



CMMI[®] Institute

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CMMI[®] ADOPTION TRENDS

2018 Year End Update

PURPOSE

- The purpose of the CMMI Adoption Trends Report (formerly known as the Maturity Profile Report) is to provide an overall look at businesses using CMMI. It is based on appraisal and training data since 2008. The report includes adoption trends, regional usage data, and customer satisfaction scores.
- Publication frequency: semi-annual update, February & July



EXECUTIVE SUMMARY

- Appraisals increased by 16% in 2018
- Companies who reappraise continue to increase, currently at 76%
- 11% of reported appraisals are high maturity (Level 4 or 5)
- 75% of appraised organizational units have 100 or fewer employees
- Appraisals reported from China, United States, and India are increasing
- Students trained increased by 16% in 2018
- Organizations using CMMI represented on Fortune 500 list
- CMMI loyalty in the top quartile



OVERVIEW

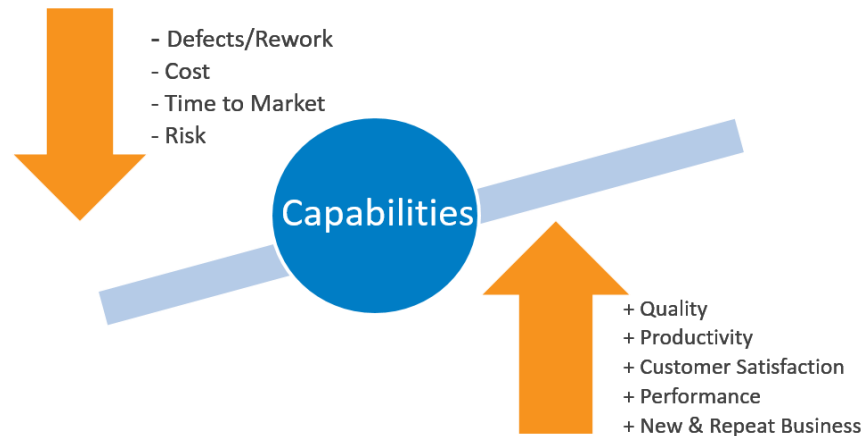
- Who uses CMMI
- Appraisal Activity
- Training Activity
- Customer loyalty





WHO USES CMMI?

Those who want to demonstrate their capability to win business



“

You're expected to keep improving by submitting yourself to evaluations and adopting new ideas in a framework that maintains this robustness. The journey is not the endpoint but the opportunity for continuous improvement.

- Andreas Kramvis, Vice Chairman, Honeywell

With CMMI, the entire team overcame challenges and created new tools and standards, developing a new state-of-the-art process for software development.

- Carlos Henrique Novaga Alves, General Manager for Industrial IT Solutions, Chemtech

”

Sustaining a maturity level 5 rating helps our employees understand what is needed to meet our customer demands proactively and gives them confidence to deliver...

- Chandrasekaran Ramakrishnan, Group Chief Executive, Technology & Operations, Cognizant

We Identified CMMI as one of the most complete and widely recognized sets of industry best practices, allowing process improvements in a structured and systematic way. We are convinced that its adoption was essential to our success.

- Luc Chiasson, Group Leader of Quality Assurance and Continuous Improvement, Mirabel

Those who want to build capability to improve business results

Companies of all sizes use CMMI in 104 countries, and while most have 100 employees or less, CMMI also services 5 of the top 7 global Information Technology companies.*

*Source: Fortune.com, 2018 Fortune 500 list, <https://fortune.com/worlds-most-admired-companies/>



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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, but CMMI is also 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 of these Fortune 500 organizations in 13 different industries*
- In 5 industries, the #1 or #2 organization ranked uses CMMI*
- 9 of 13 Aerospace and Defense companies use CMMI, and 5 of the 9 are also on Fortune's "World's Most Admired Companies" list*

Note: CMMI usage is defined as at least one organizational unit has an active CMMI appraisal rating
*Source: Fortune.com, 2018 Fortune 500 list, <https://fortune.com/worlds-most-admired-companies/>



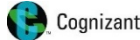





FORTUNE 500 ORGANIZATIONS THAT USE CMMI BY INDUSTRY - 1

Aerospace and Defense

	RANK	COMPANY		REVENUES (\$M)
	27	Boeing		\$93,392
	51	United Technologies		\$59,837
	59	Lockheed Martin		\$51,048
	99	General Dynamics		\$30,973
	118	Northrop Grumman		\$25,803
	119	Raytheon		\$25,348
	208	Textron		\$14,198
	225	Arconic		\$12,960
	276	L3 Technologies		\$11,002
	381	Huntington Ingalls Industries		\$7,441
	405	Spirit AeroSystems Holdings		\$6,983
	407	Harris		\$6,939
	415	Rockwell Collins		\$6,822

Of the 13 Fortune 500 organizations in the Aerospace & Defense industry, 9 of them use CMMI, and 5 of these 9 are also on Fortune's "World's Most Admired Companies" list






Information Technology Services

	RANK	COMPANY		REVENUES (\$M)
	34	IBM		\$79,139
	189	CDW		\$15,191.5
	195	Cognizant Technology Solutions		\$14,810
	292	Leidos Holdings		\$10,170
	374	DXC Technology		\$7,607
	417	Insight Enterprises		\$6,703.6
	482	Booz Allen Hamilton		\$5,804.3

Of the 7 Fortune 500 organizations in the IT Services industry, 5 of them use CMMI, and 3 of these 5 are also on Fortune's "World's Most Admired Companies" list









FORTUNE 500 ORGANIZATIONS THAT USE CMMI BY INDUSTRY - 2

Computer Software

	RANK	COMPANY		REVENUES (\$M)
	30	Microsoft		\$89,950
	82	Oracle		\$37,728
	285	salesforce.com		\$10,480
	389	Adobe Systems		\$7,301.5

Of the 4 Fortune 500 organizations in the Computer Software industry, the two top ranked company uses CMMI, and it is also on Fortune's "World's Most Admired Companies" list

Computers/Office Equipment

	RANK	COMPANY		REVENUES (\$M)
	4	Apple		\$229,234
	35	Dell Technologies		\$78,660
	58	HP		\$52,056
	107	Hewlett Packard Enterprise		\$28,871
	158	Western Digital		\$19,093
	291	Xerox		\$10,265
	432	NCR		\$6,516
	495	NetApp		\$5,519

Of the 8 Fortune 500 organizations in the Computers/Office Equipment industry, 3 of them use CMMI, and 2 of those 3 are also on Fortune's "World's Most Admired Companies" list

Note: CMMI usage shaded yellow and defined as at least one organizational unit has an active CMMI appraisal rating
Source: Fortune.com, 2018 Fortune 500 list, <https://fortune.com/worlds-most-admired-companies/>



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FORTUNE 500 ORGANIZATIONS THAT USE CMMI IN OTHER INDUSTRIES

Insurance – Life,
Health (Stock)



Industrial
Machinery



Construction & Farm
Machinery



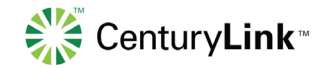
Motor Vehicles &
Parts



Financial Data Services



Telecommunications



Healthcare – Insurance/
Managed Care



Commercial Banks



Engineering/
Construction



Note: CMMI usage is defined as at least one organizational unit has an active CMMI appraisal rating
Source: Fortune.com, 2018 Fortune 500 list, <https://fortune.com/worlds-most-admired-companies/>

APPRAISAL DATA

Appraisal results are from Standard CMMI Appraisal Method for Process Improvement (SCAMPI) 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 appraisal reports contained in this document were compiled with data on 19,821 CMMI appraisal* results delivered from 2008 – 2018.

