CMMI® Institute

AN ISACA ENTERPRISE

CMMI® Maturity Profile Report

30 June 2018

CMMI® Institute
AN ISACA ENTERPRISE

Executive Summary

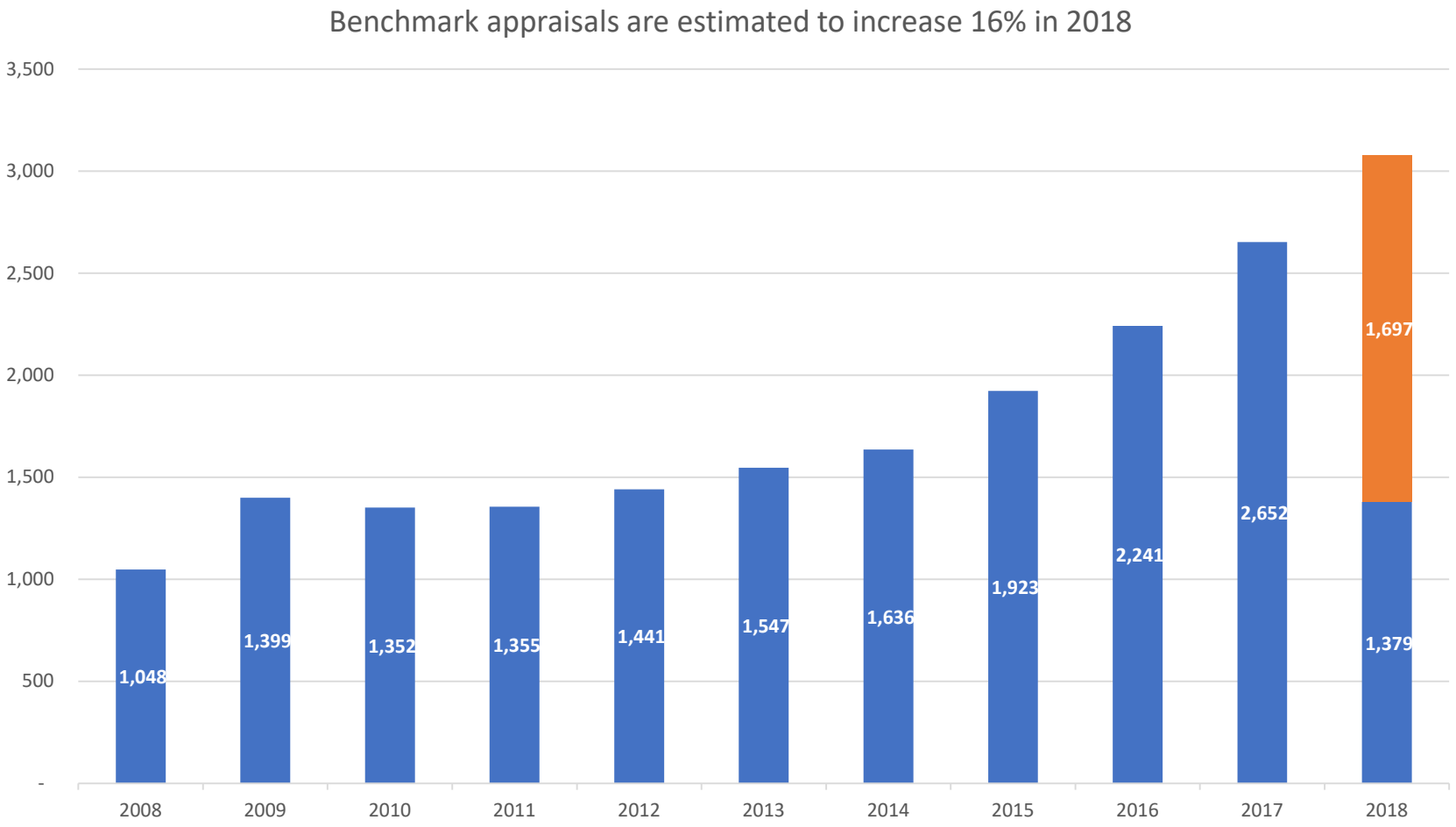
- ✓ Appraisals are estimated to increase by 16% in 2018
- ✓ Companies who reappraise continue to increase, currently at 76%
- ✓ 12% of reported appraisals are high maturity (Level 4 or 5)
- ✓ 73% of appraised organizational units have 100 or fewer employees
- ✓ Appraisals reported from China, United States, India and Mexico are increasing
- ✓ The number of appraised organizations using agile methods has grown to more than 80%

Results are from Standard CMMI Appraisal Method for Process Improvement (SCAMPISM) V1.1/V1.2/V1.3 Class A appraisals using Capability Maturity Model Integration (CMMI V1.1/V1.2/V1.3 – all constellations) and People CMM (V1/V2). The reports contained in this document were compiled with data on SCAMPI A appraisal results delivered 2008 – 2018.

Overview

- Appraisal Trends
- New versus Re-appraisals (including retention rate trends)
- Appraisals by Organization Size
- Appraisals by Maturity Level
- Appraisals by CMMI Constellation (CMMI for Development, Services, Acquisition) and the People CMM
- Appraisals by Geography (Continent and Country)
- Appraisals of Agile Organizations
- Who's Using the CMMI?
- Appraisals by Industry

