtBloomberg.com

© 2025 Bloomberg Finance L.P. All rights reserved.

Bloomberg  
Engineering

# beman.exemplar

- <https://github.com/bemanproject/exemplar>
- beman.exemplar is a C++ library
  - See also: `std::identity` from `<functional>`
  - Conforms to [The Beman Standard](#)
- An example of a minimal and modern project structure
- Literally a project (cookiecutter) template
- Industry standard tools and technology



beman.exemplar repo

# Resources

[TechAtBloomberg.com](https://TechAtBloomberg.com)

© 2025 Bloomberg Finance L.P. All rights reserved.

Bloomberg  
Engineering

# Recommended!

- CMake Discourse
  - <https://discourse.cmake.org>
  - Sponsor: Kitware
- *Professional CMake*
  - <https://crascit.com/professional-cmake>
  - Author: Craig Scott (crascit)
- #cmake on CppLang Slack
  - <https://cpplang.slack.com>
  - Sponsor: C++ Alliance
- Official CMake repository issues
  - <https://gitlab.kitware.com/cmake/cmake/-/issues>
  - Sponsor: Kitware



Gist with Links for Reference

# Not Recommended (for CMake tips)

- [cmake] on Stack Overflow
  - <https://stackoverflow.com/questions/tagged/cmake>
  - Unfortunately, quite out of date!
- LLMs I have tried so far
  - Lack of new guides to train against?
  - Caveat: LLMs get smarter constantly

# Commanding CMake

TechAtBloomberg.com

© 2025 Bloomberg Finance L.P. All rights reserved.

Bloomberg  
Engineering

# CMake Workflow Overview

- Provision
- Configure / Resolve
- Build / Compile
- Test
- Install / Package

# Commanding CMake: Provisioning

TechAtBloomberg.com

© 2025 Bloomberg Finance L.P. All rights reserved.

Bloomberg  
Engineering

# Provisioning Your Environment

## Off-machine I/O:

- Prepare development environment
- Select production environment
- Your source code + dependencies

Driven by requirements of ultimate executable(s).

**Recommended: Select a package manager**

# Often: Managing Deps Isn't Bad

Examples:

- Use a known-good container image
- Install `libgtest-dev` in your Ubuntu environment
- macOS, plus `conan install binary_dir`

# Commanding CMake: Configuring

TechAtBloomberg.com

© 2025 Bloomberg Finance L.P. All rights reserved.

Bloomberg  
Engineering

# Configure a Binary Directory

Build Directory → Same thing

```
cmake -B binary_dir -S source_dir
```

- ✨ Makes a directory
- ✨ No need to change directory

# Configure: Extra Options

```
cmake \  
  -B binary_dir -S source_dir \  
  -DBUILD_TESTING=ON  
  --fresh
```

- [Optional] Provide extra options
  - See docs or `cmake --help`
  - `-D` options common for key/value options
  - ✨`--fresh`: Reconfigure without deleting `binary_dir`

# Configure: Generator

The underlying implementation of CMake

```
cmake \  
  -B binary_dir -S source_dir \  
  -G Ninja
```

- Default: Often Unix Makefiles
- Prefer: Ninja, Xcode, Visual Studio <version>
- ⚡ Set CMAKE\_GENERATOR as an environment variable
- See also: Ninja Multi-Config generator

# Configure: Build Type

Configuration Type → Same Thing

```
cmake \  
  -B binary_dir -S source_dir \  
  -DCMAKE_BUILD_TYPE=Debug
```

- Default: Compiler defaults
- CMake-provided: Debug, Release, RelWithDebInfo, MinSizeRel
- ✨ Set `CMAKE_BUILD_TYPE` as an environment variable
- See also: `CMAKE_CONFIGURATION_TYPES` for Ninja Multi-Config

# Configure: Toolchain Files

Toolchain: Suite of tools that builds your program; includes a C++ compiler

CMake Toolchain file: Describes the toolchain selected for your build

```
cmake \  
  -B binary_dir -S source_dir \  
  -DCMAKE_TOOLCHAIN_FILE=some/path/some_file.cmake
```

- Used by: Conan, vcpkg, etc.
- Ideal place for all ABI-affecting settings.
- ⚡ Set `CMAKE_TOOLCHAIN_FILE` as an environment variable

# Configure: Extra Flags

To fiddle with flags specifically:

```
cmake \  
  -B binary_dir -S source_dir \  
  -DCMAKE_CXX_FLAGS="-fdiagnostics-add-output=sarif"
```

Prefer more specific mechanisms and injected settings when available.