*SCAMPI A appraisals only

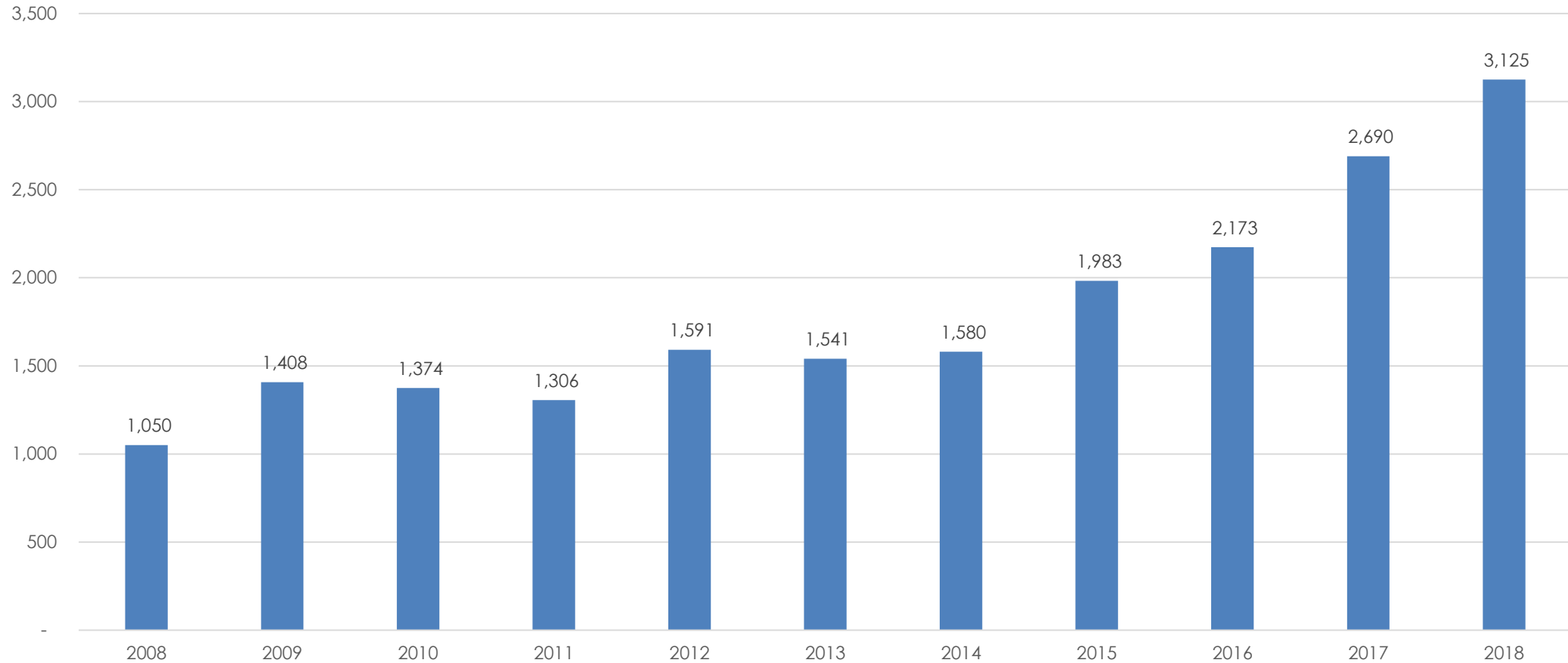


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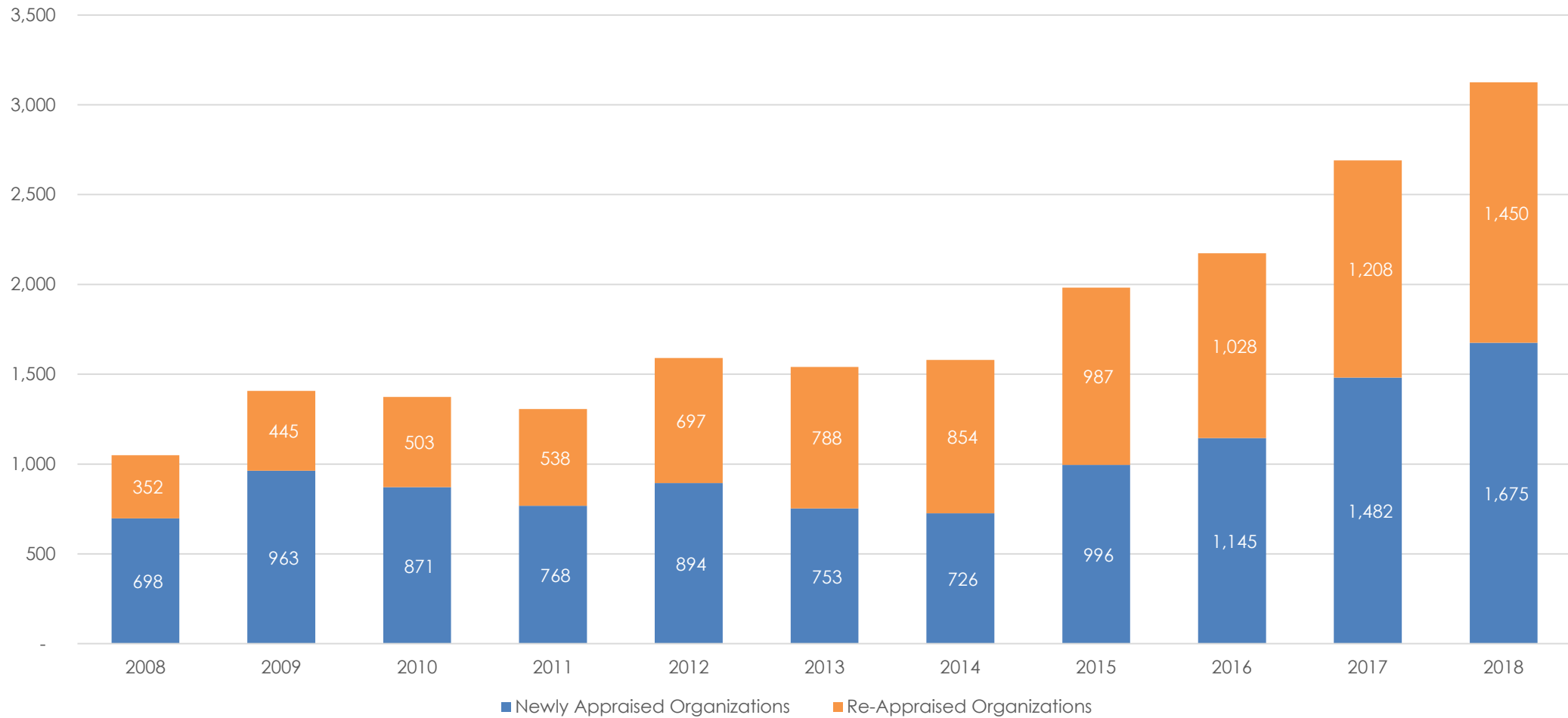
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APPRAISALS BY YEAR

Benchmark Appraisals 16% Increase over 2017

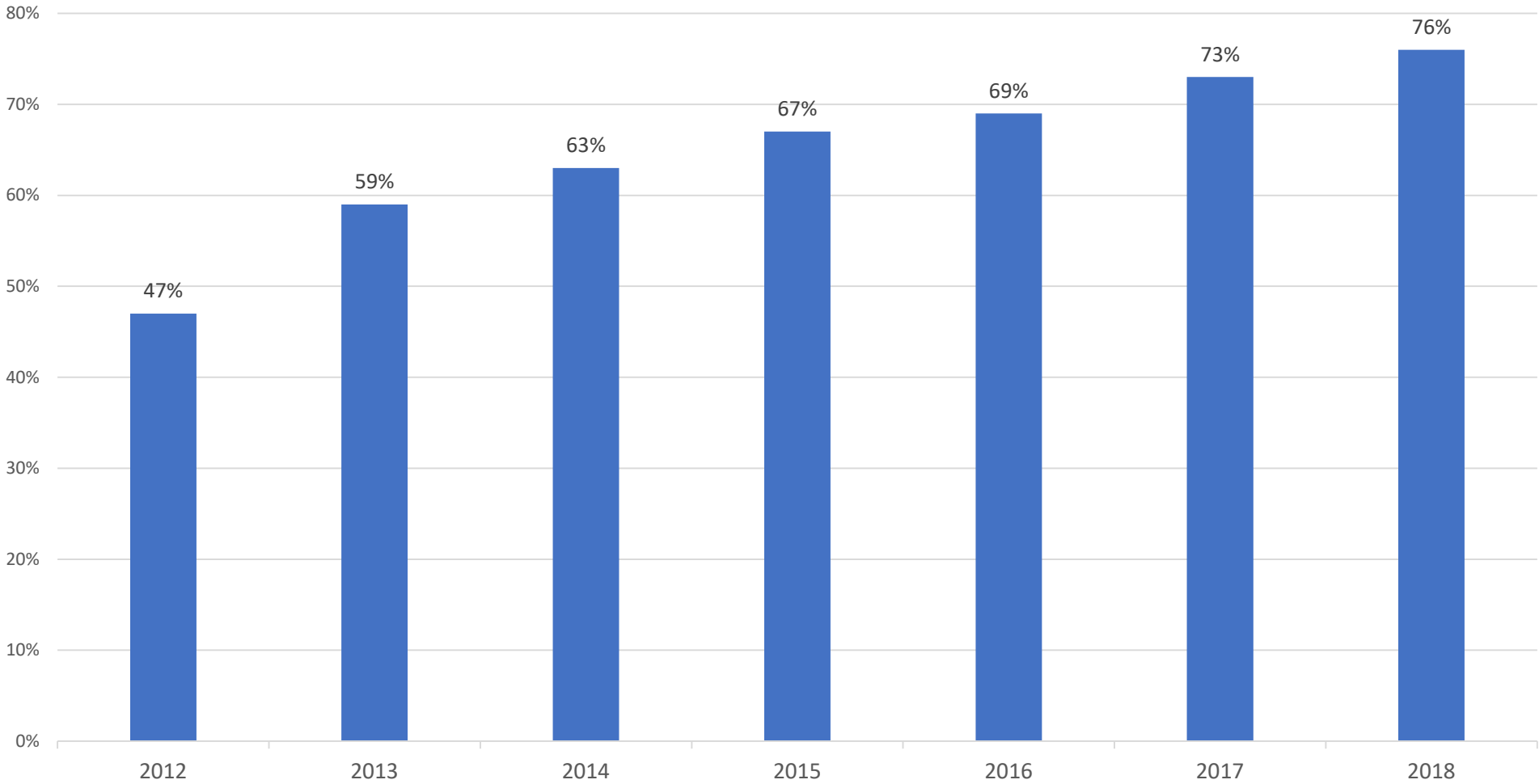


NEWLY APPRAISED VS RE-APPRAISED



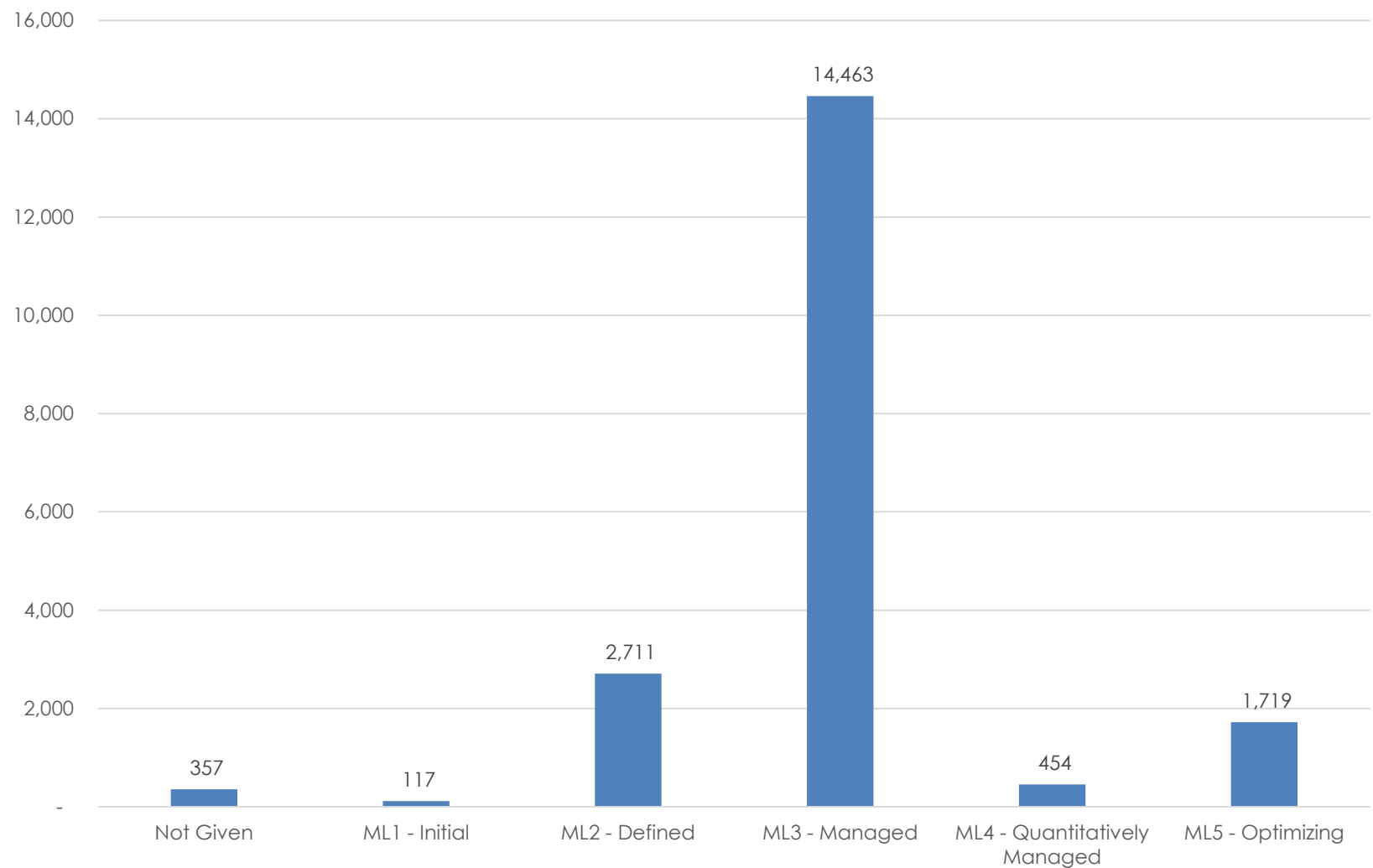
Based on 19,821 accepted CMMI-SCAMPI A Deliveries
1 January 2008 – 31 December 2018

APPRAISAL RETENTION RATE



Number of appraisals up for renewal in a given year that submit a re-appraisal.
Based on CMMI-SCAMPI A Deliveries
1 January 2012 – 31 December 2018