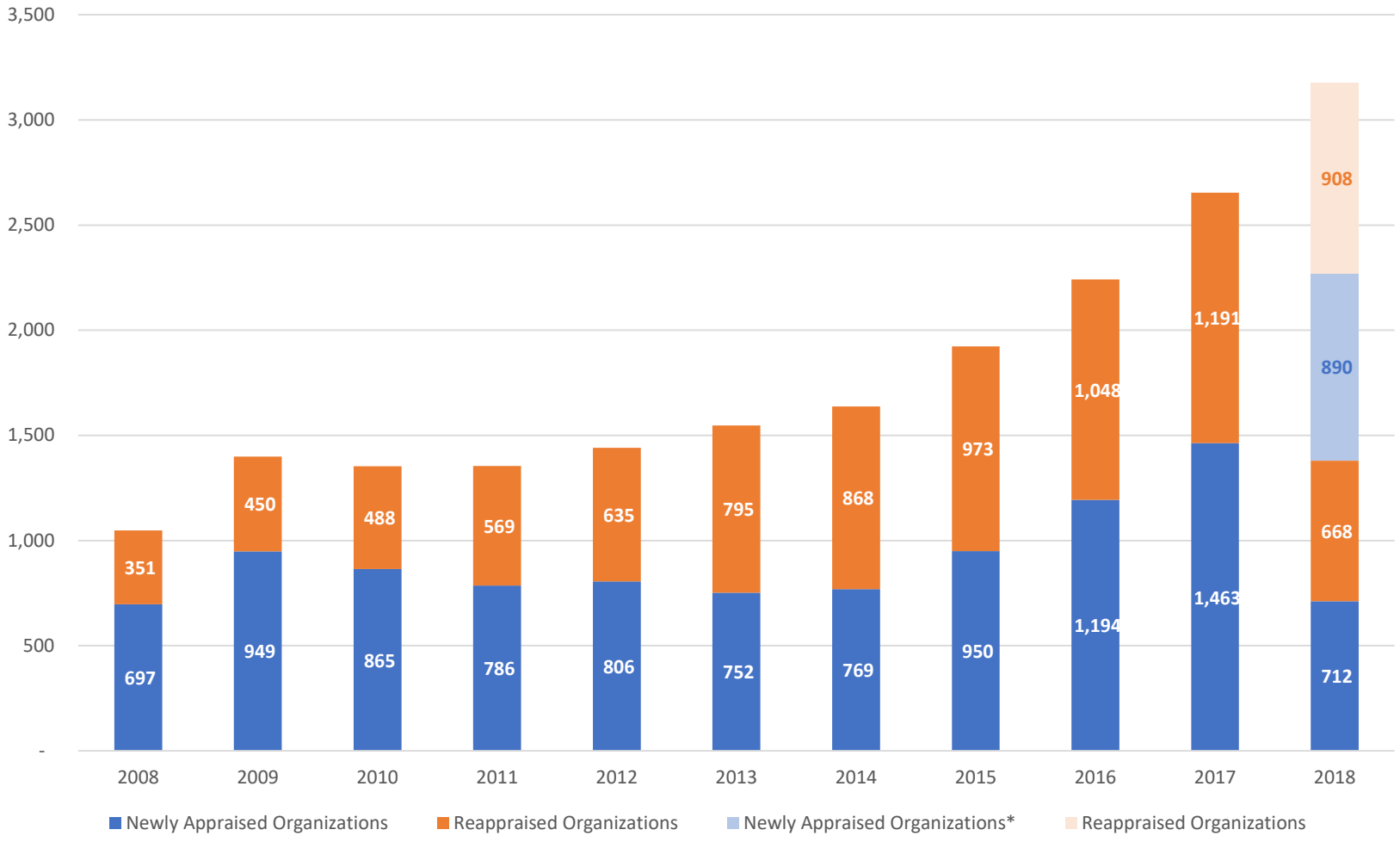
Appraisal Trend by Year 2008–2018*



Based on 17,973 CMMI-SCAMPI A Deliveries
1 January 2008 – 30 June 2018
*Jul – Dec 2018 Estimated

CMMI® Institute
AN ISACA ENTERPRISE

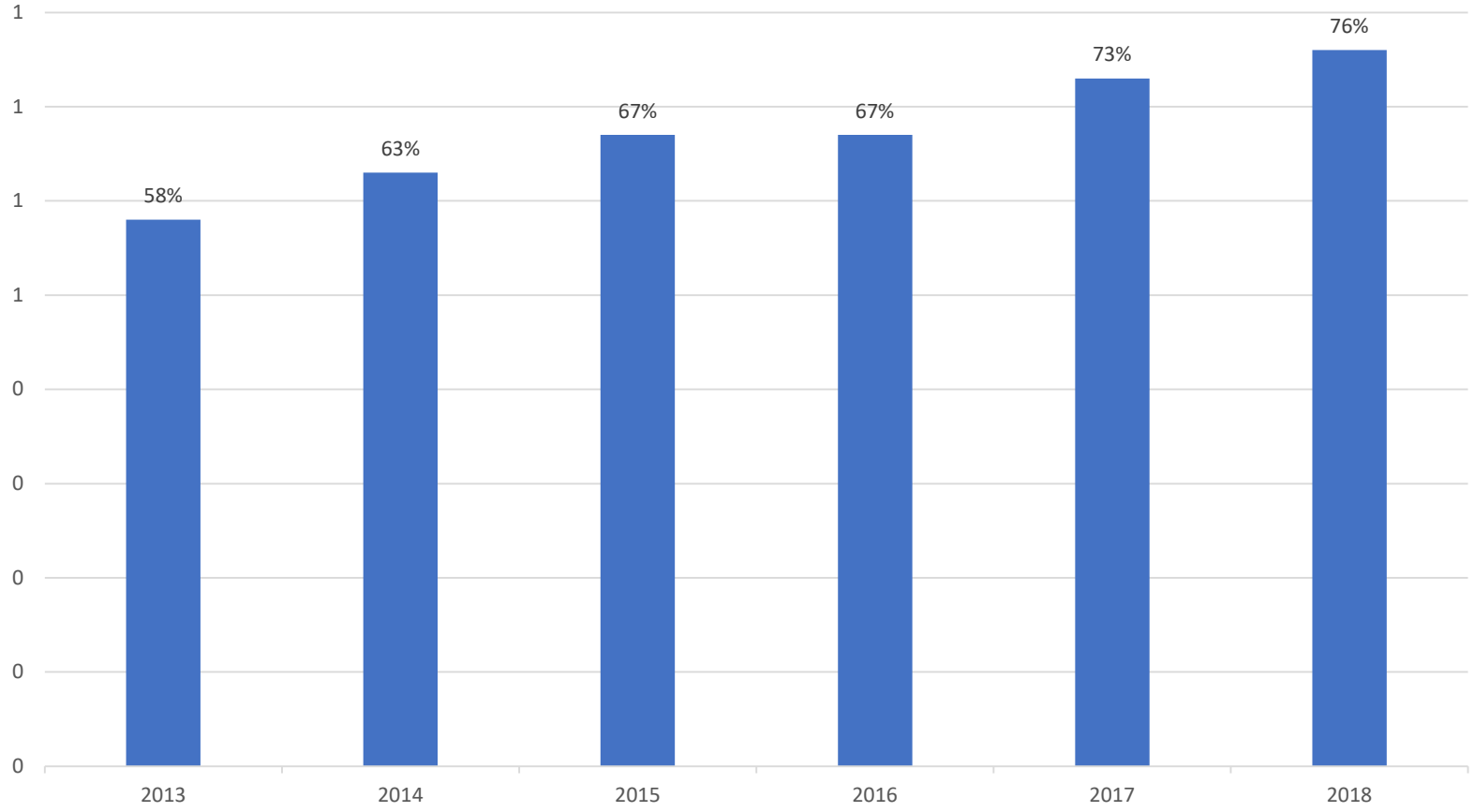
Newly Appraised vs Reappraised 2008–2018*



Based on 17,973 CMMI-SCAMPI A Deliveries
1 January 2008 – 30 June 2018
*Jul – Dec 2018 Estimated

