



Software Process Improvement in Very Small Organizations

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WHEN MANY PEOPLE think of software companies, they think of the large organizations that have become so well known in the marketplace. However, many offerings are also coming from smaller organizations, including *very small entities* (VSEs), which have 25 or fewer employees. Moreover, most products and services from big software vendors depend on third-party components and other forms of collaboration involving VSEs or

ing academics. And managing software process is a big challenge for practitioners. Large organizations typically have used traditional software-process-improvement (SPI) models such as CMMI and ISO/IEC 15504 (also called Software Process Improvement and Capability Determination [SPICE]). Smaller organizations generally haven't done so for many reasons, such as the perception that these efforts were developed by and for larger orga-

quality is a key to competitive advantage, organizations are using only a few of the most popular ISO/IEC systems and software engineering standards. Research shows that small and very small companies often have difficulty relating ISO/IEC standards to their business needs and justifying their application to their business practices.⁴ Most don't see their net benefit; lack expertise; or can't afford the necessary employees, cost, and time.

In 2011, driven by VSEs' increasing importance and growing need for systems and software life cycle profiles and guidelines, the International Organization for Standardization and the International Electrotechnical Commission jointly published a set of ISO/IEC 29110 standards and guides (available for free at <http://standards.iso.org/ittf/PubliclyAvailableStandards/index.html>). Other initiatives are devoted to small entities—some from Latin America such as Competisoft⁵ and others from Europe such as ITmark. But ISO/IEC 29110 is becoming the widely adopted standard.⁶

ISO/IEC 29110 is becoming the set of software-process guidelines most widely adopted by very small entities.

small units within large organizations. Thus, small and very small organizations—which include most software startups¹—are the global software industry's dominant force² and are crucial to its competitiveness and innovation.

Software process is a leading research area for software engineer-

nizations, are costly, require much documentation and bureaucracy, and don't clearly establish software processes.³

For many small and very small software companies, implementing software development management controls and structures is a major challenge. At a time when software

ISO/IEC 29110

According to the Organization for Economic Co-operation and

Development's *SME and Entrepreneurship Outlook* report of 2005,⁷ small and medium enterprises "constitute the dominant form of business organization in all countries worldwide, accounting for over 95 percent and up to 99 percent of the business population, depending on country." In Europe, for instance, 85 percent of IT sector companies have 10 or fewer employees. With

files related by process composition (such as activities or tasks), capability level, or both. For VSEs developing noncritical software, there are four profiles: entry, basic, intermediate, and advanced. Each builds on the previous profile, adding management and software implementation tasks, as well as process supports, for more complex projects or growing VSEs.

We based this on our experience in the field, including involvement in ISO working groups, conference series such as SPICE and European System and Software Process Improvement and Innovation (EuroSPI²), and certification initiatives such as ITmark. In addition, our conclusions are based on decades of software industry experience in multiple countries:

Software process improvement offers very small entities many opportunities and challenges.

this in mind, ISO/IEC 29110 introduced the term "VSE," defined as "an enterprise, an organization, a department, or a project having up to 25 people."

The standard includes guidelines based on VSE characteristics. For example, recently published ISO/IEC 29110 international standards and technical reports address VSEs' specific software process needs. Working Group 24 of the standardization subcommittee of the ISO's and IEC's Joint Technical Committee 1 (ISO/IEC JTC1/SC7) developed engineering standards and guides (<http://standards.iso.org/ittf/PubliclyAvailableStandards/index.html>) targeting VSEs with no experience or expertise in selecting a project's appropriate software processes.

At the core of ISO/IEC 29110 is a management and engineering guide (ISO/IEC 29110-5) focusing on project management and software implementation. It comprises a set of profile groups, each containing pro-

A series of deployment packages (DPs; available at <http://profs.etsmtl.ca/claporte/English/VSE/index.html>) defines guidelines and explains ISO/IEC 29110 processes to help VSEs both deploy the standard and implement the management and engineering guide. DPs typically include process descriptions, activities, tasks, steps, roles, products, templates, checklists, examples, tools, references, and a mapping to other standards and models. DPs enable VSEs to implement ISO/IEC 29110 processes, activities, and tasks without having to implement the management and engineering guide's complete framework.

