

# CMMI<sup>®</sup> Technical Report: Performance Results

Reflecting CMMI Performance  
Results from 2020 to 2025

Published May 2026



# Content by Section & Topic

This annual technical report features the following sections of performance data.

## 4 [Summary: A Snapshot of Results](#)

- Executive Summary
- Goal Achievement
- Notables & Standouts

## 7 [Section One: Appraisal Results](#)

- Industries
- Location
- Maturity Focus
- Domain Affinity
- Performance Objective Categories

## 16 [Section Two: Performance Objective Details](#)

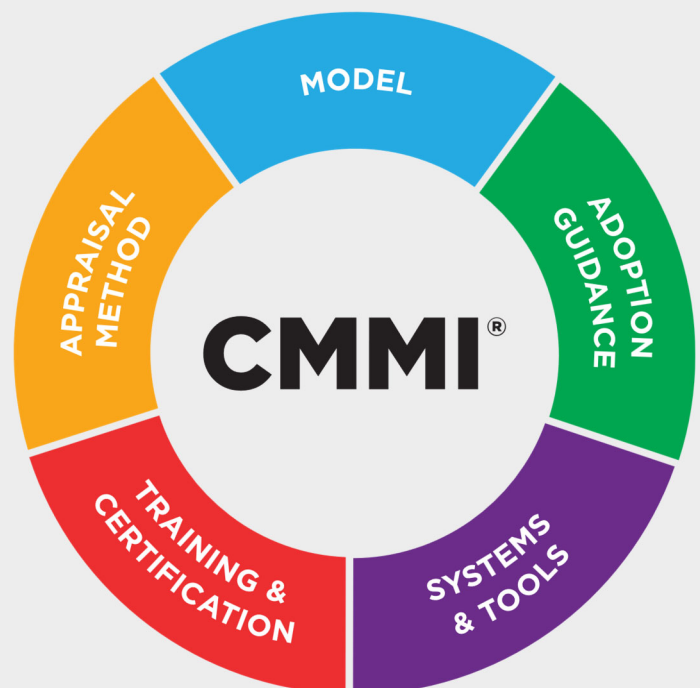
- Quality Performance
- Productivity Performance
- Technical Performance
- Financial Performance
- Operational Performance

## 22 [Section Three: Appraisal Demographics](#)

- Data Sources
- Enterprise Size
- Impact

## 25 [Section Four: Appendix](#)

- Locations
- Purpose
- Performance Perspective
- Terminology
- Learn More



# Content Highlights by Data Source

This annual technical report features the following insights into performance data.

Data Source	Report Description	Page
<b>Appraisal Results</b> <ul style="list-style-type: none"> <li>• By Year</li> <li>• By Industry</li> <li>• By Location</li> <li>• By Org Unit</li> </ul>	<b>Relevant Market Sectors</b> Which industries and market sectors are using CMMI and where is the current focus?	<a href="#">7</a>
	<b>CMMI Locations</b> Where in the world is CMMI being adopted and where is it the most popular?	<a href="#">8, 25</a>
	<b>Domains Affinity</b> Which of the CMMI domains are being used most and how many appraisals are being performed across multiple domains?	<a href="#">10</a>
	<b>Size of Organizations</b> How big are the Organizational Units that are adopting CMMI in terms of headcount?	<a href="#">23</a>
<b>Performance Improvement Objectives:</b> <ul style="list-style-type: none"> <li>• By Category</li> <li>• By Subcategory</li> </ul>	<b>Significant Improvement Areas</b> Across categories, which subcategories of improvement objectives are seeing the most substantial improvements?	<a href="#">6</a>
	<b>Most Improved Categories</b> Which categories have the highest levels of improvements across all available appraisals?	<a href="#">11</a>
	<b>Most Popular Categories &amp; Subcategories</b> Which are the top categories of improvement objectives across the available report period?	<a href="#">12-14</a>
	<b>Comparing Categories</b> What are the scale of improvements that are being realized in each of the Objective Categories?	<a href="#">15</a>
	<b>The Most Significant Improvements</b> Within the top improvement categories, what are the most significant subcategories and what is the range of improvements being realized for each?	<a href="#">16-21</a>

## Executive Summary

# What We're Seeing: Now and Next

CMMI Institute has independently verified six years of performance data across over 24,000 appraisals, and the results are truly impressive!