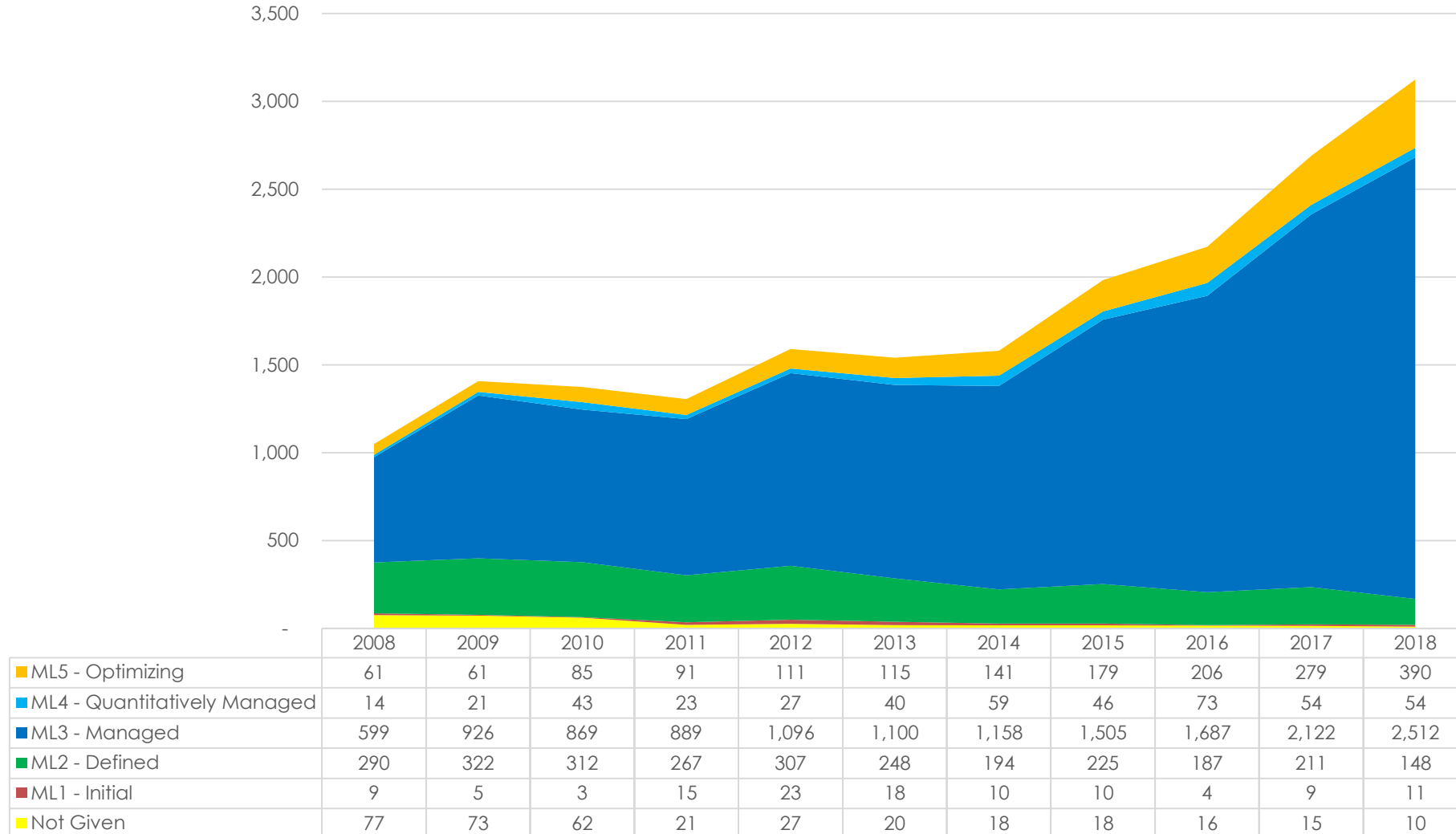
APPRAISALS BY MATURITY LEVEL: TOTALS SINCE 2008



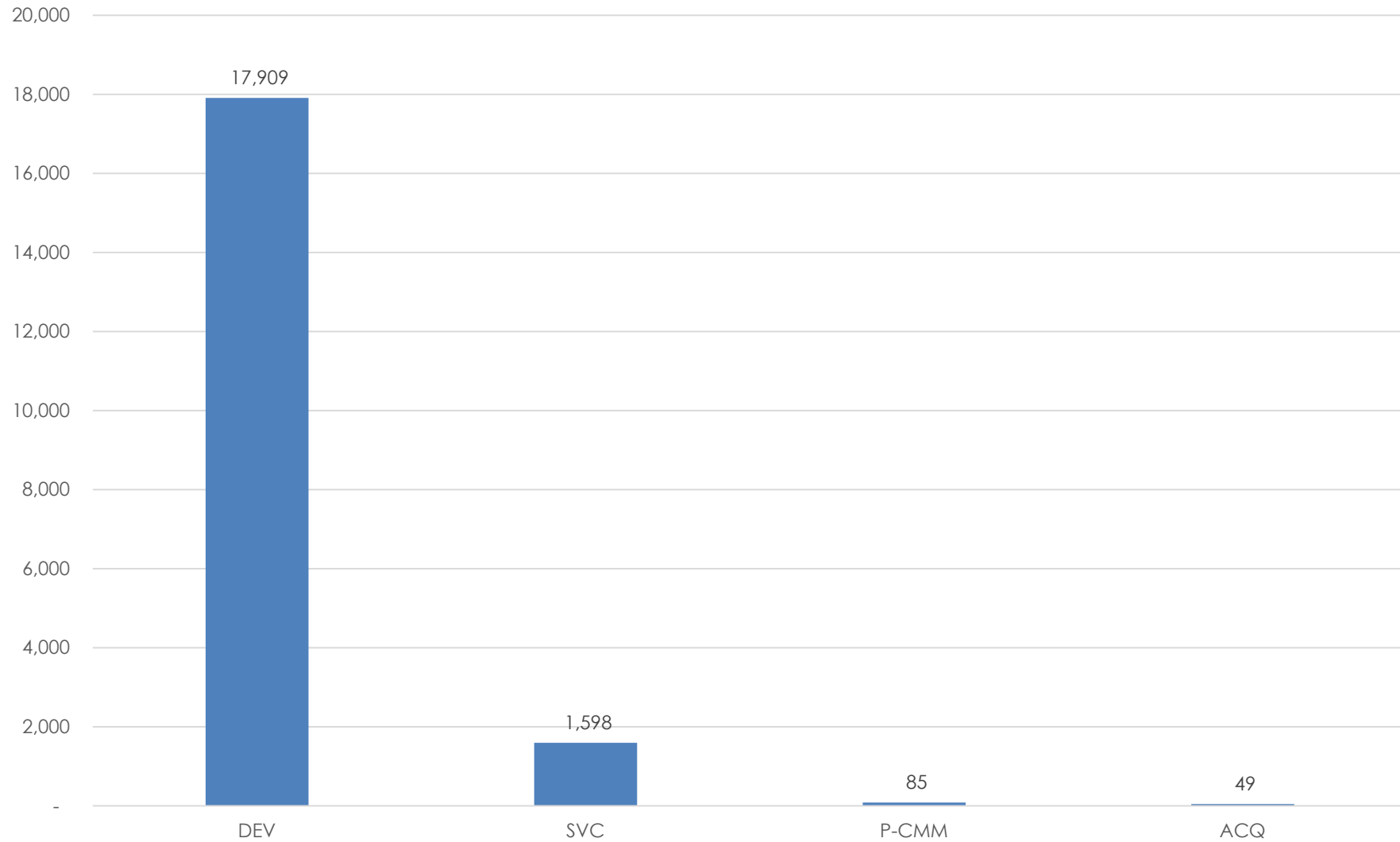
Based on 19,821 accepted CMMI-SCAMPI A Deliveries
1 January 2008 – 31 December 2018

APPRAISALS BY MATURITY LEVEL

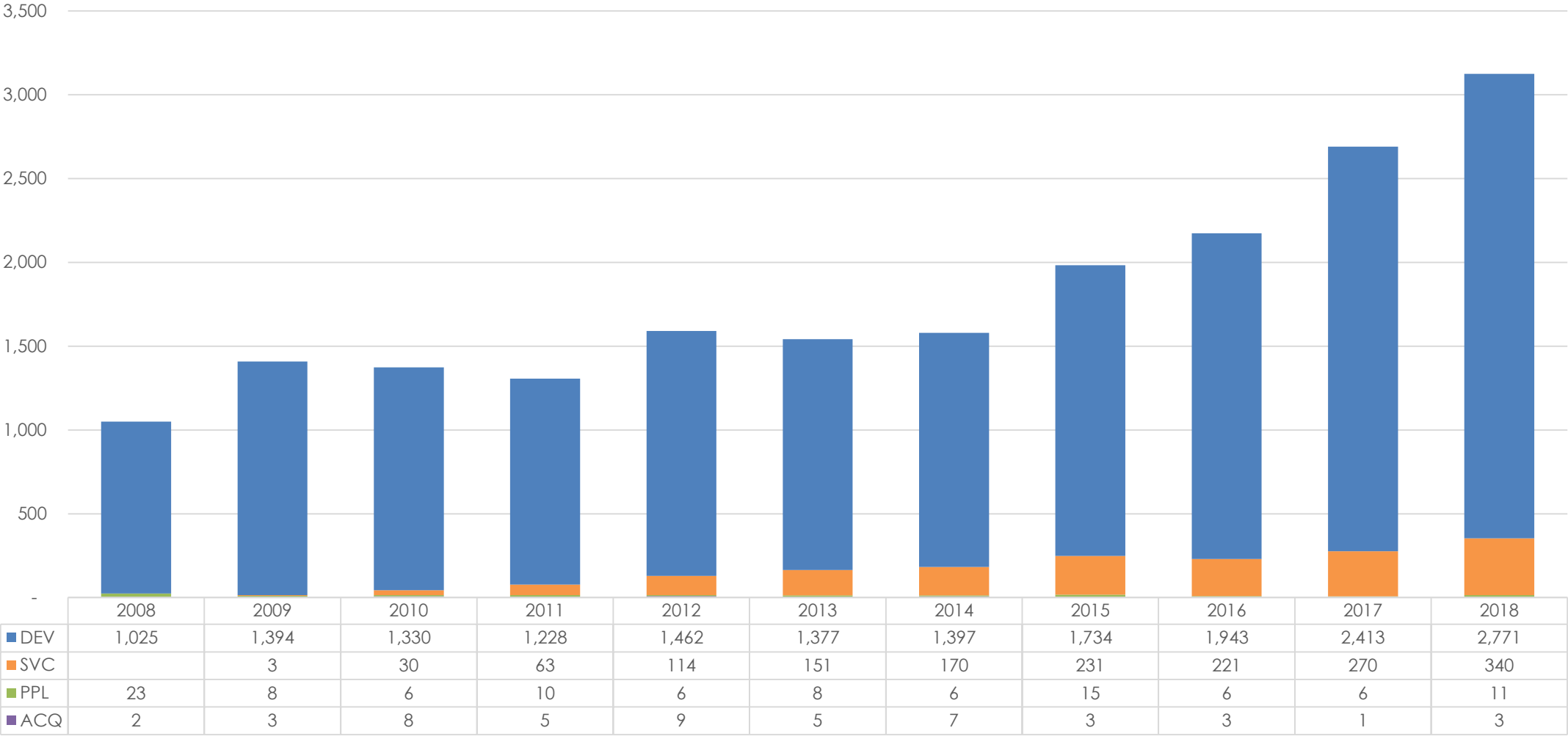
11% of reported appraisals are high maturity (level 4 or 5)