# Commanding CMake: Building

TechAtBloomberg.com

© 2025 Bloomberg Finance L.P. All rights reserved.

Bloomberg  
Engineering

# Build Your Project

```
cmake --build binary_dir \  
  [--target all]
```

- Builds a target
- `all` is the default target
- See also: `EXCLUDE_FROM_ALL` target property
  - For instance: integration tests or microbenchmarks

# Build: Specific Targets

To select a specific build target:

```
cmake --build binary_dir \  
      --target test
```

Built-in targets: `all`, `clean`, `test`, `install`

✨ Now: `codegen` target

# Build: See Your Commands

See all of your compile commands as you build:

```
cmake --build binary_dir \  
      --verbose
```

See also: `-DCMAKE_VERBOSE_MAKEFILE=ON`

# Commanding CMake: Testing

TechAtBloomberg.com

© 2025 Bloomberg Finance L.P. All rights reserved.

Bloomberg  
Engineering

# Test Your Project

```
ctest --test-dir binary_dir
```

Or

```
cmake --build binary_dir --target test
```

- Runs registered tests
- See docs for features like:  
    **verbosity**, **filtering**, **parallelism**, **test dependencies**

# Test: Build Your Tests

By default, running tests ***does not*** build tests:

```
Could not find executable  
beman.exemplar.tests.identity_NOT_BUILT
```

Build your tests first!

# Commanding CMake: Shipping

TechAtBloomberg.com

© 2025 Bloomberg Finance L.P. All rights reserved.

Bloomberg  
Engineering

# Ship Your Project

CMake provides a built-in `install` target

Use it for packaging

# Install Your Build

Build first, then:

```
DESTDIR=put/it/here \  
cmake --install binary_dir \  
--prefix /opt/beman
```

# Principles

[TechAtBloomberg.com](https://TechAtBloomberg.com)

© 2025 Bloomberg Finance L.P. All rights reserved.

Bloomberg  
Engineering

# Write Less CMake

- Look at the slide number
- How much CMake code have we looked at?
- That is not an accident

# Write Less CMake: Keep it Simple

Discouraged in `CMakeLists.txt`

- ! Interop logic
- ! Algorithms
- ! Loops

Minimize these too:

- ! Variables
- ! Conditionals

Instead:

- 🧠 Describe your project declaratively

# Write Less CMake: Day-to-Day CMake Editing

Mostly listing activities. Add or remove:

- Library dependencies
- Source and header files
- Tests

Note: `CMakeLists.txt`

# Don't Break `cmake` Workflows

Consider it a bug when:

- Breaking the workflows described here or in CMake docs
- Setting `CMAKE_*` variable in `CMakeLists.txt`
  - `CMAKE_BUILD_TYPE`
  - `CMAKE_CXX_FLAGS`
  - `CMAKE_CXX_STANDARD`

# Don't Break `cmake` Workflows: CTest

- Make sure the `test` target always passes
- Register zero tests if you must
  - Passing 0/0 tests is useful information!
- Add options to enable extra tests

```
🔍 beman.exemplar ./CMakeLists.txt
21 option (
22     BEMAN_EXEMPLAR_BUILD_EXAMPLES
23     "Enable building examples[...]"
24     ${PROJECT_IS_TOP_LEVEL}
25 )
```