Hurdles and Opportunities

Rather than provide an exhaustive, systematic ISO/IEC 29110 literature review, an effort performed in 2013⁸, Tables 1 and 2, respectively, summarize the most common SPI hurdles VSEs face and the opportunities SPI offers them.

- During the past five years, we've spent approximately a combined 4,000 hours in SPI-related industry consulting for small and very small companies.
- In the past five years, we've collaborated on more than 20 industry-based SPI research projects with VSEs.
- We've supervised 30 PhD and master's degree SPI research projects related to small companies.
- Among us are the lead editor of the ISO/IEC 29110 initiative, the editor of the ISO/IEC 29110-2-1:2015 and ISO/IEC 29110-2:2011 standards, and national-delegation heads and members of ISO/IEC JTC1/SC7 working groups.
- We are involved in several certification activities including those related to ISO/IEC 29110 and ITmark.
- Some of us are key contributors to SPI initiatives such as the *SPI Manifesto* (www.iscn.com/Images/SPI_Manifesto_A.1.2.2010.pdf) and the forthcoming *SPI Education, Training and Professionalism Manifesto*.⁹
- We've produced more than 100 scientific works related to SPI and small software companies for leading journals, conferences, books, and workshops.

TABLE 1

Common very small entity (VSE) barriers to software process improvement (SPI).


Type	Name	Description
Financial	Deployment costs	There is no consensus on SPI's cost, which includes effort; tool support; and consultancy work on, for example, accreditation and certification.
	Resource prioritization and business continuity	Everyday activities are affected by SPI efforts. If resources are tight, SPI projects could be threatened by inadequate prioritization.
Skills	Accurate external support	Users need specific technical and general VSE-related skills, which are uncommon, to apply these kinds of models in real settings.
	Internal support	VSEs are reluctant to devote efforts to train employees how to implement SPI initiatives.
	Sponsor	A lack of continuity in key VSE leaders threatens the stable sponsorship necessary to provide the leadership and shared vision that assures a successful deployment.
	Business knowledge	SPI initiatives must be adapted to each VSE business domain to help VSEs with regulatory, safety, or other domain-specific SPI requirements.
Culture	Organizational behavior	SPI initiatives must manage cultural impact and change resistance.
Reference models	Model diversity	Many reference models could be applied to a VSE in a specific domain, but selecting what is applicable isn't always straightforward.
	Model adaptation	Correctly interpreting models and requirements (functional and technical) to VSE settings is key.
	Model complexity	One of ISO/IEC 29110's main purposes is reducing current reference models' complexity, but complexity can still be an obstacle because of limited resources.

Toward an Experience Factory

We're using our study of VSEs to build an *experience factory* that will help them start SPI initiatives.¹⁰ As part of our work, we analyzed 74 VSEs based on the ISO/IEC29110 basic profile.¹¹ Figure 1 shows the results in terms of companies meeting ISO/IEC 29110 requirements. They indicate that most VSEs already have processes in place that satisfy some basic requirements and shouldn't face much difficulty in fully complying. The areas posing the most problems are software implementation, verification and validation, test cases, test procedure, software components, and software architecture and detailed design.

While work on the experience factory is under way, VSEs can join our efforts or benefit from best practices and performance indicators that we've found so far ([\[profs.etsmtl.ca/claporte/english/VSEandhttp://it-mark.eu/wordpress/?lang=en\]\(http://profs.etsmtl.ca/claporte/english/VSEandhttp://it-mark.eu/wordpress/?lang=en\)\).](http://</p>
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VSEs must first identify an objective for their SPI initiatives. They can then choose traditional or more innovative approaches, depending on factors such as their needs and current industry trends.

Our experience factory, containing industrial experiences from multiple VSEs, could help companies launch and promote their chosen SPI practices. Being part of a community, VSEs could share experiences and practices to take advantage of others' experiences and knowledge. They could then select the deployment packages that best meet their needs. 

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TABLE 2

Common opportunities that software process improvement offers VSEs.