APPRAISALS BY CONSTELLATION: TOTALS SINCE 2008

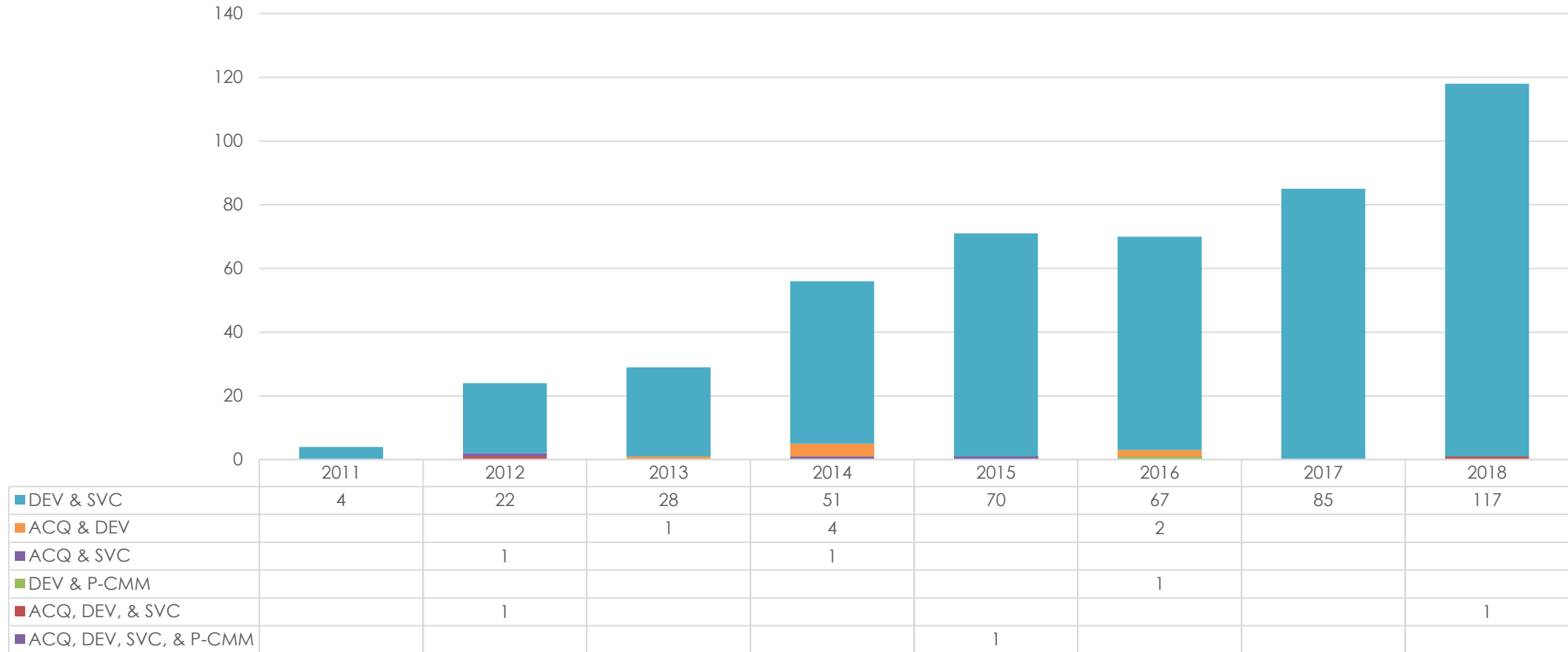


APPRAISALS BY CONSTELLATION

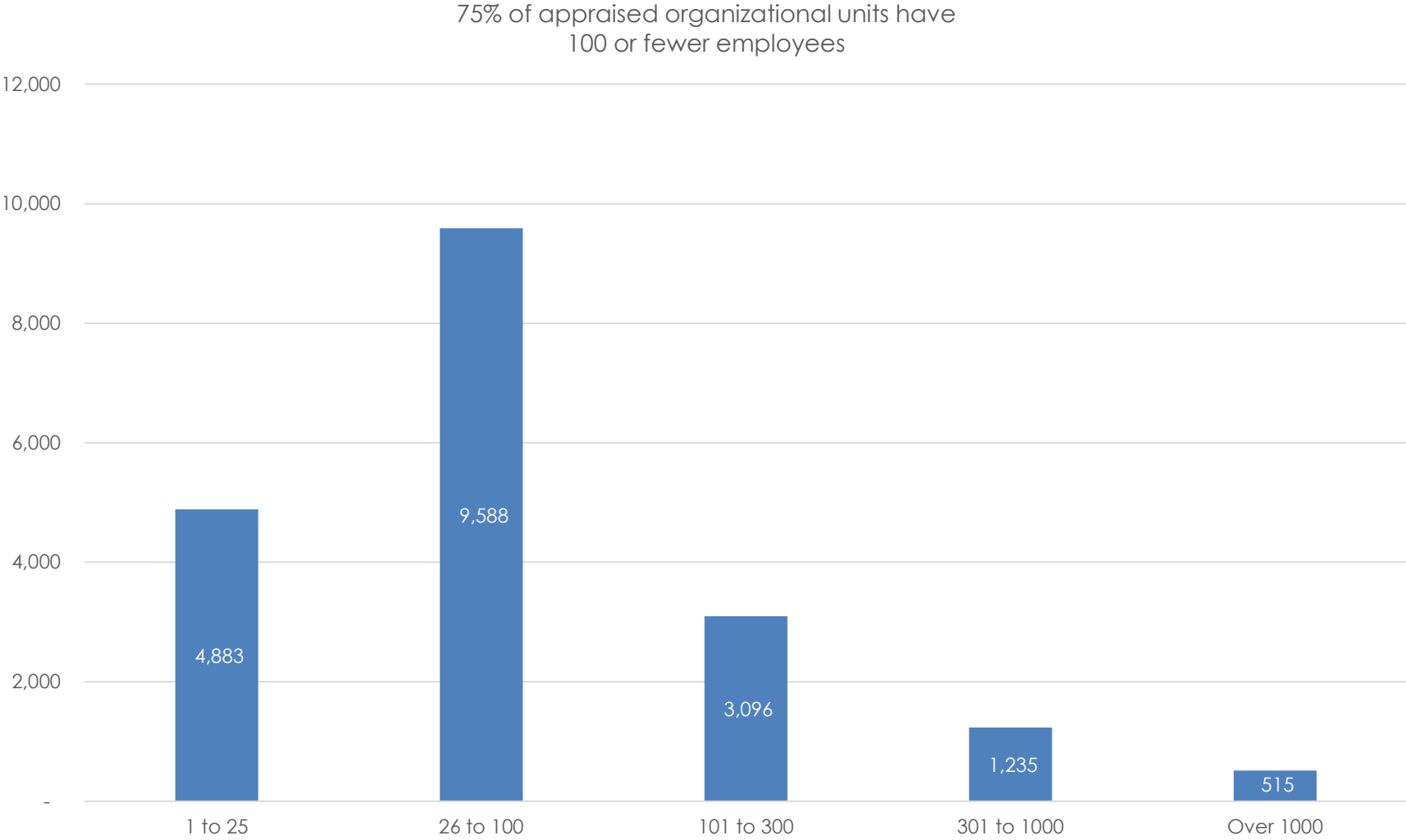


Based on 19,821 accepted CMMI-SCAMPI A Deliveries
1 January 2008 – 31 December 2018