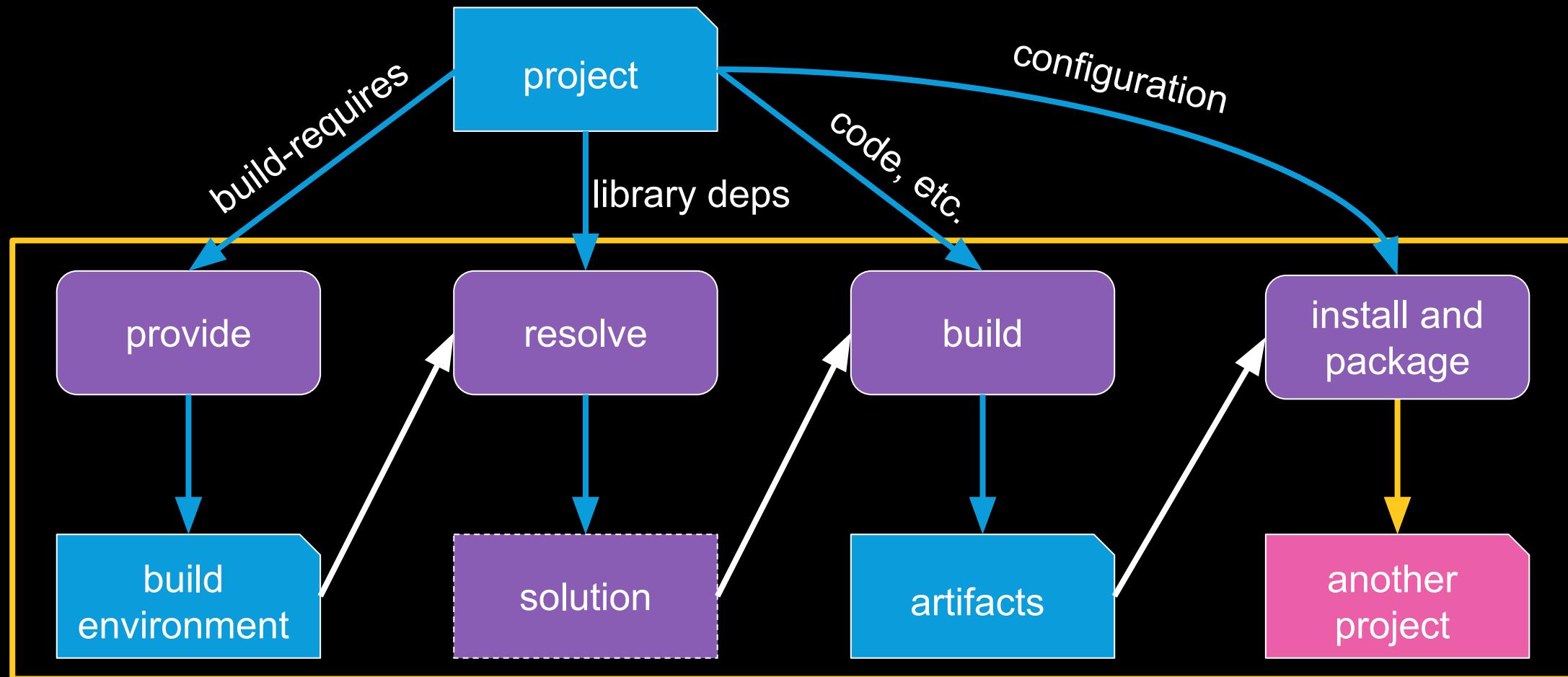
# Sensitive Compile Settings in `CMakeLists.txt`

- The Beman Standard: [CMAKE.PASSIVE\_PROJECTS]
  - Including the C++ Standard
    - Projects often have ABI dependencies on the C++ standard setting
    - Examples: Abseil, Boost, Beman, tl::expected, fmt, and projects that use them
  - Also
    - C++ ABI flags
    - Architecture tuning flags
    - Sizes of fundamental types
- ✓ Fail fast and clearly if a problem is detected