Type	Name	Description
Financial	Return on investment	Benefits, which are more visible in the short term, shouldn't just be measured economically. For instance, reduced waste improves employee engagement.
Culture	Organizational behavior	Compared to other standards, ISO/IEC 29110 represents a simpler guide to process implementation and thus helps organizations smoothly transition.
Reference models	Personalized models	VSEs can develop reference models fitting their requirements.
	Ease of access	ISO/IEC 29110's deployment packages are easy to use and enable flexible process deployment, which facilitates rollout.
	Progression to advanced standards	ISO/IEC 29110's entry profile, published in 2012, is a stepping-stone to basic, intermediate, and advanced profiles. The ISO and IEC published the basic profile in 2011 and plan to publish the intermediate and advanced profiles in the near future. The ISO/IEC 29110 family is a stepping-stone to other standards.
Market	Clear recognition	ISO/IEC 29110 provides a management and engineering guide that clarifies terms and is easier for VSEs to use than a heavyweight reference model.
	Supply chain	ISO/IEC 29110's life cycle processes provide guidance to negotiating and agreeing on a service or product to be provided.
	Deployment timeline	ISO/IEC 29110 represents a minimal set of required work products and thus reduces deployment time and implementation.

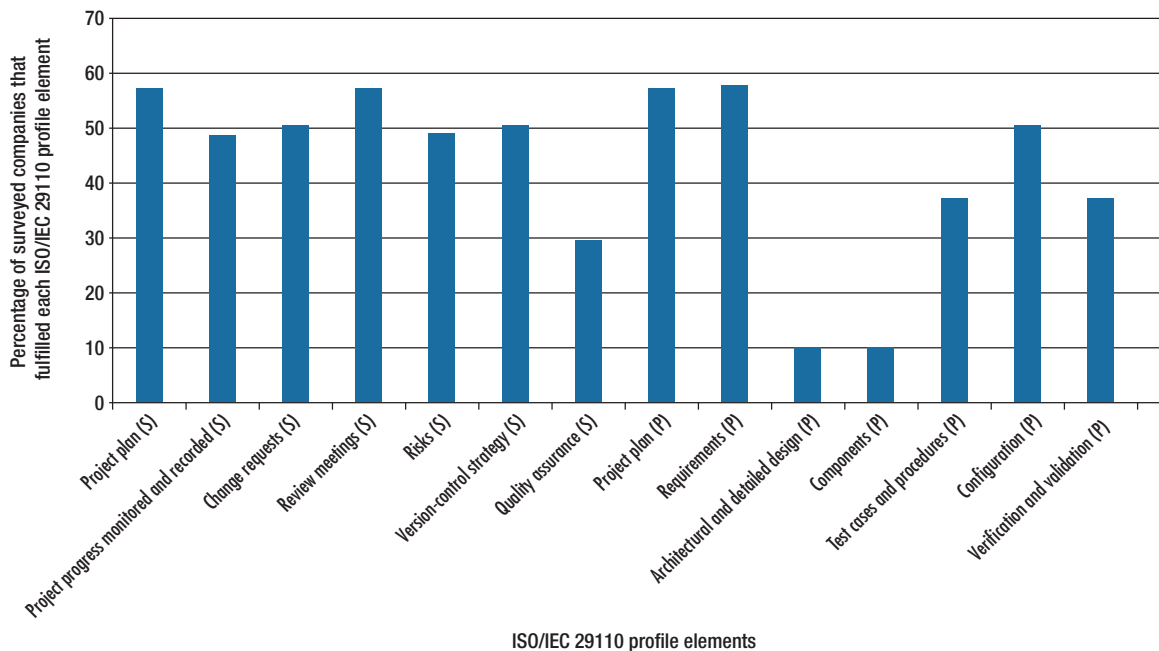


FIGURE 1. Results from ISO/IEC 29110 assessments of 74 very small entities (VSEs). The assessments demonstrate which ISO/IEC 29110 profile elements VSEs have the least and most trouble fulfilling. The profile elements ending in (P) relate to the project management process. Those ending in (S) relate to the software implementation process.

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