MULTI-MODEL APPRAISALS* BY CONSTELLATION

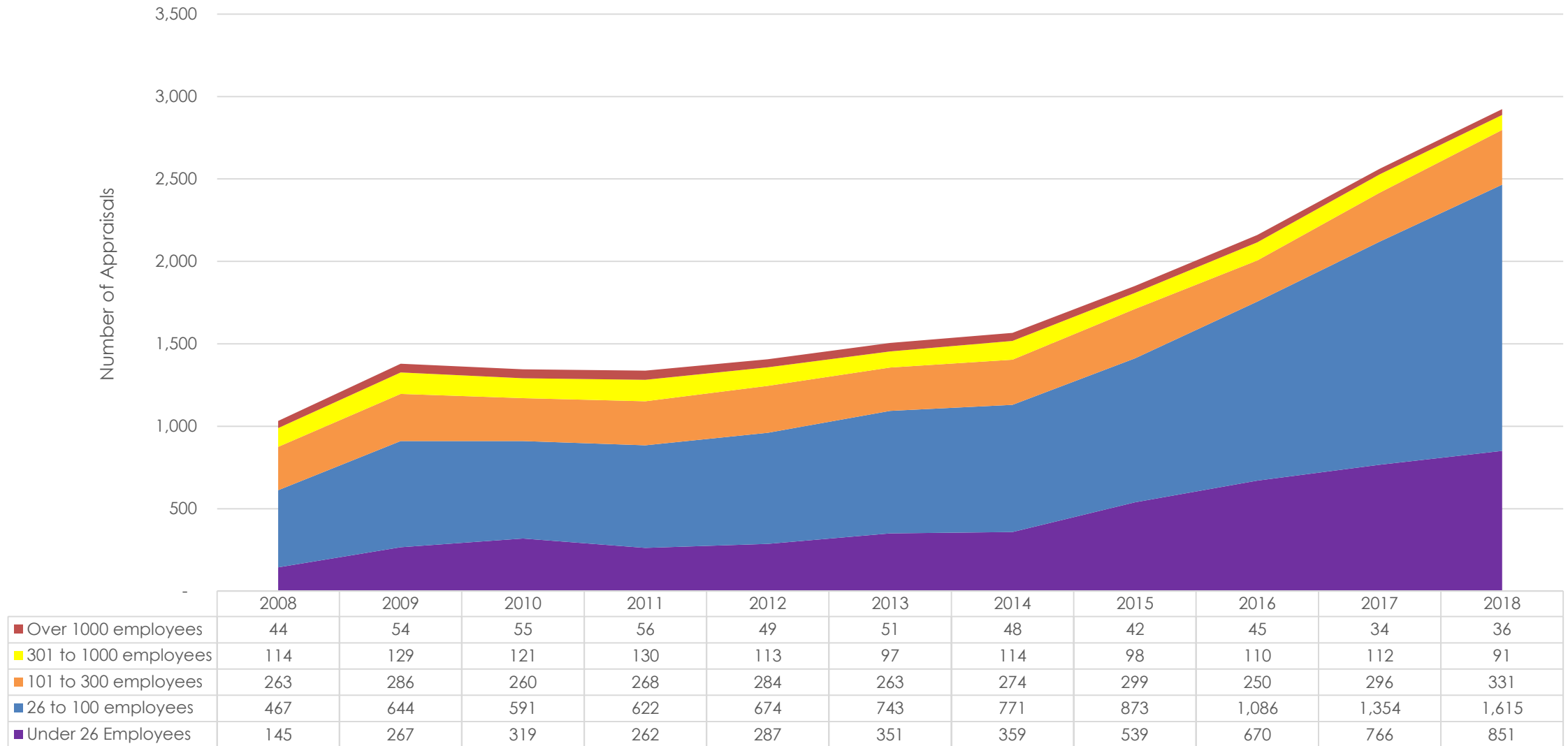


APPRAISALS BY ORGANIZATION UNIT SIZE*: TOTALS SINCE 2008

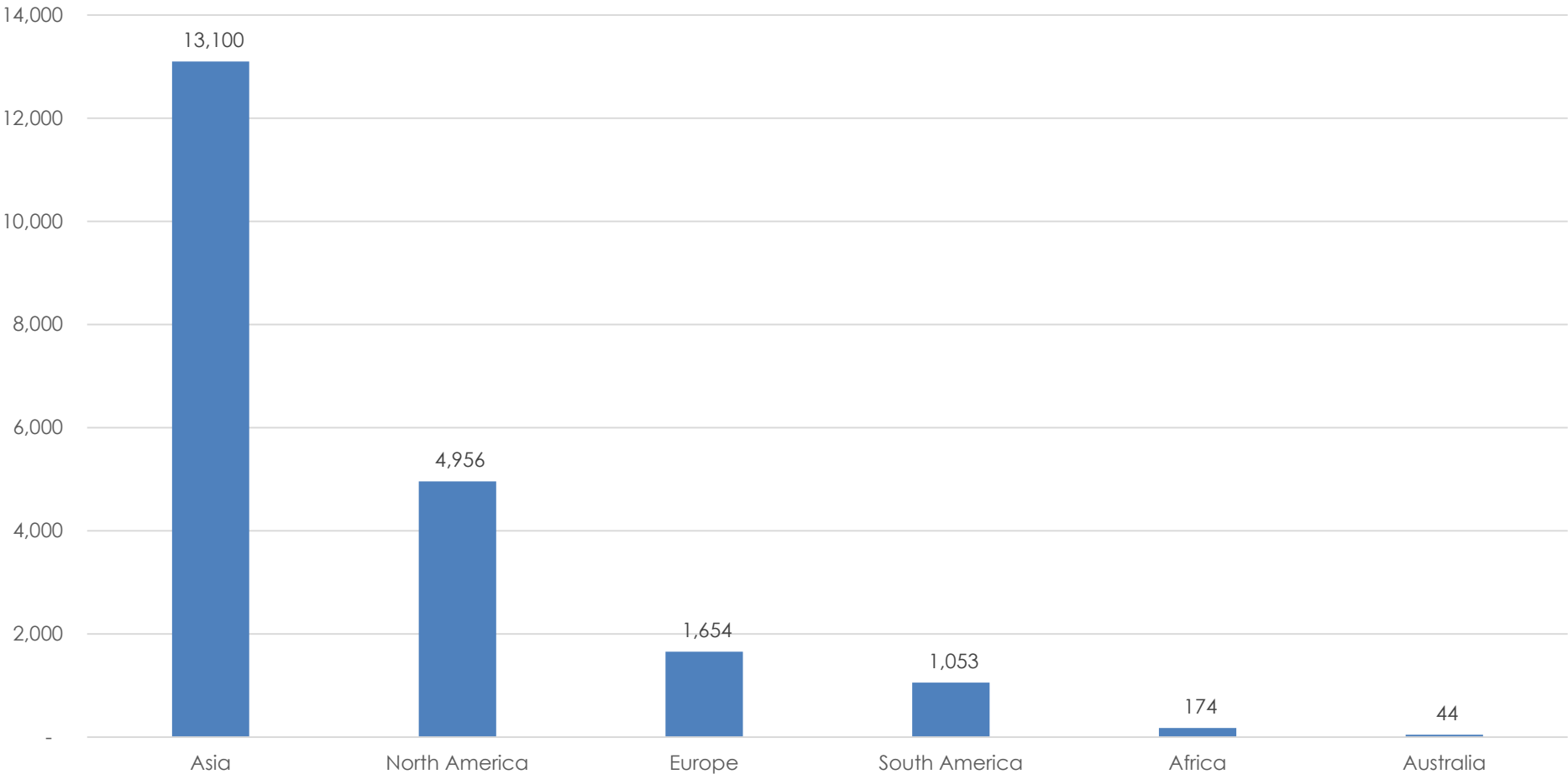


Based on CMMI-SCAMPI A Deliveries
1 January 2011 – 31 December 2018
*For appraisals where organization size has been reported

APPRAISALS BY ORGANIZATION UNIT SIZE*

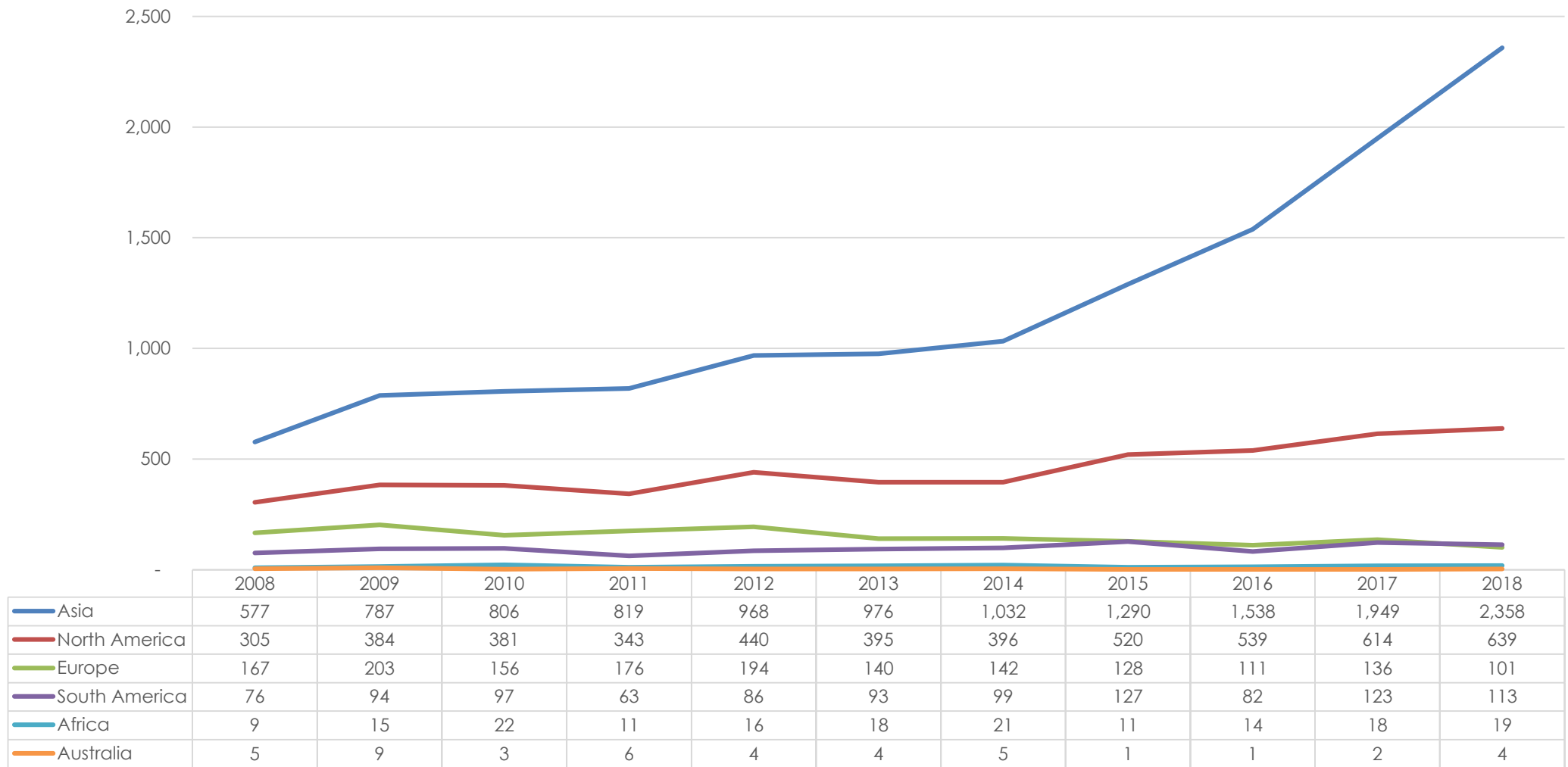


APPRAISALS BY CONTINENT: TOTALS SINCE 2008

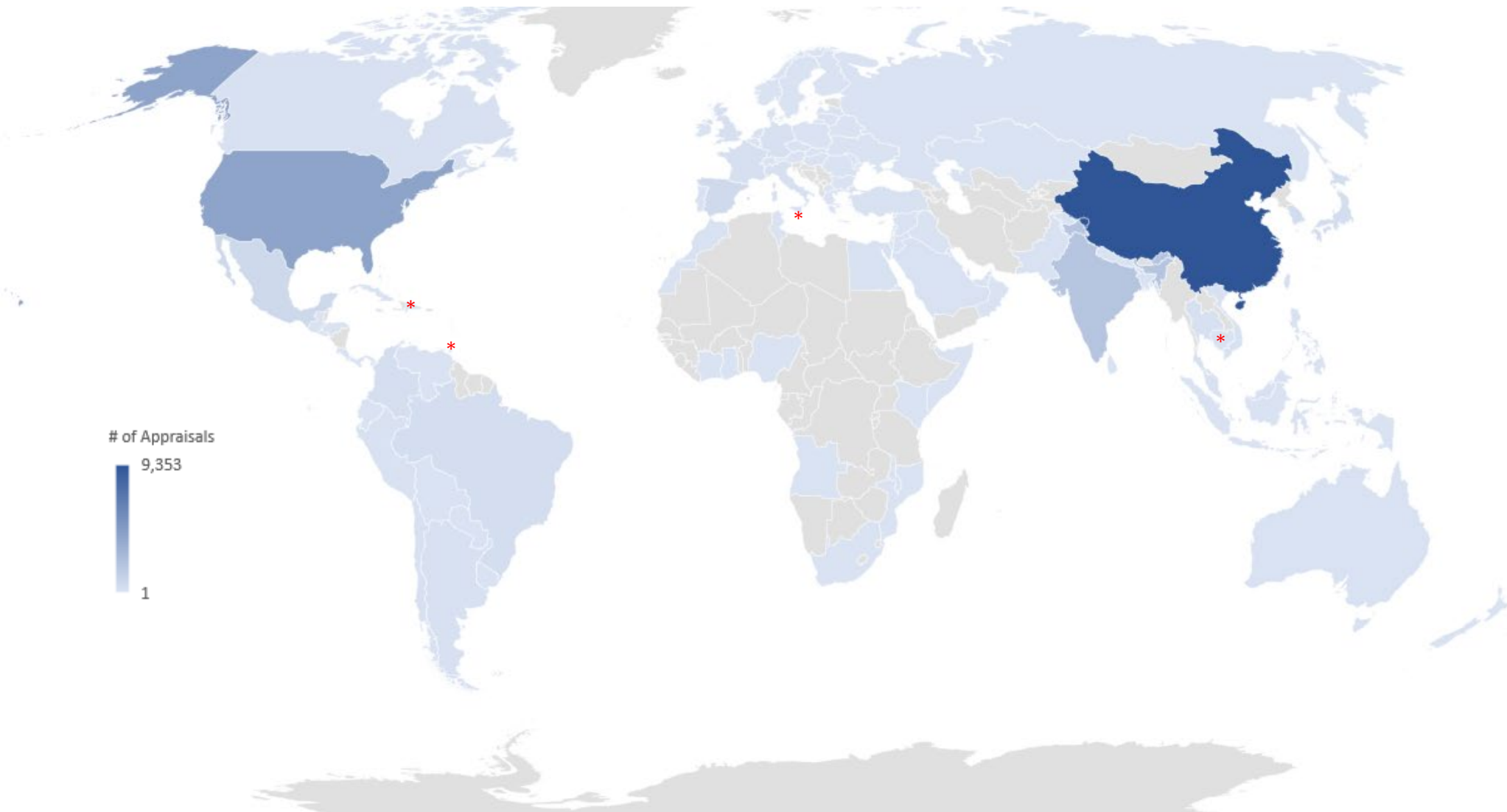


Based on 19,821 accepted CMMI-SCAMPI A Deliveries
1 January 2008 – 31 December 2018
Reflects multi-model and multi-continent appraisals