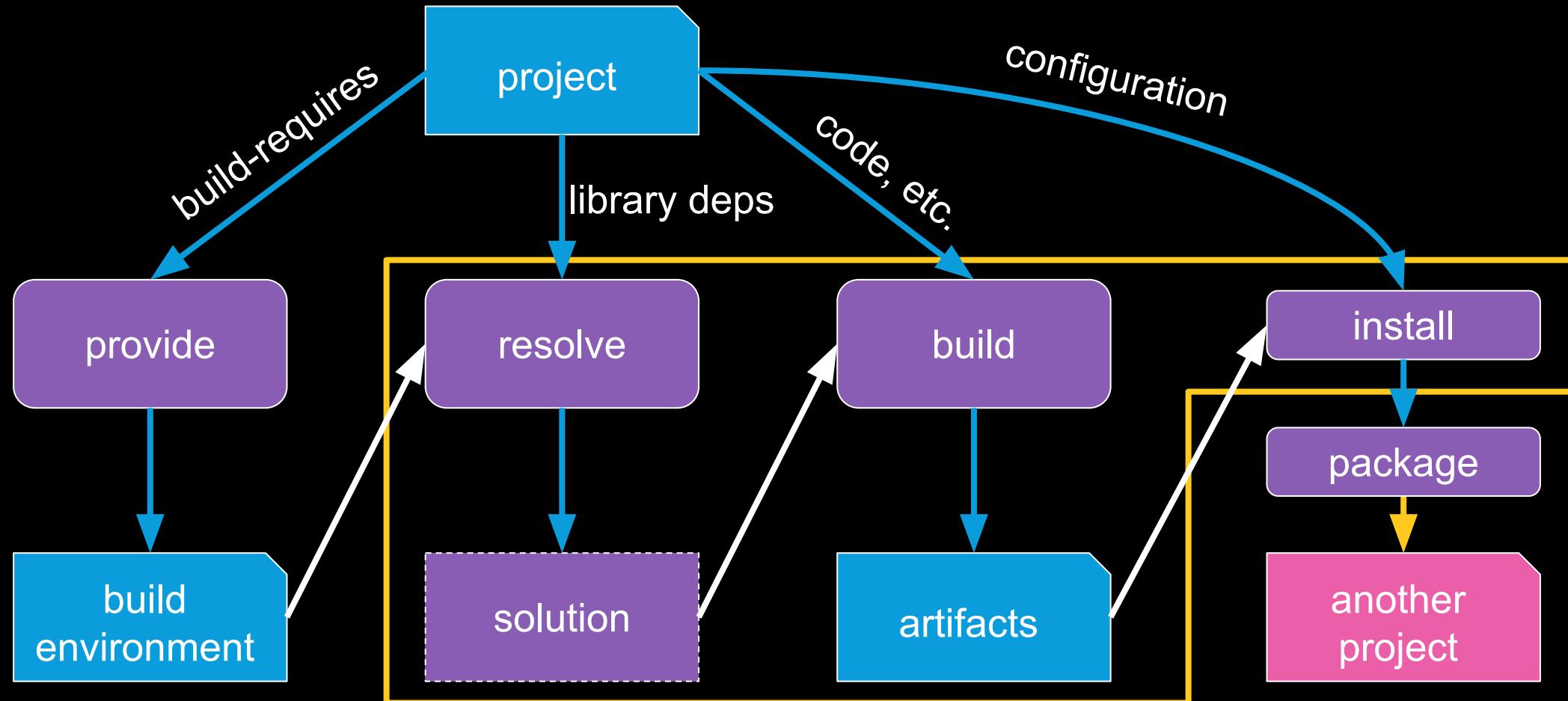


The Beman Standard

# Note: You *can* make CMake Do This



# Sweet Spot: CMake Is Best At This



# Example: Beman Exemplar

TechAtBloomberg.com

© 2025 Bloomberg Finance L.P. All rights reserved.

Bloomberg  
Engineering

# Example: Beman Exemplar Names

TechAtBloomberg.com

© 2025 Bloomberg Finance L.P. All rights reserved.

Bloomberg  
Engineering

# Names for Provisioning

Name	Found In	Value
git URL	Various	github.com/bemanproject/exemplar
vcpkg port	vcpkg.json	beman-exemplar
CMake FetchContent	FetchContent_Declare(...)	beman.exemplar

# Names for Resolution

Name	Found In	Value
CMake package	<code>find_package(...)</code>	<code>beman.exemplar</code>
CMake FetchContent	<code>FetchContent_Declare(...)</code>	<code>beman.exemplar</code>
CMake target	<code>target_link_libraries(...)</code>	<code>beman::exemplar</code>
CPS component	“requires” entry	<code>beman:exemplar</code>

# Names for Building

Name	Found In	Value
#include target	C++ code	<beman/exemplar/identity.hpp>
C++ typename	C++ code	beman::exemplar::identity

# CMakeLists.txt Walkthrough

TechAtBloomberg.com

© 2025 Bloomberg Finance L.P. All rights reserved.

Bloomberg  
Engineering

# CMakeLists.txt Walkthrough

## Top-level CMakeLists.txt

# Essential Command: `cmake_minimum_required`

Make a `CMakeLists.txt` in the root of your repo.

🔍 `bemanproject/exemplar ./CMakeLists.txt`  
3 `cmake_minimum_required(VERSION 3.25)`

- Keep this bumped!

# Essential Command: `project`



```
bemanproject/exemplar ./CMakeLists.txt
5 project(
6   beman.exemplar # CMake Project Name[...]
7   # [...]
8   DESCRIPTION "A Beman library exemplar"
9   LANGUAGES CXX
10  VERSION 2.2.1
11 )
```

Don't skip this statement! CMake gets very confused

# Essential Command: Enable Testing

**!! Always enable the test target in your **top-level** CMakeLists.txt !!**

🔍 bemanproject/exemplar ./CMakeLists.txt  
27 include (CTest)

Alternatively:

- enable\_testing()

# Essential Command: `add_subdirectory`

Put targets in organized subdirs  
with their own `CMakeLists.txt`.