As organizations throughout history face increasing complexity across delivery, operations, security, data, and now AI governance, CMMI remains well positioned to help them move forward with greater confidence, clarity, and measurable results.

- Organizations leveraging CMMI continue to achieve strong, measurable results—an impressive 92% goal achievement
- The CMMI Artificial Intelligence Maturity (AIM) Model will be released soon, which provides a trusted and structured path for governing AI at scale, so organizations can manage their risk while pursuing business value from AI performance enhancements

**92% Performance Achievement:** This year's report reflects 83,379 business objectives (up 23% from last year) across 24,246 approved appraisals (up 26% from last year) spanning the last six years (2020 to 2025). As in years past, the data shows that organizations using CMMI continue to achieve strong, measurable results across the business areas that matter most, with Defect Density by far the top subcategory.

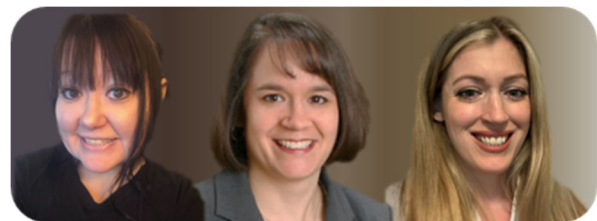
**Governing AI at Scale:** AI is already reshaping how organizations build, deliver, analyze, decide, and improve. CMMI AIM™ extends the proven CMMI Performance Solutions model to address this reality directly by helping organizations assess, benchmark, and improve AI Maturity and performance outcomes in a way that is consistent, measurable, transparent, responsible, and ethical.

**AIM Scope and Context:** What makes AIM especially significant is its breadth and practical integration. AI-related content now extends across all 31 Practice Areas and all eight CMMI domains, with nearly 50% of practices containing AI-specific contextual additions, developed through extensive expert and community review.

Early feedback through pilot activities has been remarkably positive, reinforcing that AIM is positioned to deepen stakeholder trust, strengthen governance, and help organizations improve both top-line opportunity and bottom-line performance.

"CMMI AIM inspires us to achieve Accurate, Innovative and Mature AI solutions. In the past, CMMI has been the backbone of our Delivery Excellence; in the future, CMMI AIM is going to provide further impetus to our AI journey!"

—Shreekantha V Ayya, AVP,  
Senior Unit Quality Head, *Infosys*



Thank you to the entire CMMI Community for making this report possible, and a special thank you to our pilot participants for their support with enriching the CMMI AIM Model.

—CMMI Content Team

Goal Achievement

# Performance Data Overview: Maximizing Potential

Over 24,000 appraisals affirm the proven results achieved by leveraging CMMI to set, meet, and exceed organization goals.

**Background:** For over 25 years, high-performing organizations have achieved clear, sustainable business results with Capability Maturity Model Integration (CMMI). Originally created for the U.S. Federal Government to assess the quality and capability of software contractors, CMMI expands beyond software engineering to help organizations in any industry better understand their current level of capability and performance, offering comprehensive guides to optimize business results.

**Report Basis:** This information is based on an analysis of the performance improvement results from more than 24,000 appraisals from 2020 to 2025.

**Data Sources:** These appraised Organizational Units (OUs) reported their “before and after” improvement intentions, which included a total of 83,379 objectives across the 24,246 appraisals, in the required CMMI Performance Report template. The result of this was an **88% achievement success rate** for their accomplished improvement objectives; this

is a 1 percentage point increase over the cumulative data from the 2024 report. **Another 4% was “soon to be achieved” for a total of over 92% across key areas**—including quality, cost and schedule performance, productivity, and more. The remaining 8% reflects improvements in progress or objectives not yet achieved.



**Validation:** Each of these results was identified and achieved by the Organizational Units (OUs)\* being appraised against CMMI, with the performance improvements independently validated by trained and certified CMMI appraisal teams.

**Performance Process:** We remain grateful for the diligence of our appraisal teams, whose care in completing, reviewing, and corroborating this information provides the foundation for the insights throughout this report.

**Using this Performance Report:** It continues to prove its value not merely as an appraisal artifact, but as a practical tool for performance planning, measurement discipline, and continuous improvement.