APPRAISALS BY CONTINENT



APPRAISALS BY COUNTRY: TOTALS SINCE 2008

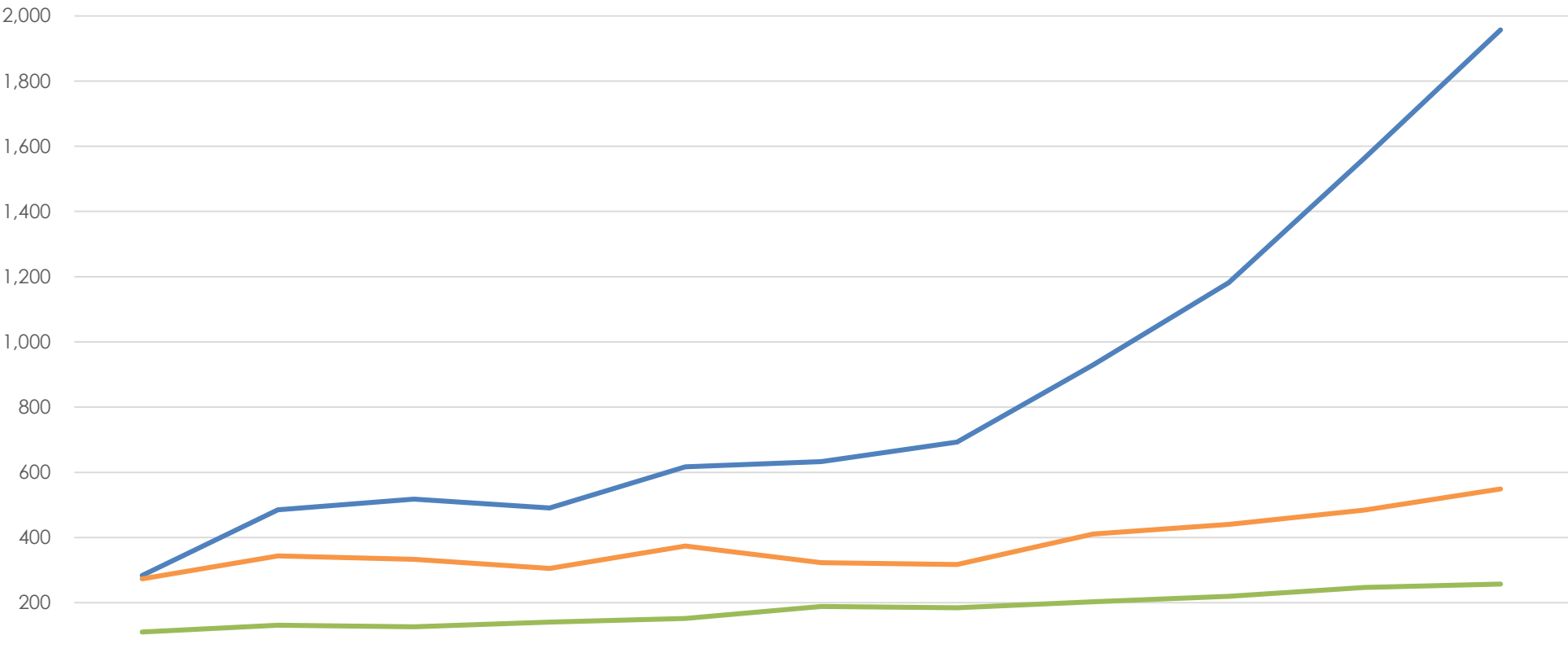


Country	# of Appraisals	Country	# of Appraisals
China	9,353	Costa Rica	10
U.S.	4,153	Ecuador	10
India	1,961	Finland	10
Mexico	684	Latvia	10
Spain	562	Luxembourg	10
Korea, Republic Of	419	Austria	8
Japan	352	Denmark	8
Brazil	348	Lebanon	8
Colombia	288	Norway	8
France	222	Mauritius	6
Taiwan	178	New Zealand	6
United Kingdom	174	Sweden	6
Germany	160	Belarus	5
Thailand	156	Greece	5
Argentina	137	Guatemala	5
Italy	120	Qatar	5
Canada	117	Brunei Darussalam	4
Chile	115	Bulgaria	4
Turkey	99	El Salvador	4
Portugal	88	Kenya	4
Viet Nam	87	Nigeria	4
Egypt	84	Oman	4
Malaysia	82	Syrian Arab Republic	4
Peru	79	Tunisia	4
Philippines	63	Venezuela	4
Singapore	44	Angola	3
Bangladesh	41	Cyprus	3
Pakistan	39	Bahrain	2
Saudi Arabia	39	Cuba	2
Australia	38	Dominican Republic	2
Netherlands	36	Iraq	2
Morocco	35	Jamaica	2
Sri Lanka	33	Macedonia	2
Belgium	32	Nepal	2
Hong Kong	32	Somalia	2
Israel	30	Andorra	1
Switzerland	29	Bolivia	1
South Africa	27	Cambodia*	1
Russia	26	Comoros	1
Poland	25	Cote D'Ivoire	1
Romania	23	Croatia	1
United Arab Emirates	22	Ghana	1
Uruguay	21	Honduras	1
Czech Republic	18	Kazakhstan	1
Hungary	16	Lithuania	1
Indonesia	14	Malawi	1
Ukraine	14	Malta*	1
Ireland	13	Moldova, Republic Of	1
Paraguay	13	Montserrat	1
Kuwait	12	Mozambique	1
Jordan	11	Trinidad And Tobago*	1
Panama	11	Virgin Islands (U.S.)*	1
Slovakia	11		

Based on 19,821 accepted CMMI-SCAMPI A Deliveries
1 January 2008 – 31 December 2018
Reflects multi-model and multi-continent appraisals
* New appraisal countries

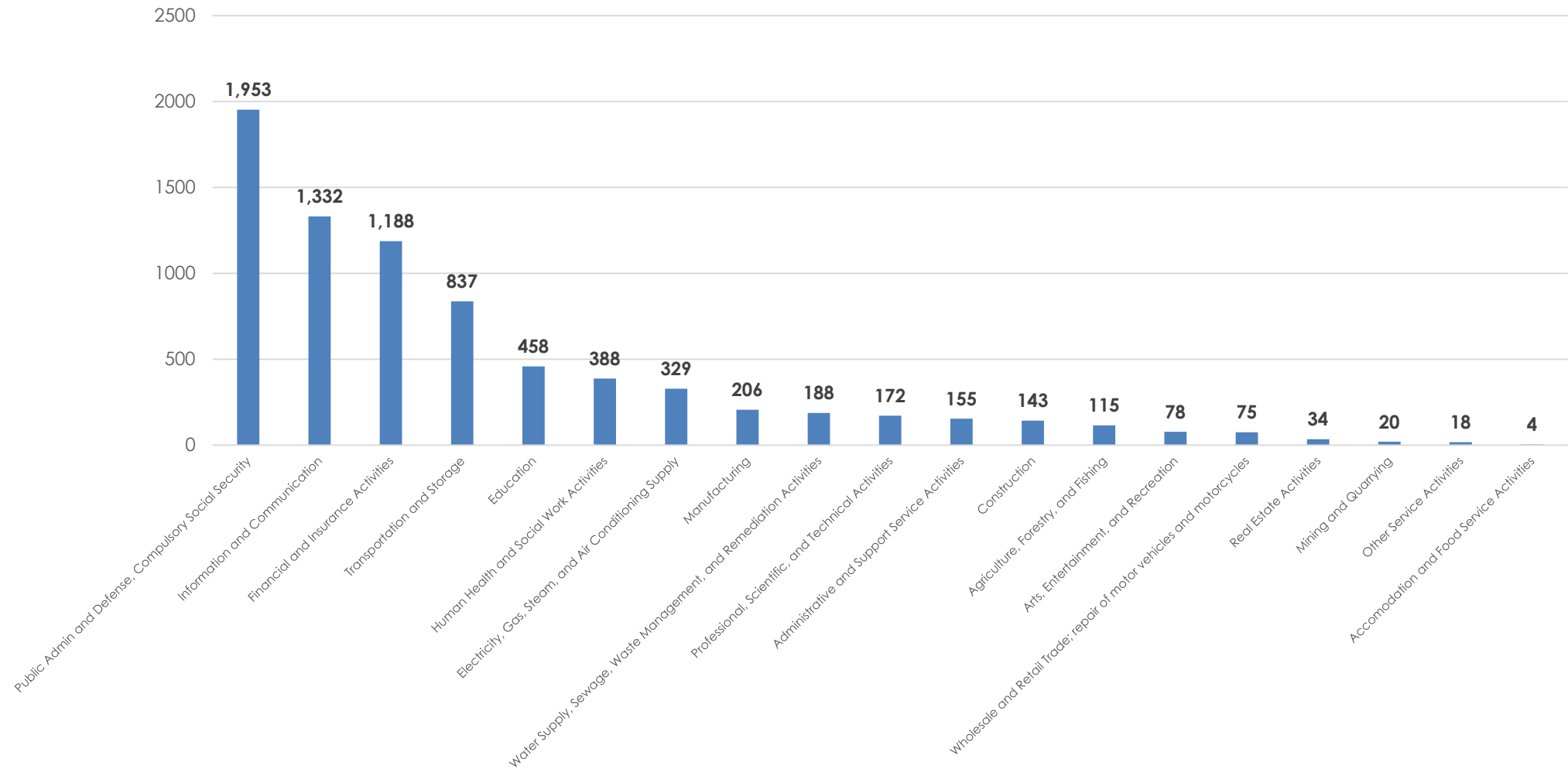
HIGHEST NUMBER OF APPRAISALS BY COUNTRY

Appraisals reported from China, United States, and India have been increasing.



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
China	284	485	518	491	617	633	693	929	1,182	1,564	1,957
United States	273	344	333	305	374	323	317	411	440	484	549
India	110	131	126	141	152	189	185	203	220	247	257

APPRAISALS BY INDUSTRY: TOTALS SINCE 2016



TRAINING DATA

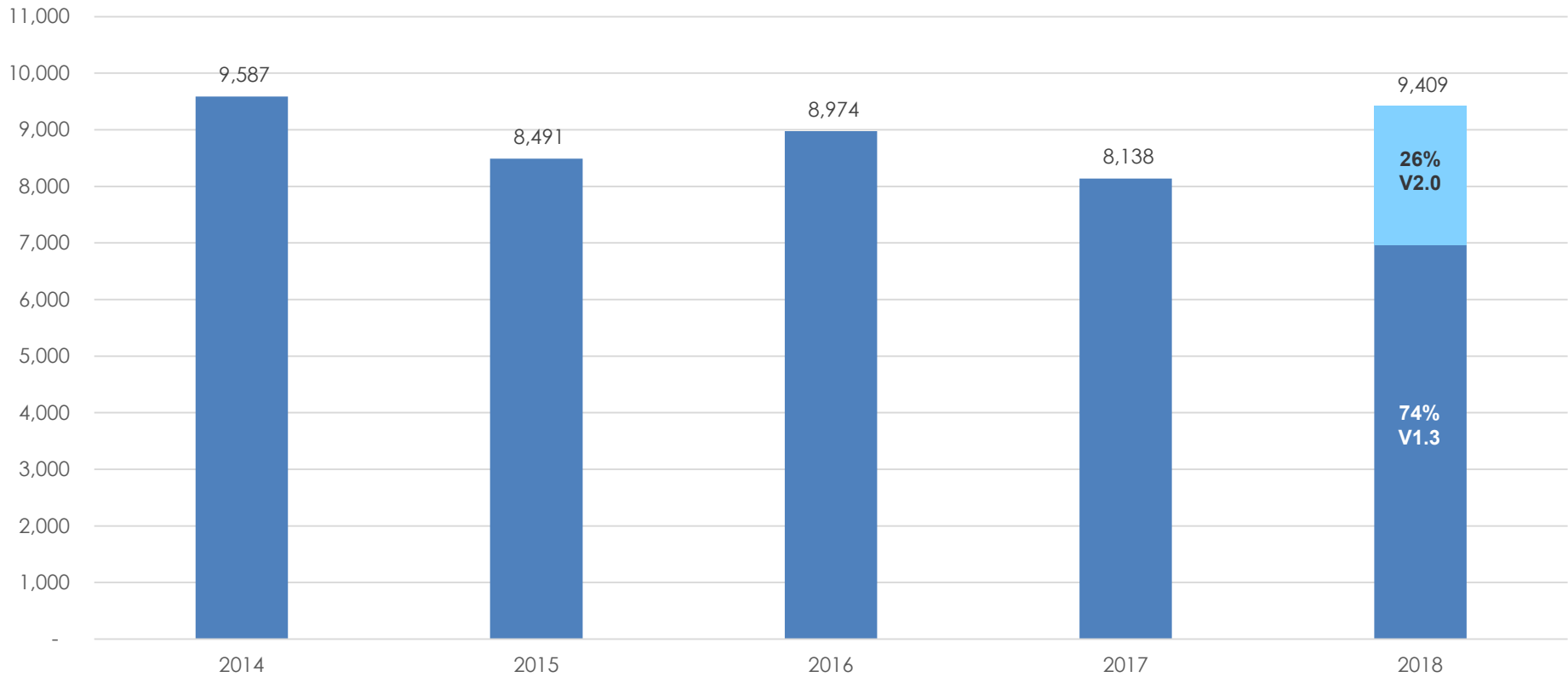
Training data is from CMMI courses delivered from 2014-2018.