CMMI® Institute
AN ISACA ENTERPRISE

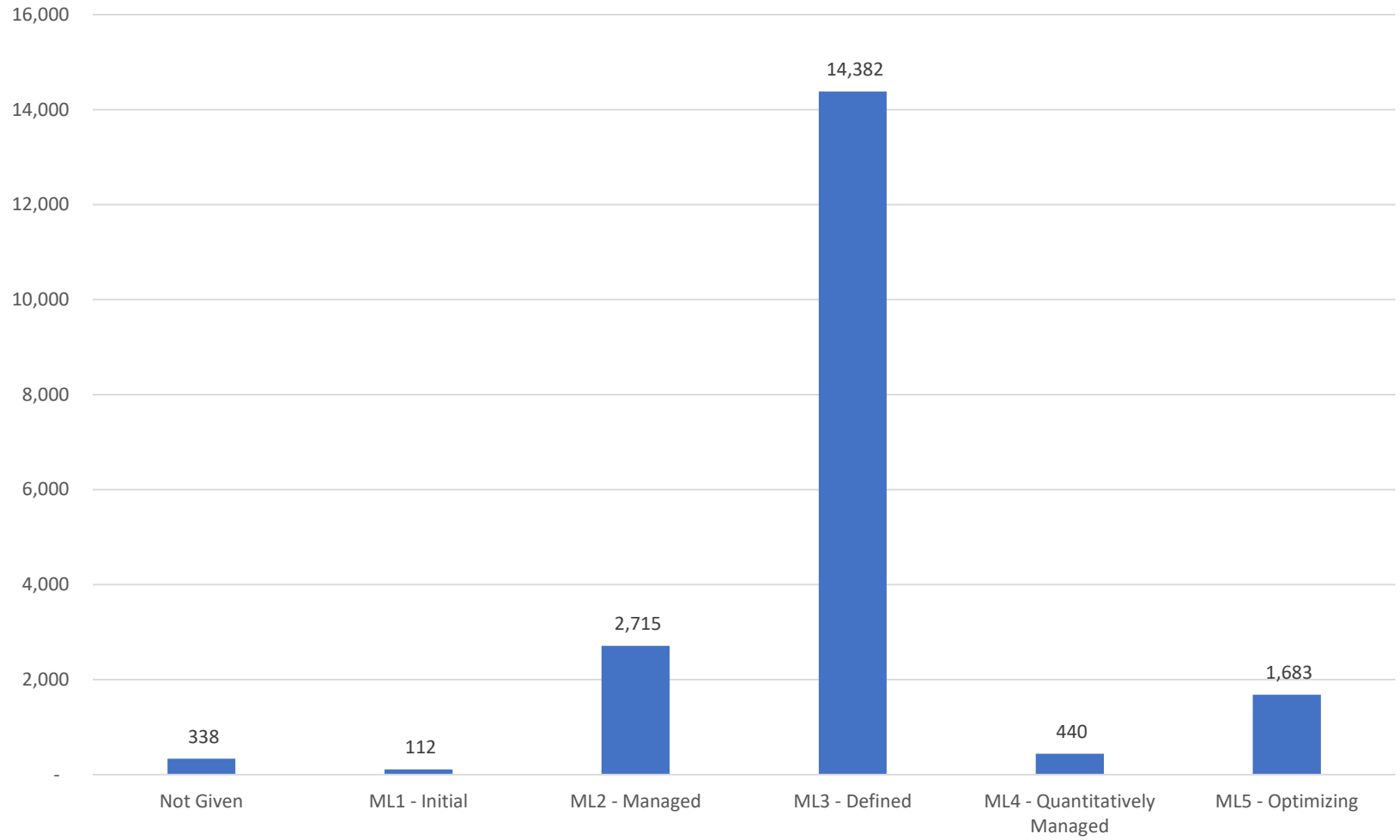
Appraisal Retention Rate 2012–2018*



Number of appraisals up for renewal in a given year that submit a re-appraisal.
*Jul – Dec 2018 Estimated

CMMI® Institute
AN ISACA ENTERPRISE

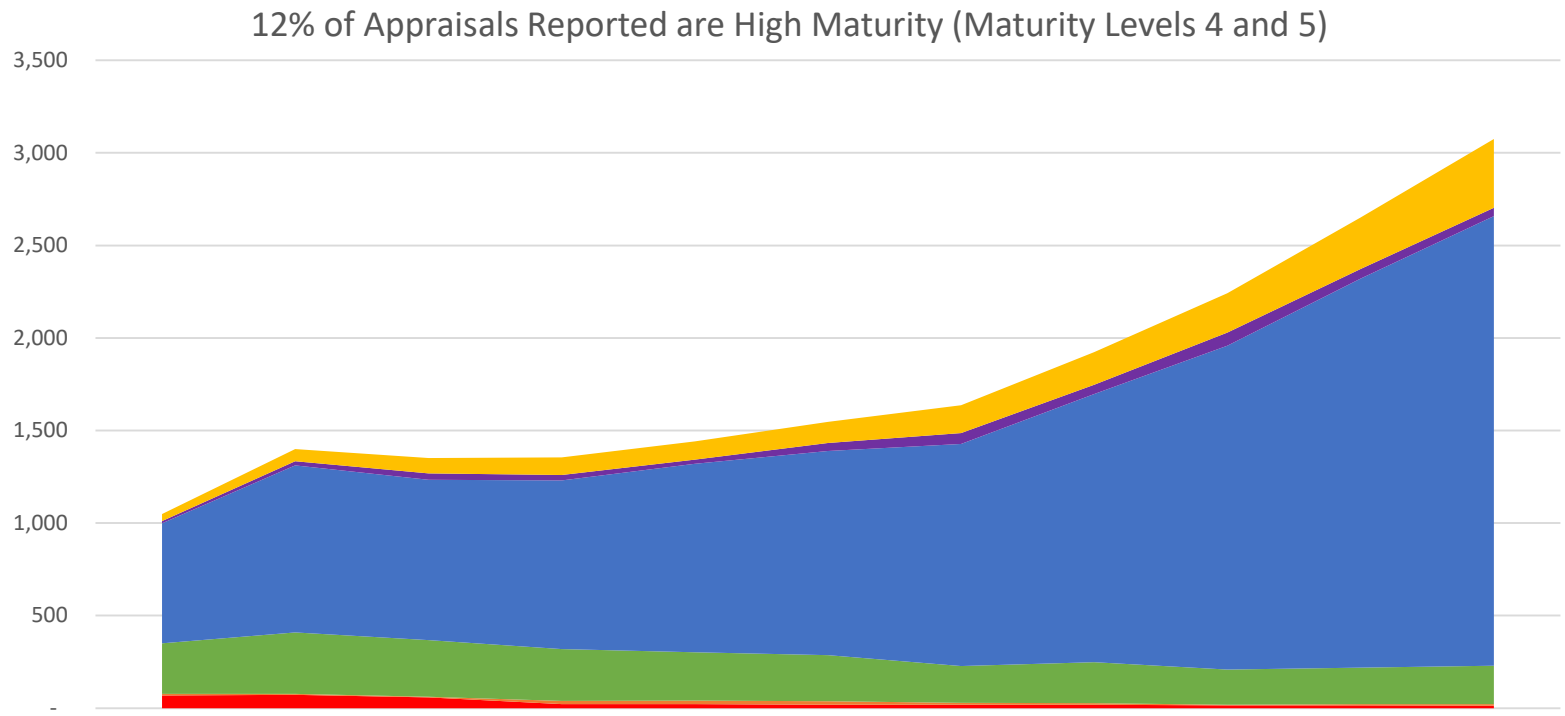
Appraisals by Maturity Level 2008–2018*



Based on 17,973 CMMI-SCAMPI A Deliveries
1 January 2008 – 30 June 2018
*Jul – Dec 2018 Estimated

CMMI® Institute
AN ISACA ENTERPRISE

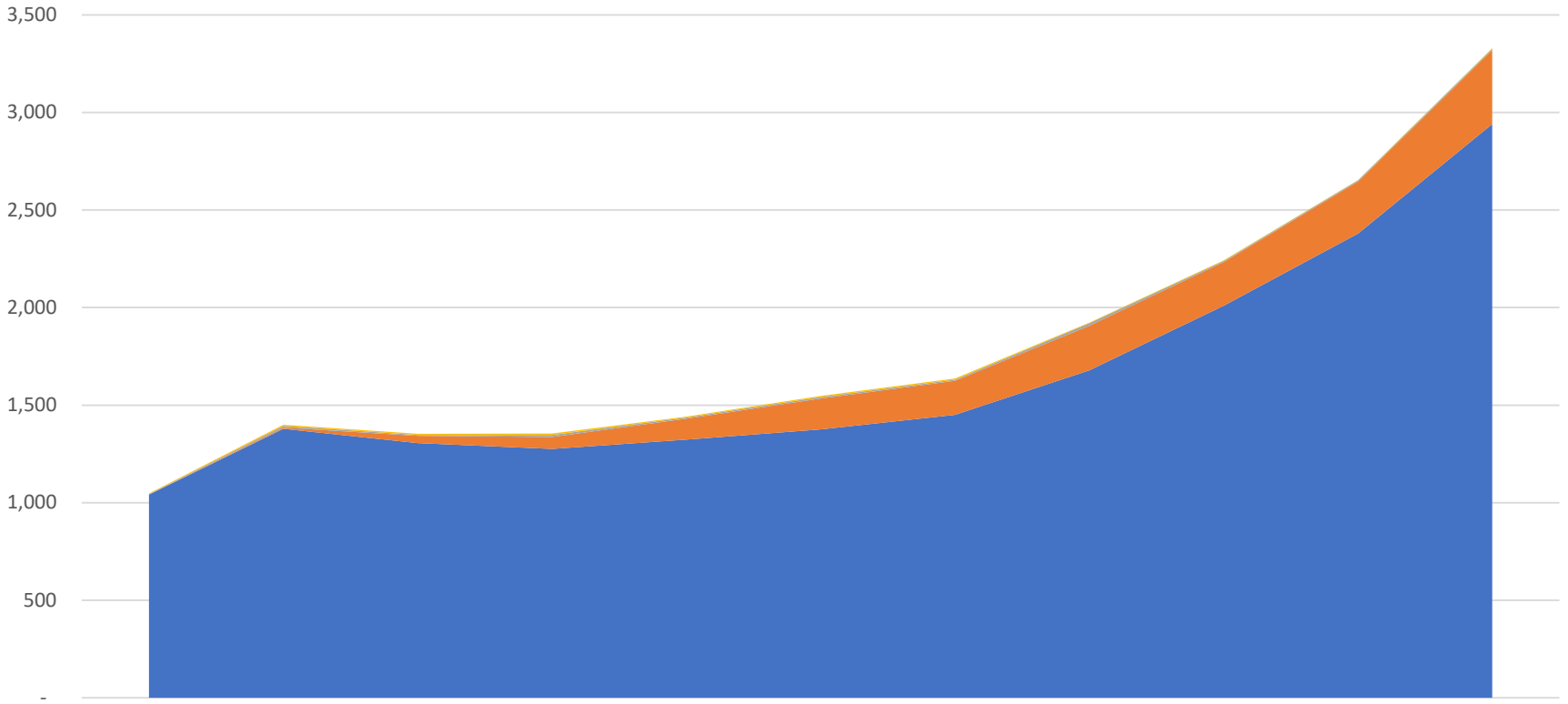
Appraisal Trend by Maturity Level 2008–2018*