 `bemanproject/exemplar ./CMakeLists.txt`  
32 `add_subdirectory(src/beman/exemplar)`

# Essential Command: `add_subdirectory`

Conditionally enable “expensive” or non-portable portions of your project.



```
bemanproject/exemplar ./CMakeLists.txt
35 if(BEMAN_EXEMPLAR_BUILD_EXAMPLES)
36   add_subdirectory(examples)
37 endif()
```

# **CMakeLists.txt Walkthrough**

## **The beman.exemplar library**

## Define a library: `add_library`

 `bemanproject/exemplar ./src/beman/exemplar/CMakeLists.txt`  
3 `add_library(beman.exemplar)`  
4 `add_library(beman::exemplar ALIAS beman.exemplar)`

`beman.exemplar` ➔ Use inside this subdirectory

`beman::exemplar` ➔ Use everywhere else

*Avoid collisions! Use “globally” unique names!*

## Define a Library: `target_sources`

🔍 bemanproject/exemplar ./src/beman/exemplar/CMakeLists.txt  
6 target\_sources(beman\_exemplar PRIVATE identity.cpp)

- Adds source files to your targets
- `PRIVATE` best for typical use cases
  - 💡 Means: Nothing inherits the need to build this source file

# Define a Library: Header File Sets



```
bemanproject/exemplar ./src/beman/exemplar/CMakeLists.txt
8 target_sources(
9   beman.exemplar
10  PUBLIC
11    FILE_SET HEADERS
12    BASE_DIRS ${CMAKE_CURRENT_SOURCE_DIR}/../../../../../include
13    FILES
14 ${CMAKE_CURRENT_SOURCE_DIR}/../../../../../include/beman/exemplar/identity.hpp
15 )
```

- ✨Let CMake know your headers belong to your library!

# Define a Library: ✨ Header File Sets

## Header File Sets

- Trivially installed as part of your library
- Implicitly wired up as include directories
- Headers can be validated directly

# Define a Library: Verify Your Headers

```
bemanproject/exemplar ./src/beman/exemplar/CMakeLists.txt  
17 set_target_properties(beman.exemplar  
    PROPERTIES VERIFY_INTERFACE_HEADER_SETS ON  
)  
18
```

- ✨ Creates an `all_verify_interface_header_sets` target
- ✨ Adds an entry for `beman/exemplar/identity.hpp.cxx` to `compile_commands.json`

# CMakeLists.txt Walkthrough

## Exporting beman.exemplar

# How Does Beman Install Libraries?

```
🔍 bemanproject/exemplar ./src/beman/exemplar/CMakeLists.txt  
19 find_package(BemanInstallLibrary REQUIRED)  
20 beman_install_library(beman.exemplar)
```

This `find_package` defines `beman_install_library`



Bret Brown

---

Modern CMake Modules

# Modern CMake Modules

CppCon 2021  
October 27, 2021

**Bret Brown**  
Software Engineer

[TechAtBloomberg.com](https://TechAtBloomberg.com)

© 2021 Bloomberg Finance L.P. All rights reserved.

Engineering

Bloomberg

# What does `beman_install_library` do?

Ensures the following interfaces are provided correctly to consumers:

Name	Found In	Value
CMake package	<code>find_package(...)</code>	<code>beman.exemplar</code>
CMake target	<code>target_link_libraries(...)</code>	<code>beman::exemplar</code>
<code>#include</code> target	C++ code	<code>&lt;beman/exemplar/identity.hpp&gt;</code>

# Export a library: Install the Library

```
install(  
    TARGETS beman.exemplar  
    EXPORT beman.exemplar  
    FILE_SET HEADERS  
)
```

- Installs built `beman.exemplar` binary file
- Installs `beman/exemplar/identity.hpp`
- ✨`FILE_SET HEADERS` lets you skip header install steps

# Export a library: Simple CMake Support

```
include(GNUInstallDirs)
install(
    EXPORT beman.exemplar
    DESTINATION "${CMAKE_INSTALL_LIBDIR}/cmake"
    NAMESPACE beman::
    FILE beman.exemplar-config.cmake
    # Experimental!!!!
    EXPORT_PACKAGE_DEPENDENCIES
)
```