Courses include: Foundations of Capability, Building Excellence courses, and Upgrade Training for CMMI V2.0 and Intro to CMMI-DEV/SVC, and Supplements for V1.3

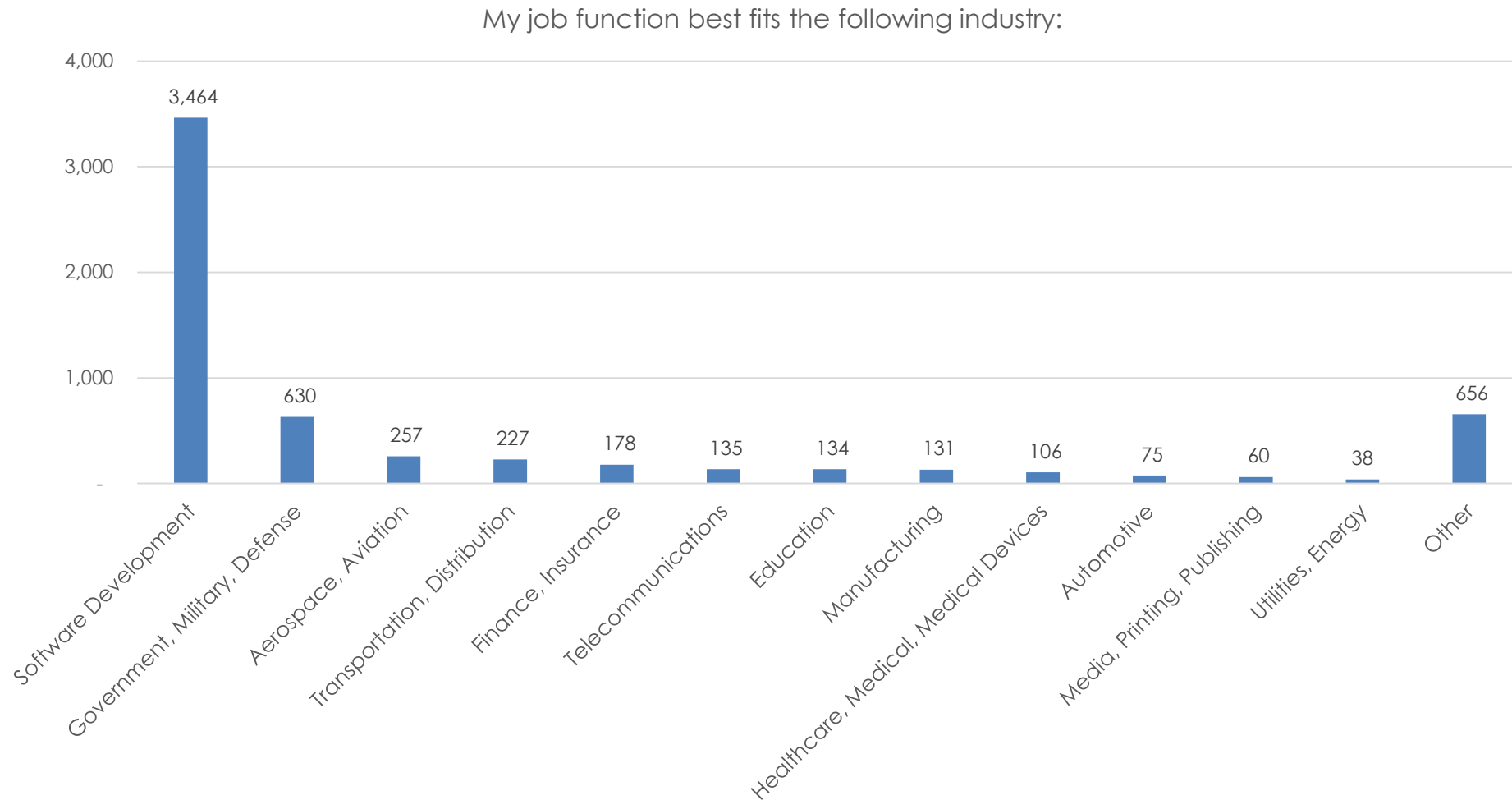


STUDENTS BY YEAR

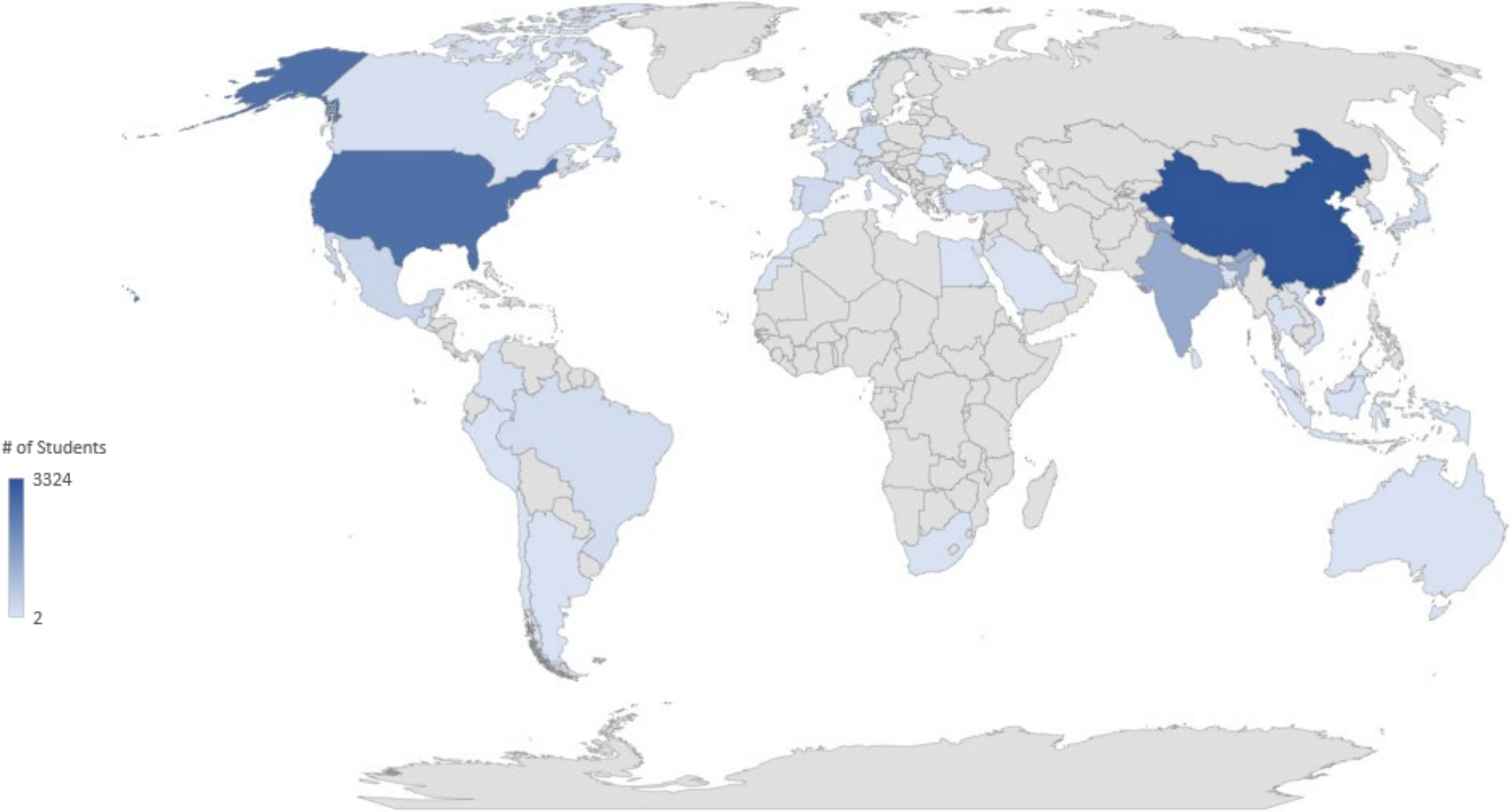
Students Taught 16% Increase over 2017



STUDENTS BY INDUSTRY: 2018



STUDENTS BY COUNTRY: 2018



of Students

3324

2

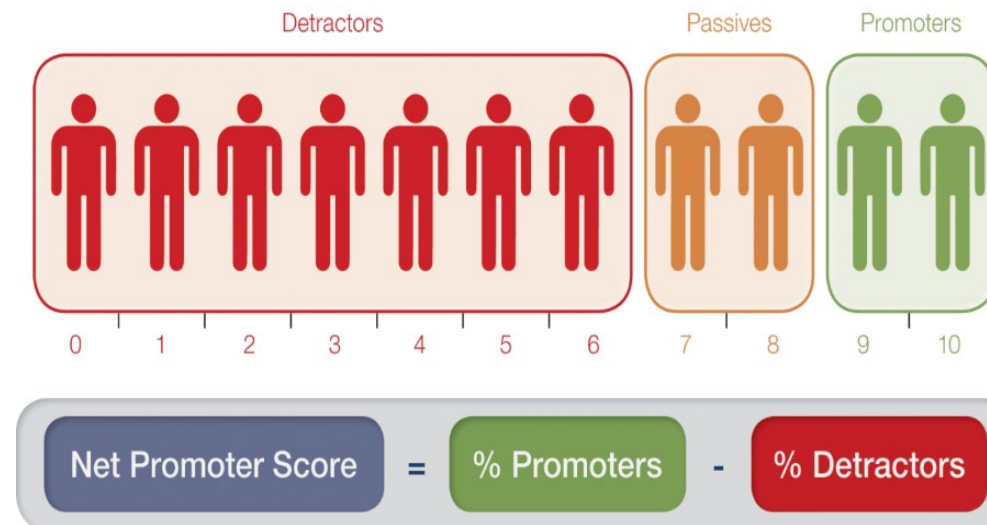
Country	# of Students
China	3324
U.S.	2674
India	1327
Mexico	319
Spain	209
Brazil	135
Japan	134
Korea, Republic of	127
Turkey	121
Italy	108
France	103
Germany	82
Israel	81
Colombia	80
Canada	63
Singapore	60
Vietnam	55
Taiwan, province of china	38
Peru	33
United Kingdom	33
Chile	29
Thailand	26
Saudi Arabia	25
Australia	24
Denmark	24
South Africa	21
Egypt	19
Argentina	16
Bangladesh	16
Portugal	14
Kuwait	12
Norway	12
Sri Lanka	12
Malaysia	11
Morocco	9
Hong Kong	8
Romania	8
Costa Rica	6
Ukraine	6
Guatemala	3
Indonesia	2