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
ML5 - Optimizing	37	65	83	95	99	115	150	176	212	278	373
ML4 - Quantitatively Managed	12	23	36	30	21	42	58	50	70	53	45
ML3 - Defined	648	902	866	911	1,019	1,104	1,201	1,449	1,751	2,102	2,429
ML2 - Managed	274	332	306	280	261	248	199	221	189	198	207
ML1 - Initial	9	5	3	18	20	19	9	9	4	7	9
Not Given	68	72	58	21	21	19	19	18	15	14	13

Based on 17,973 CMMI-SCAMPI A Deliveries
1 January 2008 – 30 June 2018
*Jul – Dec 2018 Estimated

Appraisals by Constellation 2008–2018*

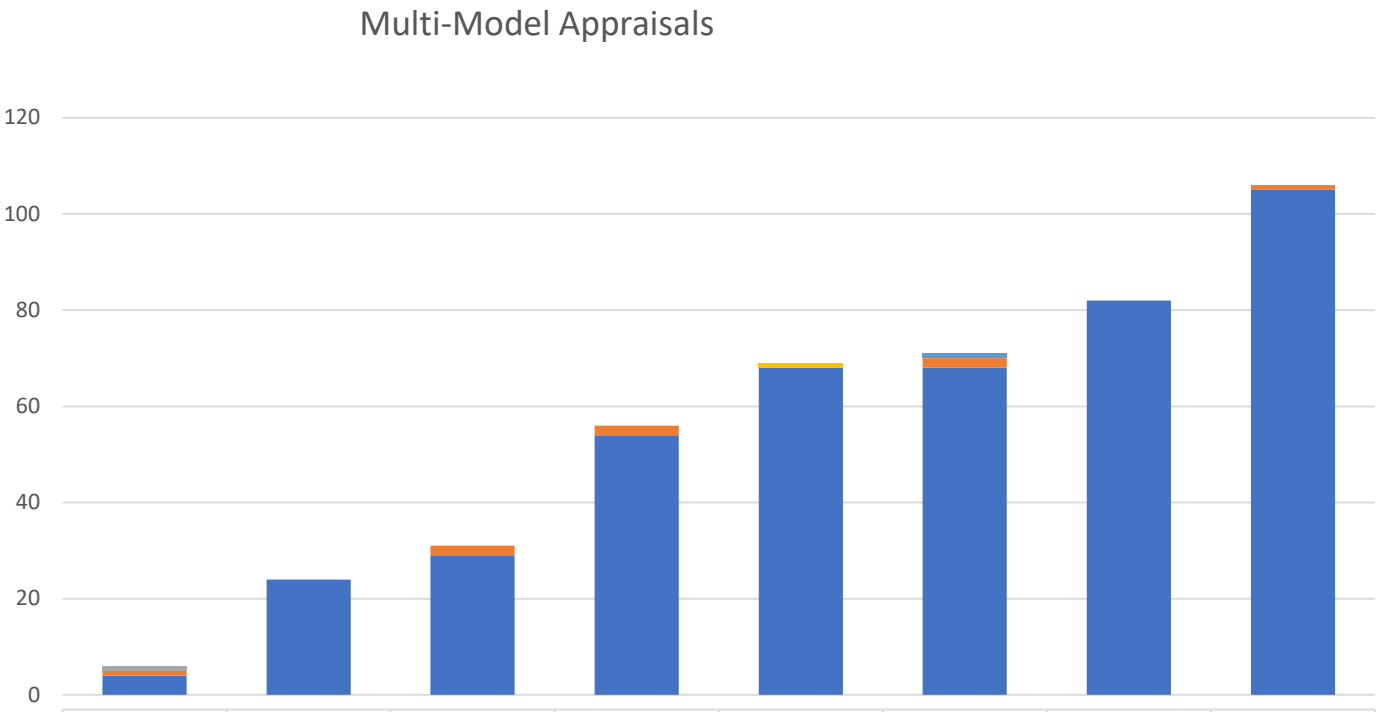


	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
ACQ	3	6	6	8	4	6	6	3	3	1	3
People CMM	4	9	4	10	6	8	7	14	6	7	7
SVC		5	38	62	108	158	174	228	224	266	379
DEV	1,041	1,379	1,305	1,275	1,323	1,375	1,450	1,678	2,009	2,380	2,940

Based on 17,973 CMMI-SCAMPI A Deliveries
1 January 2008 – 30 June 2018
*Jul – Dec 2018 Estimated