Appraisal Years:	Approved Appraisals:	2025 Organization Units:*
<b>2020-2025</b>	<b>24,246</b>	<b>5,221</b>
2025 Conducted Appraisals:*	Objectives Reported:	Performance Achieved:
<b>5,120</b>	<b>83,379</b>	<b>92%</b>

**Compared to The Previous Year:** From 2024 to 2025, appraisals increased from 4,548 to 5,120; reported objectives increased from 67,658 to 83,379; and the rate of performance achieved increased from 91% to 92%.

\*In 2025, 5221 OUs conducted 5120 appraisals, as several appraisals included multiple OUs.

## Notables & Standouts

# Key Takeaways: Best Practices

The data is clear. Adopting CMMI Performance Solutions yields consistent, measurable performance results across multiple industries and locations.

### Exceed Performance Expectations

- CMMI adoption enables a proven and effective approach for performance-based improvement and enables innovation and transformation
- CMMI's focus on habitual and persistent performance improvement sets it apart from any other standard or model
- Flexible architecture and online experience enable the adaptation of content to customer requirements, using other frameworks such as CMMC, COBIT, DTEF, ISO

### Best Practices: CMMI Addresses Sustaining Habit and Persistence

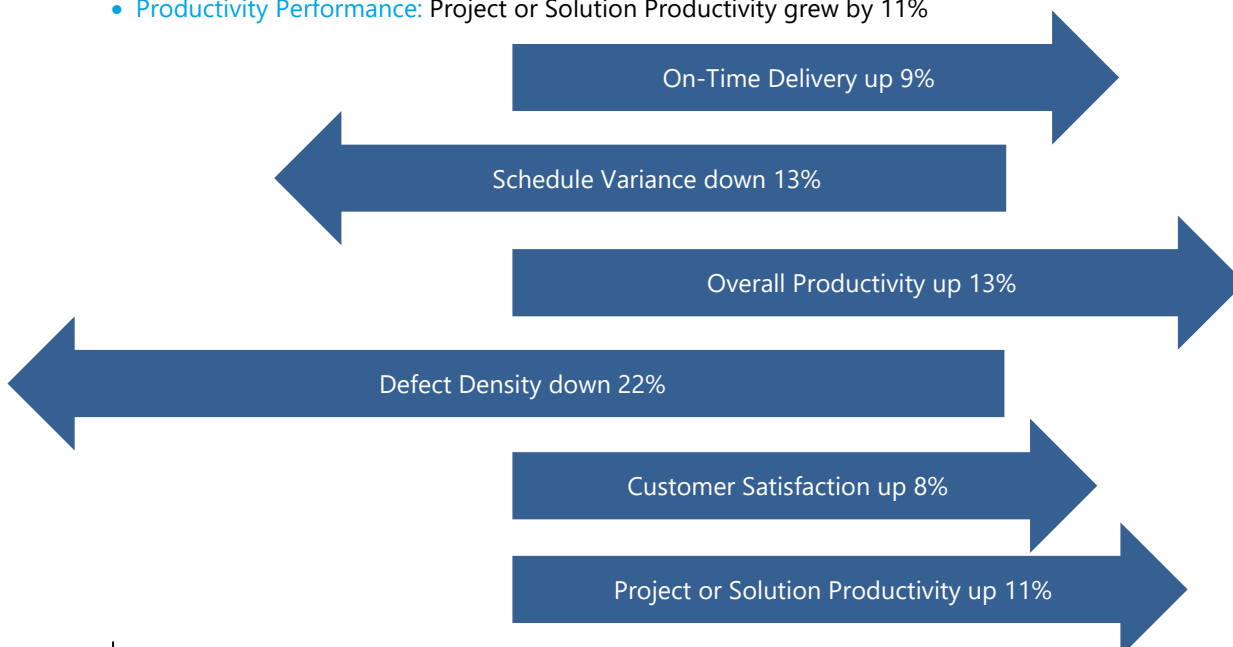
Continuous performance improvement becomes the norm. CMMI best practices sustain habit and persistence over time and between appraisals, with a "self-raising bar" for performance. Appraisals demonstrate and corroborate that improvement. Processes become habitual when:

- There is active senior management support
- Processes apply to everyone in the organization
- There are consequences for following or not following established processes

## Top Improvement Areas

The average improvements for the top six popular performance categories from 2020 to 2025 are as follows:

- **Technical Performance:** On-Time Delivery increased by 9%
- **Technical Performance:** Schedule Variance decreased by 13%
- **Productivity Performance:** Overall Productivity improved by 13%
- **Quality Performance:** Defect Density decreased by 22%
- **Operational Performance:** Customer Satisfaction increased by 8%
- **Productivity Performance:** Project or Solution Productivity grew by 11%



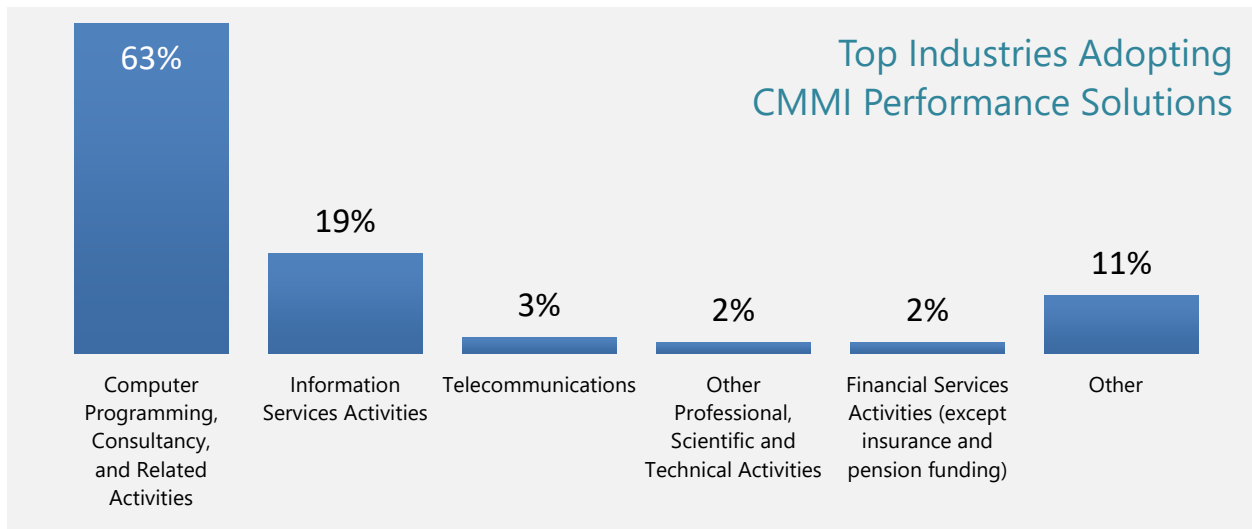
## Section One

# Appraisal Results

These results are based on over 83,000 performance objectives\* appraised to CMMI Performance Solutions, reported and registered with CMMI Institute, and independently corroborated by CMMI Appraisal Teams.

In 2025, CMMI usage continues steady growth in both its historically strong business sectors as well as new markets around the world.

- **Business Types:** Information Technology, Professional, Scientific and Technical Activities, Financial, Manufacturing and Telecommunications (based on reported ISIC code)
- **Location:** Primary adoption in the United States, China, India, and Mexico
- **Observations:** The top five business types using the CMMI model remain the same as in previous years. Computer Programming/Consultancy remains the largest business type using the CMMI with organizations involved with Information Service Activities also accounting for a sizable proportion of users.



\* 24,246 appraisals conducted with a total of 83,379 performance objectives.

Location: Where in the World?

# Appraised Organizational Units: by Country

The U.S., India, and China remain the top three adopting countries in 2025.