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CUSTOMER LOYALTY

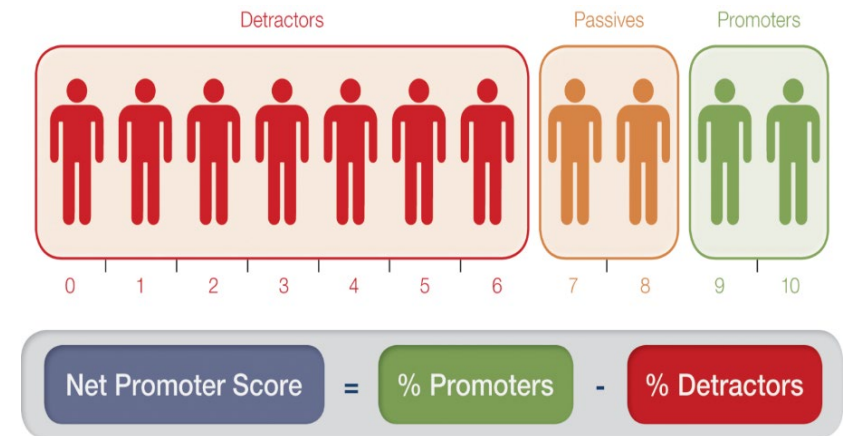
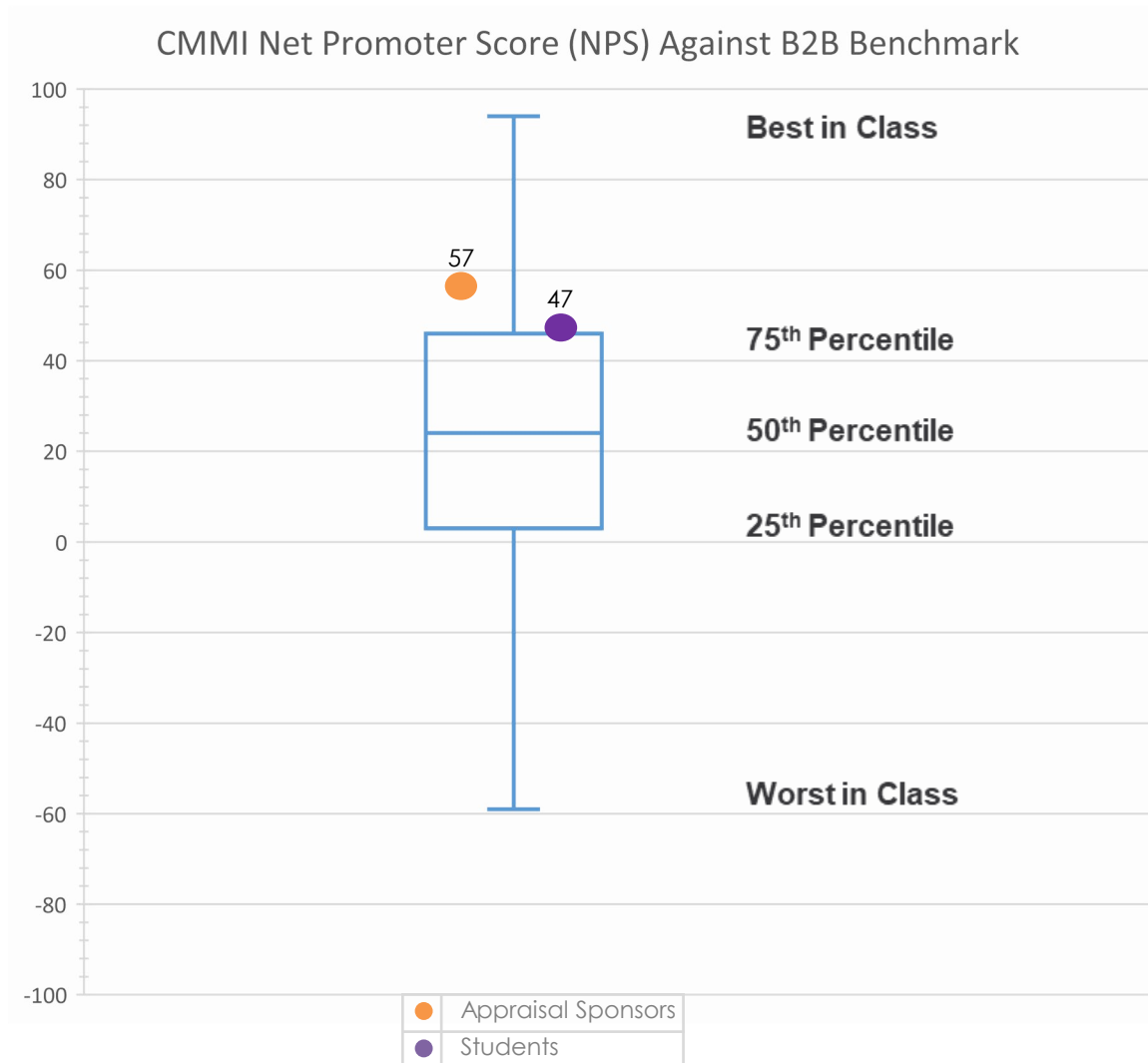
Net Promoter Score (NPS) is a measure of customer loyalty. It is a customer satisfaction benchmark that measures how likely your customers are to recommend your products or services.



Net Promoter Score (NPS) can be as low as -100 (everyone is a detractor) or as high as +100 (everyone is a promoter).



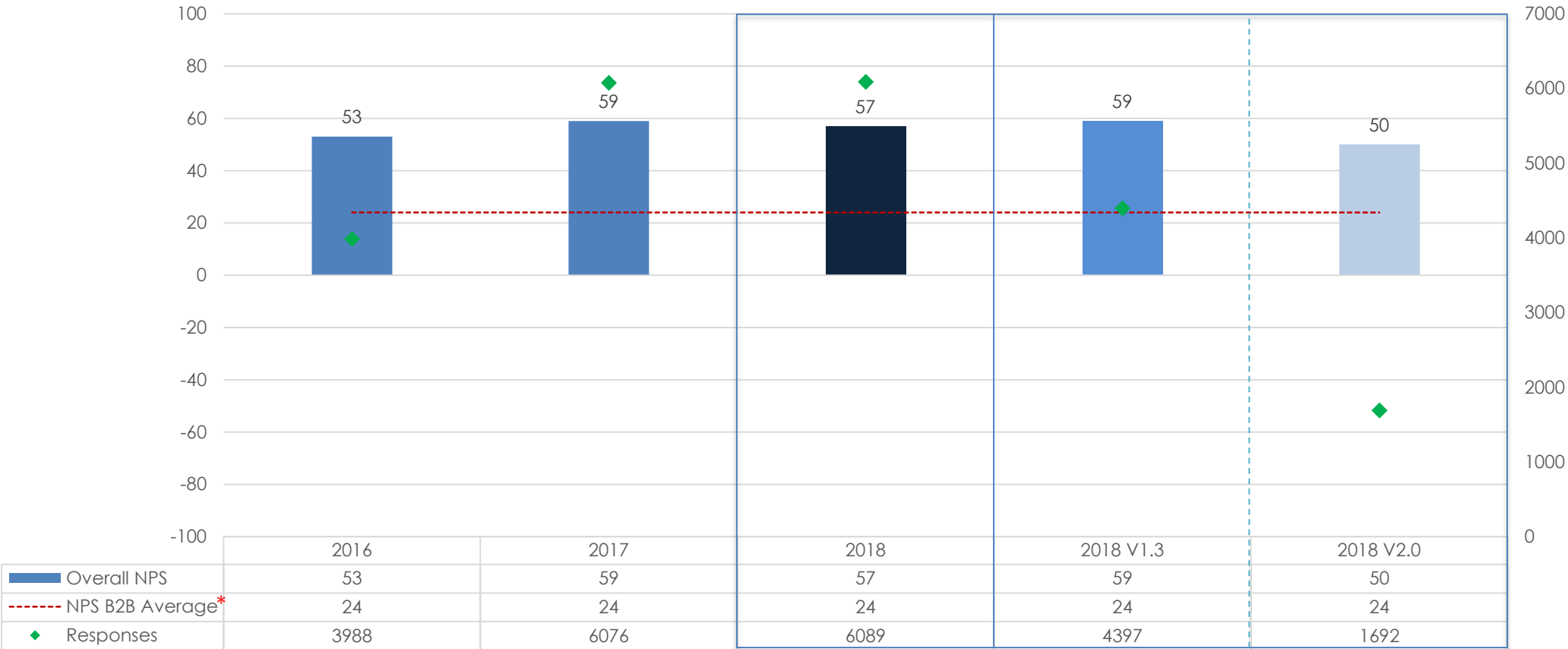
CUSTOMER LOYALTY: 2018



Appraisal Sponsors: On a scale of 0 to 10, 10 being the highest, how likely are you to recommend CMMI as a model for the elevation of organizational performance to a friend or colleague?

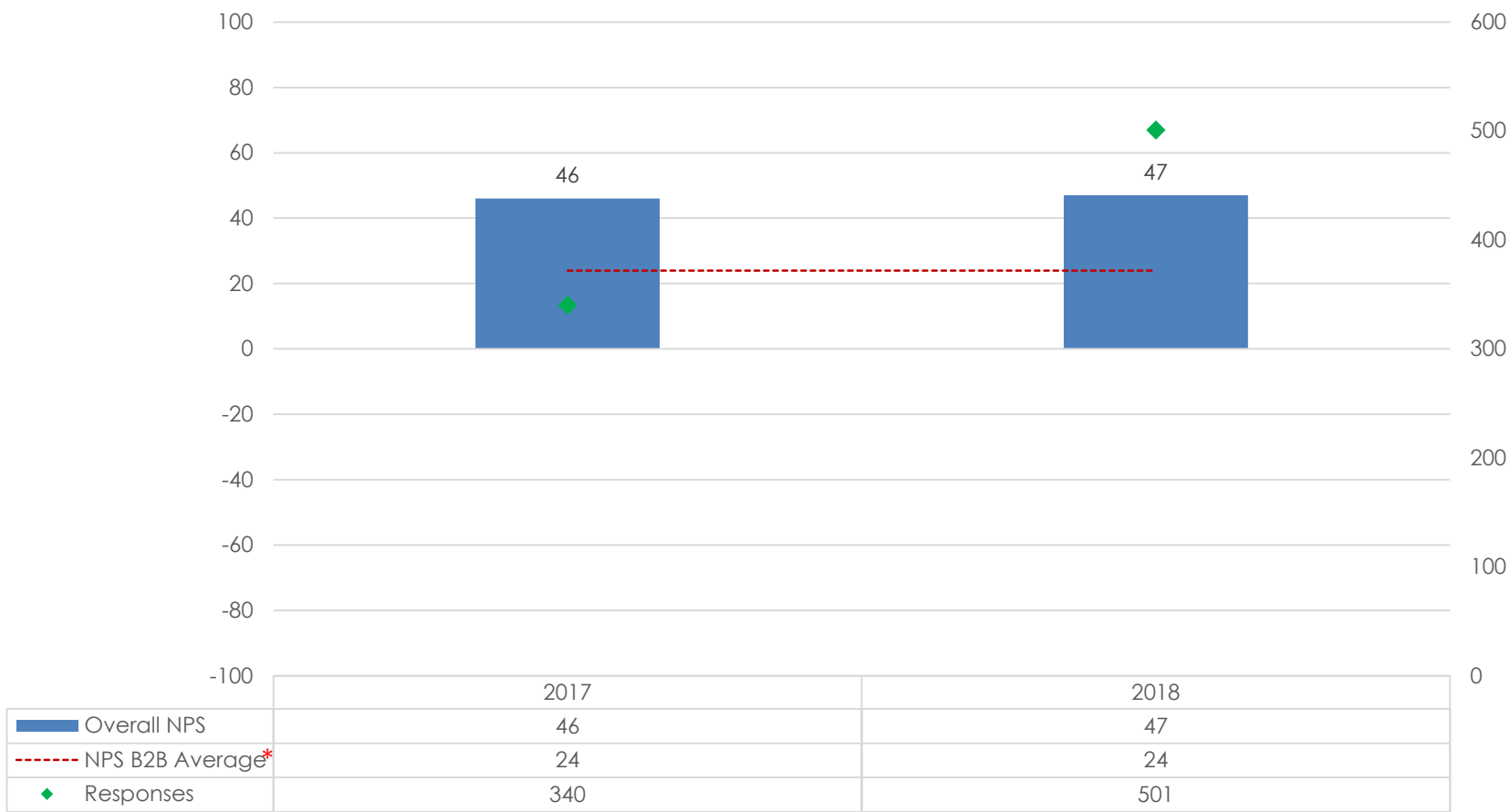
Students: With 0 being "very unlikely" and 10 being "very likely," how likely are you to recommend this course to a colleague?

CMMI COURSE NPS



* Source: Satmetrix Systems, B2B Net Promoter Score Report, 2017
Courses include: Foundations of Capability, Building Excellence courses, and Upgrade Training for CMMI V2.0 and Intro to CMMI-DEV/SVC, and Supplements for V1.3
1 January 2016 – 31 December 2018
Student survey completion is not mandatory

APPRAISAL SPONSOR NPS



*Source: Satmetrix Systems, B2B Net Promoter Score Report, 2017
Sponsors for CMMI appraisals that were valid 2017-2018

CONTACT INFORMATION

Have questions?

[Contact Us](#)

Email

info@cmmiinstitute.com

Phone

(412) 282-4020

Website

info@cmmiinstitute.com

Mailing Address

CMMI Institute
11 Stanwix Street
Pittsburgh, PA 15222



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