CMMI® Institute
AN ISACA ENTERPRISE

Multi-Model Appraisals by Constellation 2011*–2018

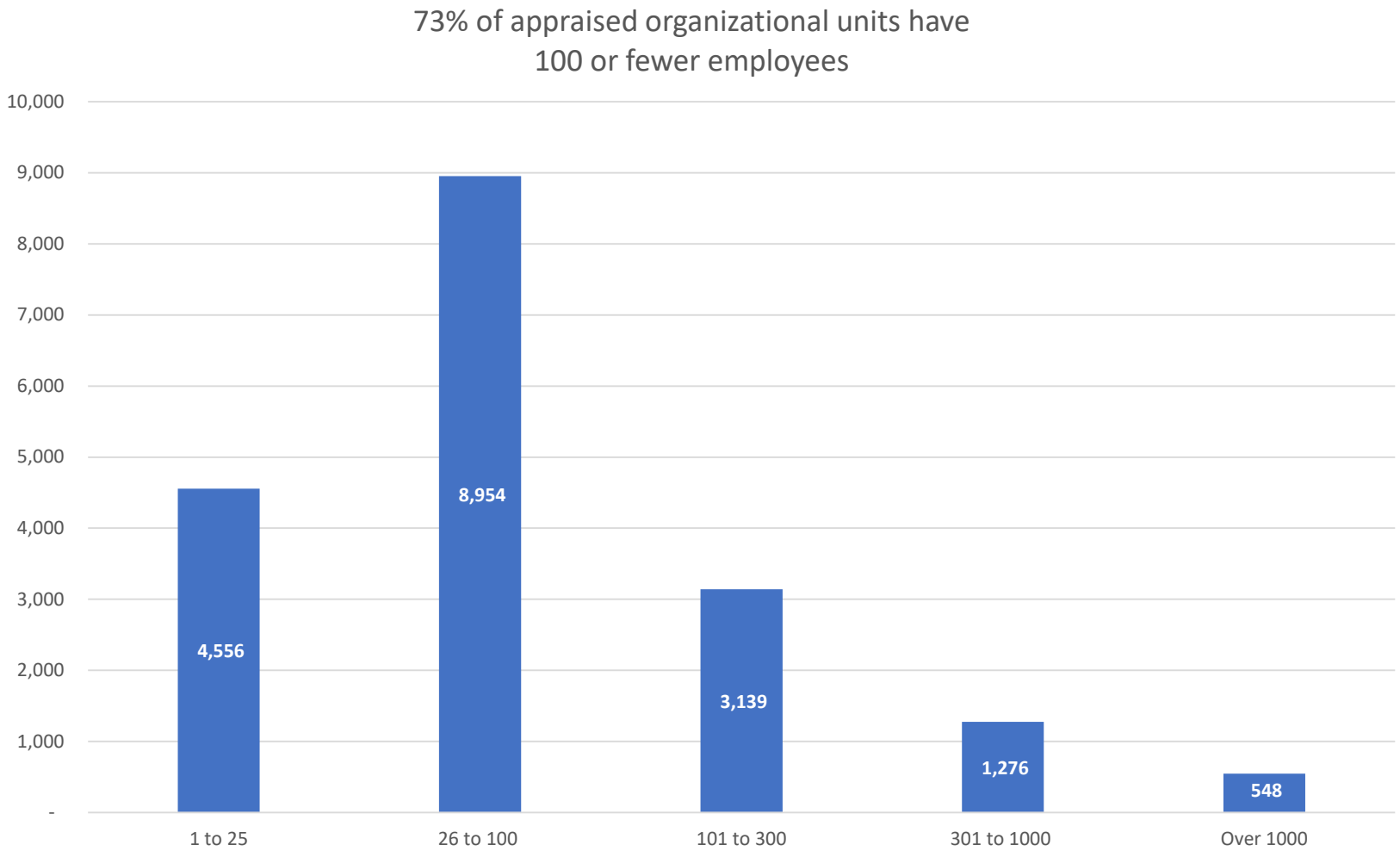


	2011	2012	2013	2014	2015	2016	2017	2018
ACQ, PCMM						1		
DEV, SVC & ACQ					1			
DEV, SVC, ACQ &PCMM	1							
DEV & ACQ	1		2	2		2		1
DEV & SVC	4	24	29	54	68	68	82	105

*First accepted in 2011

Based on 17,973 CMMI-SCAMPI A Deliveries
1 January 2008 – 30 June 2018

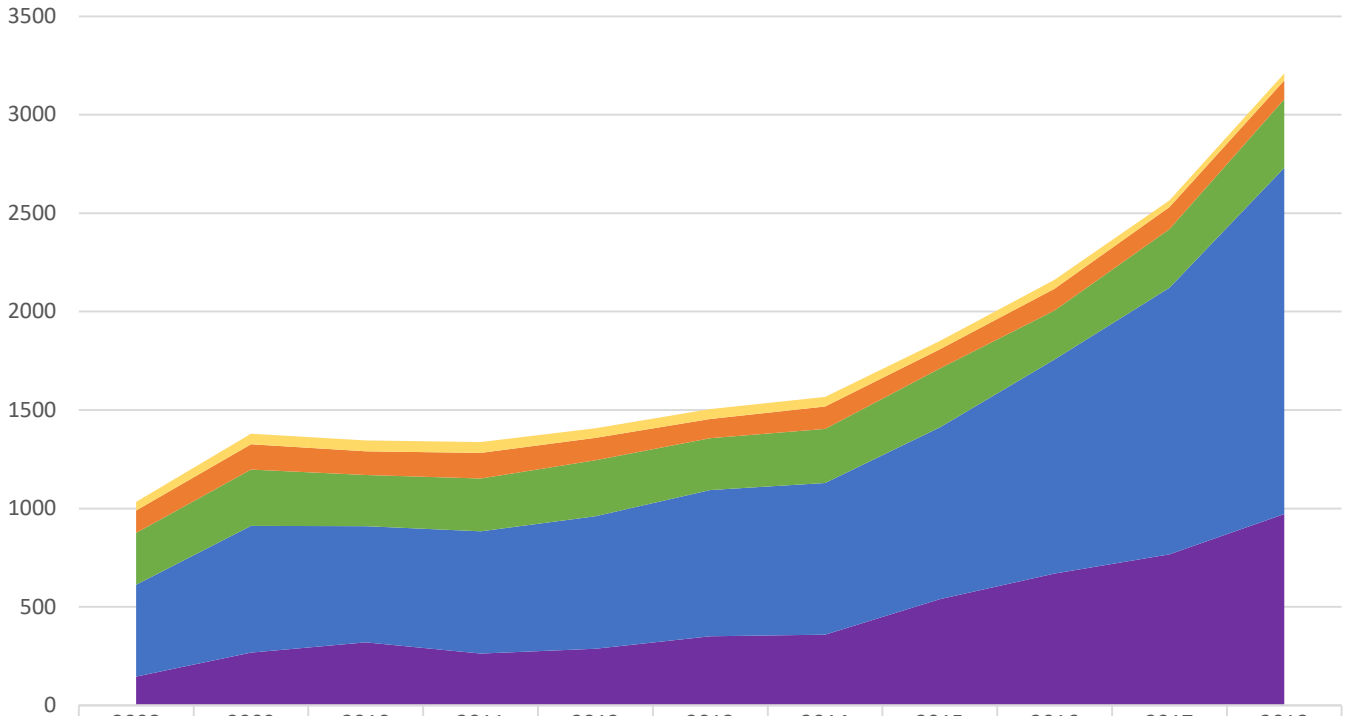
Appraisals by Organization Unit Size 2008–2018



Based on 17,973 CMMI-SCAMPI A Deliveries
1 January 2008 – 30 June 2018

CMMI® Institute
AN ISACA ENTERPRISE

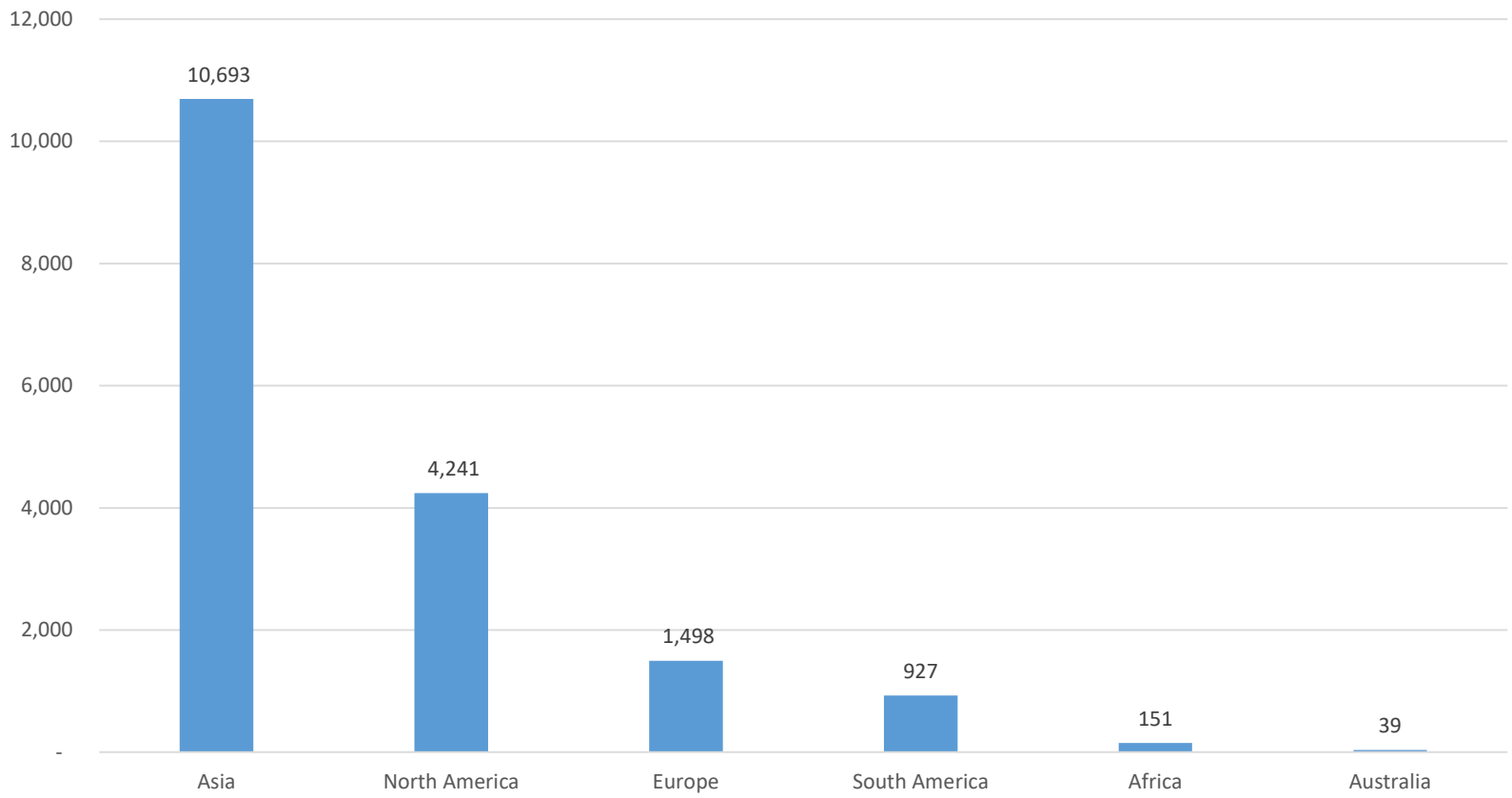
Appraisals by Organization Unit Size 2008–2018*