- Adds basic support for `find_package(beman.exemplar)`
- `beman::` matches `beman::exemplar` library alias

# Export a library: Matching the Beman Aliases

- Needed to support `beman::exemplar` instead of `beman::beman.exemplar`

```
set_target_properties(  
    beman.exemplar  
    PROPERTIES  
        EXPORT_NAME exemplar ←  
)
```

# Post-Modern Cmake

*From 3.0 to 4.0*

Vito Gamberini

Post-Modern Cmake  
*From 3.0 to 4.0*

Vito Gamberini

Video Sponsorship Provided By

Bloomberg

Engineering

think-cell



# CMakeLists.txt Walkthrough

## Defining a (Test) Executable

# Pull in a Test Dependency

 `bemanproject/exemplar ./tests/beman/exemplar/CMakeLists.txt`  
3 `find_package(GTest REQUIRED)`

- Pulls googletest in as an imported target: `GTest::gtest`

# Make an Executable

```
bemanproject/exemplar ./tests/beman/exemplar/CMakeLists.txt
5 add_executable(beman.exemplar.tests.identity)
6 target_sources(beman.exemplar.tests.identity
    PRIVATE identity.test.cpp)
7 target_link_libraries(
8     beman.exemplar.tests.identity
9     PRIVATE beman::exemplar GTest::gtest GTest::gtest_main
10 )
```

- Declare the target with `add_executable`
- Associate source files with `target_sources`
- (As appropriate) Associate headers with header file sets
- Declare library dependencies with `target_link_libraries`

# CMakeLists.txt Walkthrough

## Defining a Test

# Add a Test



```
bemanproject/exemplar ./tests/beman/exemplar/CMakeLists.txt
11 include(GoogleTest)
12 gtest_discover_tests(beman.exemplar.tests.identity)
```

- Wires up GoogleTest drivers to the `test` target
  - Remember: `include (CTest)` required to define test
- Makes a unique test target per `TEST()` declaration
  - Allows `ctest` and/or IDEs to filter, randomize, etc.

# Add a Test (Alternative)

```
add_test(  
    NAME beman.exemplar.tests.identity  
    COMMAND beman.exemplar.tests.identity  
)
```

- Wires up an executable to the `test` target
- Works for any subprocess call

# Takeaways

- Optimize for simple, declarative `CMakeLists.txt`
  - A handful of statements per library, executable, test
  - If you wouldn't do it across 12 projects, don't do it once
- Use features of the `cmake` command more, CMake code less
- Defer to tools with more context
  - CMake presets
  - CI tooling
  - Even a top-level Makefile
  - Package managers

# Thank you!

<https://TechAtBloomberg.com/cplusplus>

<https://www.bloomberg.com/careers>

Contact me:

[mail@bretbrownjr.com](mailto:mail@bretbrownjr.com)

<https://github.com/bretbrownjr>

<https://x.com/bretbrownjr>

<https://mastodon.social/@bretbrownjr>

<https://linkedin.com/in/bretbrownjr>

<https://reddit.com/user/bretbrownjr>

Bret Brown @ <https://cpplang.slack.com>

TechAtBloomberg.com

## ✨ Bonus: CPS Support

- Using these recommendations future-proofs your project
- Expect implicit support when CMake moves to JSON-based exports
- Pragmatic CMake projects should expect cleaner support
- See *CPS in CMake* @ C++Now 2025 by Bill Hoffman

# ✨ Bonus: CPS Support

What a standard C++ library package might look like

```
[...]
└── include/beman/exemplar/identity.hpp
└── lib
    ├── libbeman.exemplar.a
    └── cps
        └── beman
            ├── beman-exemplar.cps
            └── beman-exemplar@debug.cps
    └── debug
        └── libbeman.exemplar.a
```

# Bonus: CPS Files

beman-exemplar.cps

```
{  
  "components": {  
    "exemplar": {  
      "type": "archive"  
    },  
    "cps_path": "@prefix@/lib/cps/beman",  
    "cps_version": "0.13.0",  
    "name": "beman.exemplar",  
    "version": "2.2.1"  
}
```

beman-exemplar@debug.cps

```
{  
  "components": {  
    "exemplar": {  
      "link_languages": [ "cpp" ],  
      "location": "@prefix@/lib/debug/libbeman.exemplar.a"  
    },  
    "configuration": "Debug",  
    "name": "beman"  
  }  
}
```