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Over 1000 employees	44	54	55	56	49	51	48	42	45	34	36
301 to 1000 employees	114	129	121	130	113	97	114	98	110	112	96
101 to 300 employees	263	286	260	268	284	263	274	299	250	297	347
26 to 100 employees	467	644	591	622	674	743	771	873	1086	1355	1758
Under 26 Employees	145	267	319	262	287	351	359	539	670	766	972

Based on 17,973 CMMI-SCAMPI A Deliveries
1 January 2008 – 30 June 2018
*Jul – Dec 2018 Estimated

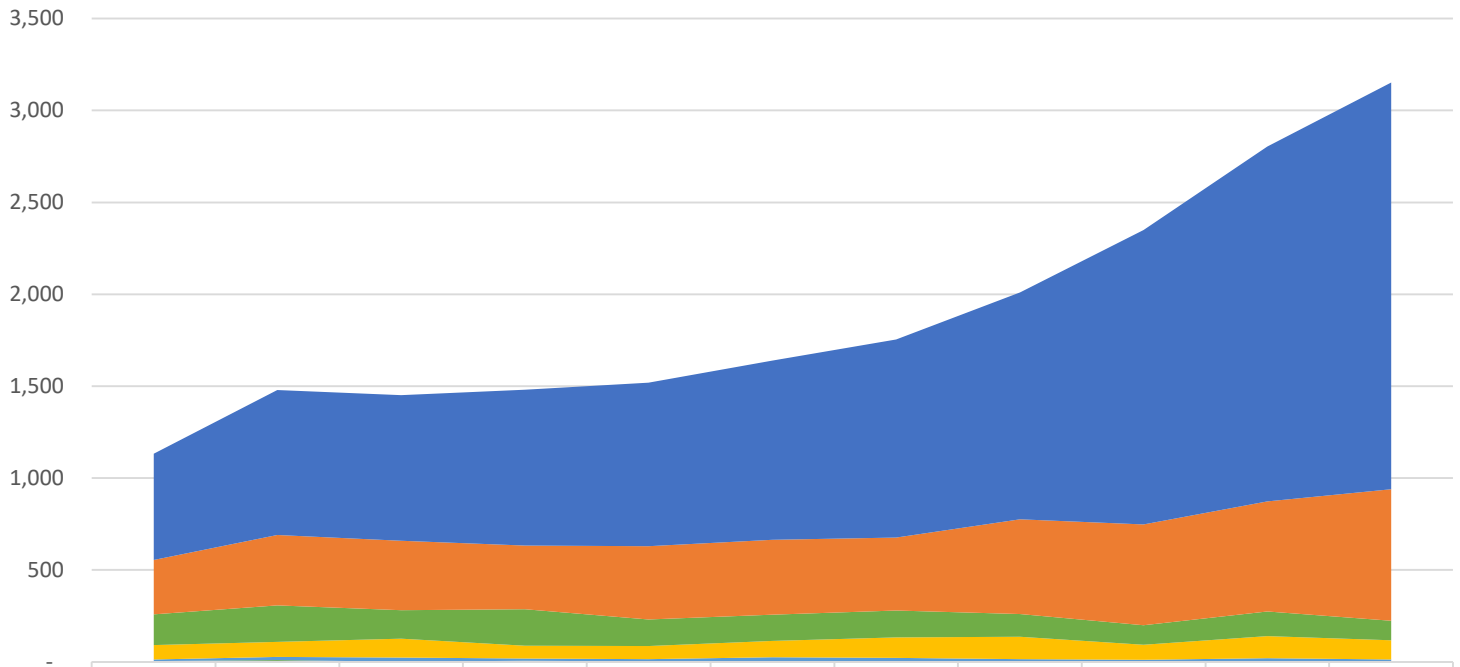
Appraisals by Continent 2008–2018*



Based on 17,973 CMMI-SCAMPI A Deliveries
1 January 2008 – 30 June 2018
*Jul – Dec 2018 Estimated
Reflects multi-model and multi-continent appraisals

CMMI® Institute
AN ISACA ENTERPRISE

Appraisals by Continent 2008–2018*



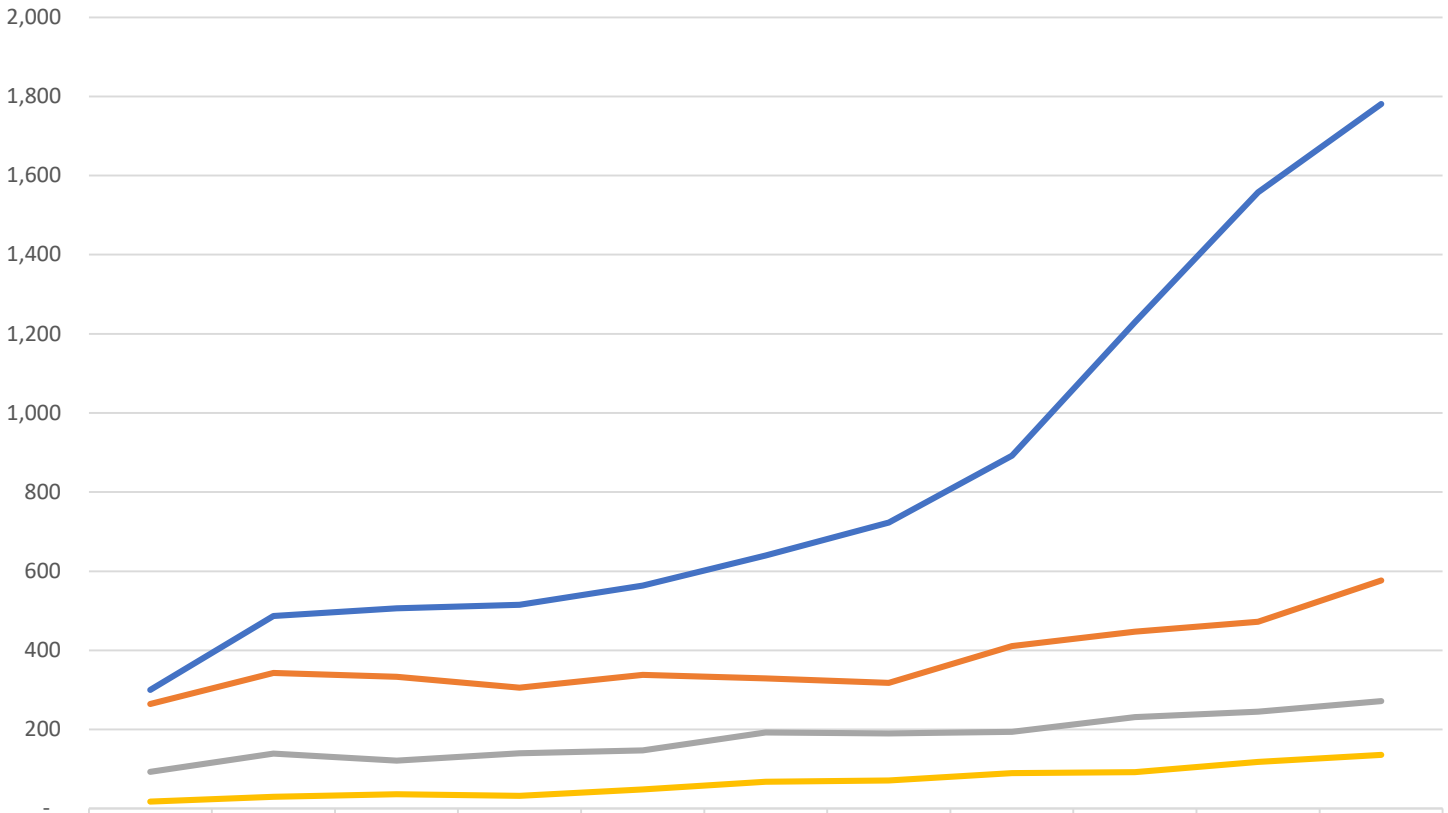
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Asia	578	789	791	847	890	974	1,078	1,235	1,602	1,931	2,213
North America	295	382	379	347	399	407	397	515	548	600	716
Europe	168	198	155	198	145	144	147	124	107	133	106
South America	78	83	103	70	70	89	111	121	82	120	104
Africa	9	17	21	13	13	20	17	16	10	17	12
Australia	4	10	2	6	3	5	5		1	4	2

Based on 17,973 CMMI-SCAMPI A Deliveries
1 January 2008 – 30 June 2018
*Jul – Dec 2018 Estimated
Reflects multi-model and multi-continent appraisals

Benchmark Appraisals in 102 Countries

Andorra	Bahrain	Brazil	China	Croatia	Dominican Republic	France	**Honduras***	Indonesia	Jamaica	Korea	Luxembourg	Mexico	Nepal	Oman	Philippines	Russia	South Africa	Syrian Arab Republic	United Arab Emirates
Angola	Bangladesh	Brunei Darussalam	Colombia	Cuba	Ecuador	Germany	Hong Kong	Iraq	Japan	Kuwait	Macedonia	**Moldova***	Netherlands	Pakistan	Poland	Saudi Arabia	Spain	Taiwan	United Kingdom
Argentina	Belarus	Bulgaria	**Comoros***	Cyprus	Egypt	Ghana	Hungary	Ireland	Jordan	Latvia	Malawi	Montserrat	New Zealand	Panama	Portugal	Singapore	Sri Lanka	Thailand	United States
Australia	Belgium	Canada	Costa Rica	Czech Republic	El Salvador	Greece	Iceland	Israel	Kazakhstan	Lebanon	Malaysia	Morocco	Nigeria	Paraguay	Qatar	Slovakia	Sweden	Tunisia	Uruguay
Austria	Bolivia	Chile	**Cote D'Ivoire***	Denmark	Finland	Guatemala	India	Italy	Kenya	Lithuania	Mauritius	Mozambique	Norway	Peru	Romania	Somalia	Switzerland	Turkey	Venezuela
																		Ukraine	Vietnam

Highest Number of Appraisals by Country



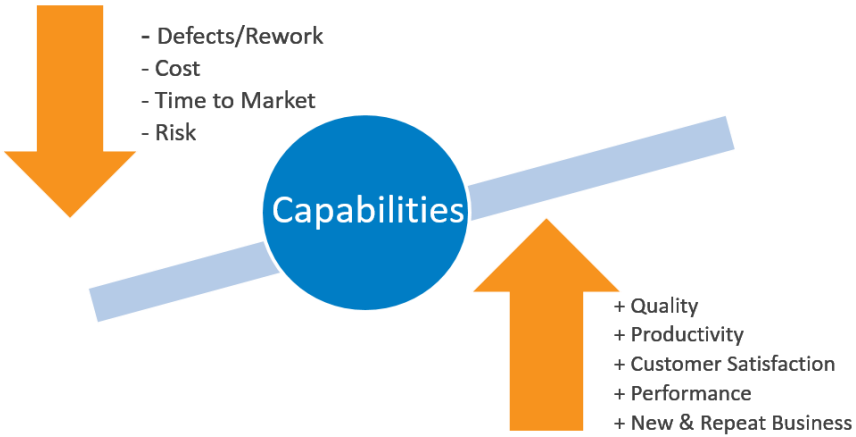
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
China	300	487	506	515	564	640	723	892	1,229	1,558	1,781
United States	264	343	333	306	338	329	318	411	447	472	577
India	93	139	121	140	147	192	190	194	231	245	272
Mexico	18	30	36	32	48	68	71	90	92	118	136

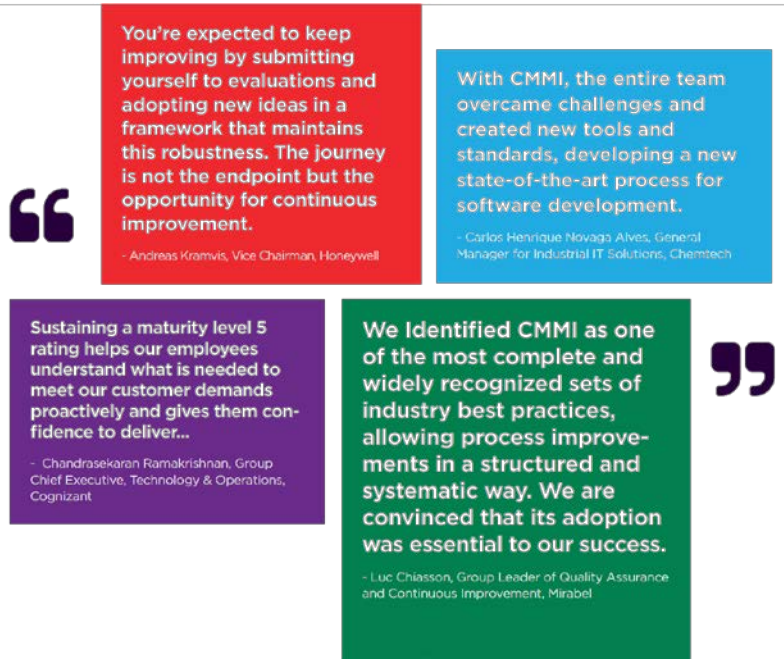
Based on 17,973 CMMI-SCAMPI A Deliveries
1 January 2008 – 30 June 2018
*Jul – Dec 2018 Estimated
Reflects multi-model and multi-continent appraisals

CMMI® Institute
AN ISACA ENTERPRISE

Who Uses CMMI®?

Those who want to demonstrate their capability to win business





Those who want to build capability to improve business results

Companies of all sizes use CMMI in 102 countries, and while most have 100 employees or less, CMMI also services 12 of the top 20 Global Technology Companies.*

Fortune's 2016 Global 500 list.

CMMI® Is Used By The Best Companies Of All Sizes And Across Many Industries

Most organizational units that rely on the CMMI have less than 100 employees and CMMI is used by some of the largest and most well known companies in the world.

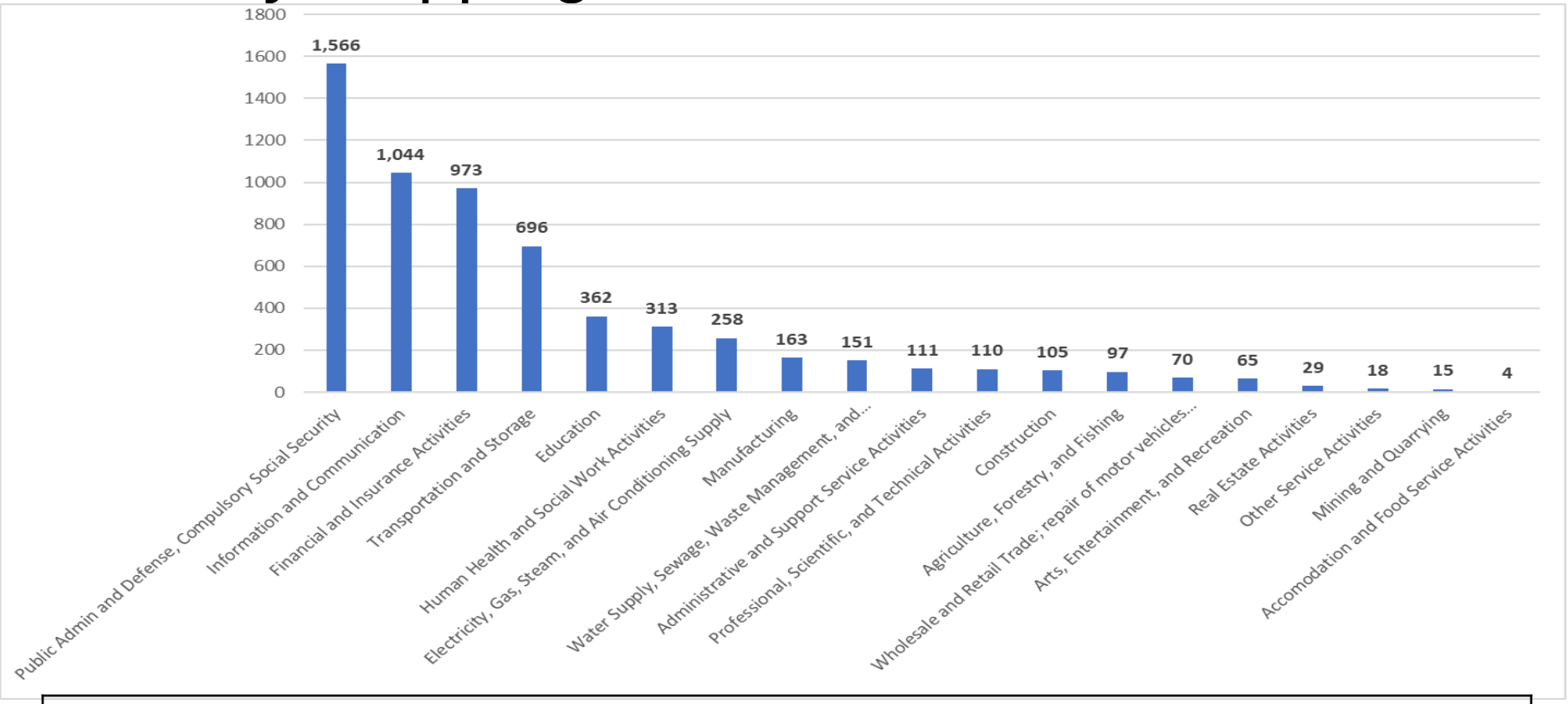
The **Fortune 500** is an annual list compiled and published by *Fortune* magazine that ranks 500 of the largest United States corporations by total revenue for their respective fiscal years.

- CMMI is used by at least one organization in 18 different industries
- In 10 total industries, the #1 or #2 organization ranked uses CMMI
- 9 of 12 Aerospace and Defense companies use the CMMI and all 5 of "Fortune World's Most Admired Companies" use the CMMI

**Source: Fortune.com*

Note: Uses is defined as at least one organizational unit has an active CMMI rating

Industry Mapping for 2016, 17 and 18



See full industry codes and categorizations based on United Nations (International) at https://unstats.un.org/unsd/cr/registry/regcst.asp?Cl=27			
Accomodation and Food Service Activities	Education	Manufacturing	Real Estate Activities
Administrative and Support Service Activities	Electricity, Gas, Steam, and Air Conditioning Supply	Mining and Quarrying	Transportation and Storage
Agriculture, Forestry, and Fishing	Financial and Insurance Activities	Other Service Activities	Water Supply, Sewage, Waste Management, and Remediation Activities
Arts, Entertainment, and Recreation	Human Health and Social Work Activities	Professional, Scientific, and Technical Activities	Wholesale and Retail Trade; repair of motor vehicles and motorcycles
Construction	Information and Communication	Public Admin and Defense, Compulsory Social Security	

Based on 4,801 CMMI-SCAMPI A Deliveries
1 January 2016 – 30 June 2018

Fortune 500 Organizations by Industry That Use CMMI in One or More Organizational Units

Aerospace and Defense

RANK	COMPANY	FORTUNE WORLD'S MOST ADMIRED COMPANIES	REVENUES ($M)
24	Boeing	✓	$94,571
50	United Technologies		$57,244
56	Lockheed Martin	✓	$50,658
90	General Dynamics	✓	$31,353
114	Northrop Grumman	✓	$24,508
116	Raytheon	✓	$24,069
200	Textron		$13,788
228	Arconic		$12,394
273	L3 Technologies		$10,597
380	Huntington Ingalls Industries		$7,068
393	Spirit AeroSystems Holdings		$6,793
492	Rockwell Collins		$5,259

Information Technology Services

RANK	COMPANY	FORTUNE WORLD'S MOST ADMIRED COMPANIES	REVENUES ($M)
32	IBM	✓	$79,919
59	Hewlett Packard Enterprise		$50,123
199	CDW		$13,982
205	Cognizant Technology Solutions	✓	$13,487
379	Computer Sciences		$7,106
381	Leidos Holdings		$7,043
481	Booz Allen Hamilton Holding	✓	$5,406

Fortune 500 Organizations by Industry That Use CMMI in One or More Organizational Units

Computer Software

RANK	COMPANY	REVENUES ($M)
28	Microsoft	$85,320
81	Oracle	$37,047
326	salesforce.com	$8,392
406	Activision Blizzard	$6,608
443	Adobe Systems	$5,854

Computers/Office Equipment

RANK	COMPANY	REVENUES ($M)
3	Apple	$215,639
41	Dell Technologies	$64,806
61	HP	$48,238
409	NCR	$6,543
663	Pitney Bowes	$3,407
672	Diebold Nixdorf	$3,341
884	Super Micro Computer	$2,216

Fortune 500 Organizations by Industry That Use CMMI in One or More Organizational Units

Semiconductors/Other Electronic Components	Electronics/Electrical Equipment
Insurance – Life, Health (Stock)	Financial Data Services
Wholesalers - Healthcare	Telecommunications
Industrial Machinery	Healthcare – Insurance/ Managed Care
Construction & Farm Machinery	Commercial Banks
Motor Vehicles & Parts	Engineering/Construction
Wholesalers – Electronics & Office Equipment	Network & Other Communications Equipment

Contact Information

Email	info@cmmiinstitute.com
Customer Relations	(412) 282-4020
Website	www.CMMIInstitute.com
Mailing Address	Customer Relations CMMI Institute 11 Stanwix Street Pittsburgh, PA 15222

NO WARRANTY

THIS MATERIAL IS FURNISHED ON AN "AS-IS" BASIS. CMMI INSTITUTE MAKES NO WARRANTIES OF ANY KIND, EITHER EXPRESSED OR IMPLIED, AS TO ANY MATTER INCLUDING, BUT NOT LIMITED TO, WARRANTY OF FITNESS FOR PURPOSE OR MERCHANTABILITY, EXCLUSIVITY, OR RESULTS OBTAINED FROM USE OF THE MATERIAL. CMMI INSTITUTE DOES NOT MAKE ANY WARRANTY OF ANY KIND WITH RESPECT TO FREEDOM FROM PATENT, TRADEMARK, OR COPYRIGHT INFRINGEMENT.