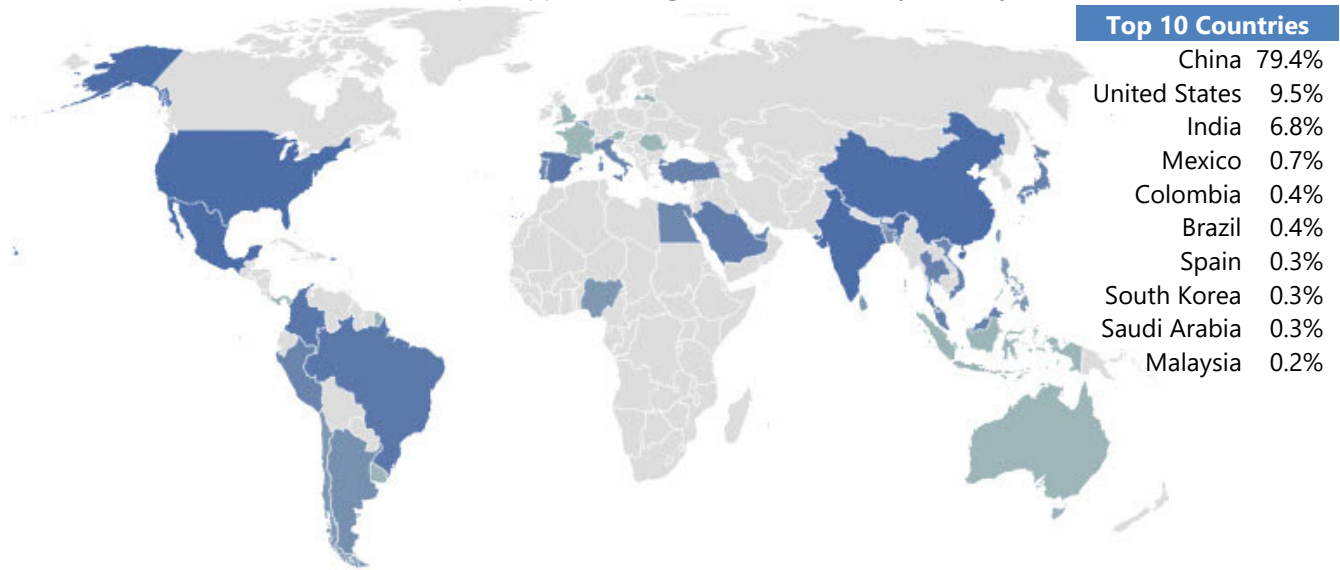
Appraisal activity grew by 15% overall last year and in eight of the top ten countries. The continued upward trend in adoption across multiple regions confirms the expanding global relevance of the CMMI.

The U.S. decline in appraisals was primarily influenced by federal operational and contracting disruptions from the Department of Government Efficiency (DOGE) efforts and the government shutdown.

Notable year-over-year increases:

- +9% in China
- +15% in India
- +13% in Mexico
- +22% in Colombia
- +133% in Brazil
- +6% in South Korea
- +17% in Saudi Arabia
- +13% in Malaysia

Map of Appraised Organizational Units by Country



For a list of all countries, refer to Appendix Locations section on page 25.

"Fujitsu Consulting India, one of the earliest companies worldwide to achieve CMMI Maturity Level 5, continues to demonstrate excellence through the disciplined use of CMMI and Six Sigma practices. These frameworks have strengthened governance, enhanced quantitative management capability, and fostered a deeply embedded culture of continuous improvement."

—Mohan Kumar Govil, Head Quality Assurance – Governance & Certifications, *Fujitsu Consulting India*

"By adopting CMMI, we continue to reflect on our performances and compare ourselves with Industry best practices. The appraisal process itself is excellent: my entire organization in both UK and India are keen to improve further and not rest on their laurels."

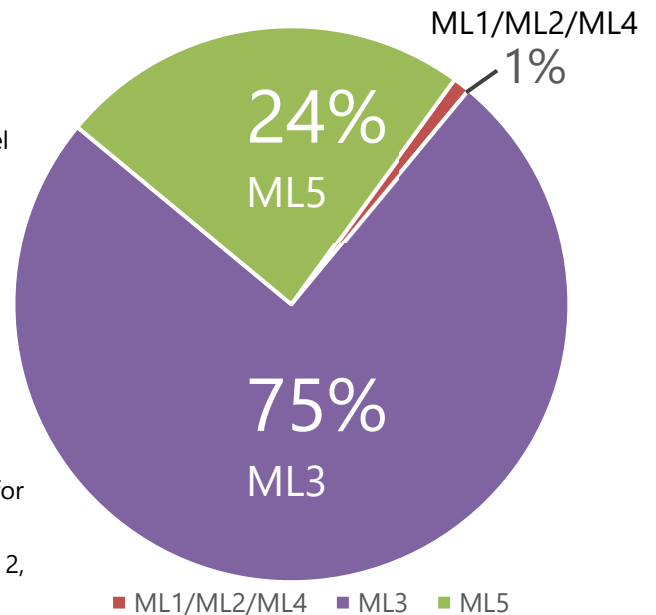
—Madhusudhana Rao Gollapudi, Digital Development Centre, *Capita India*

## Maturity Focus

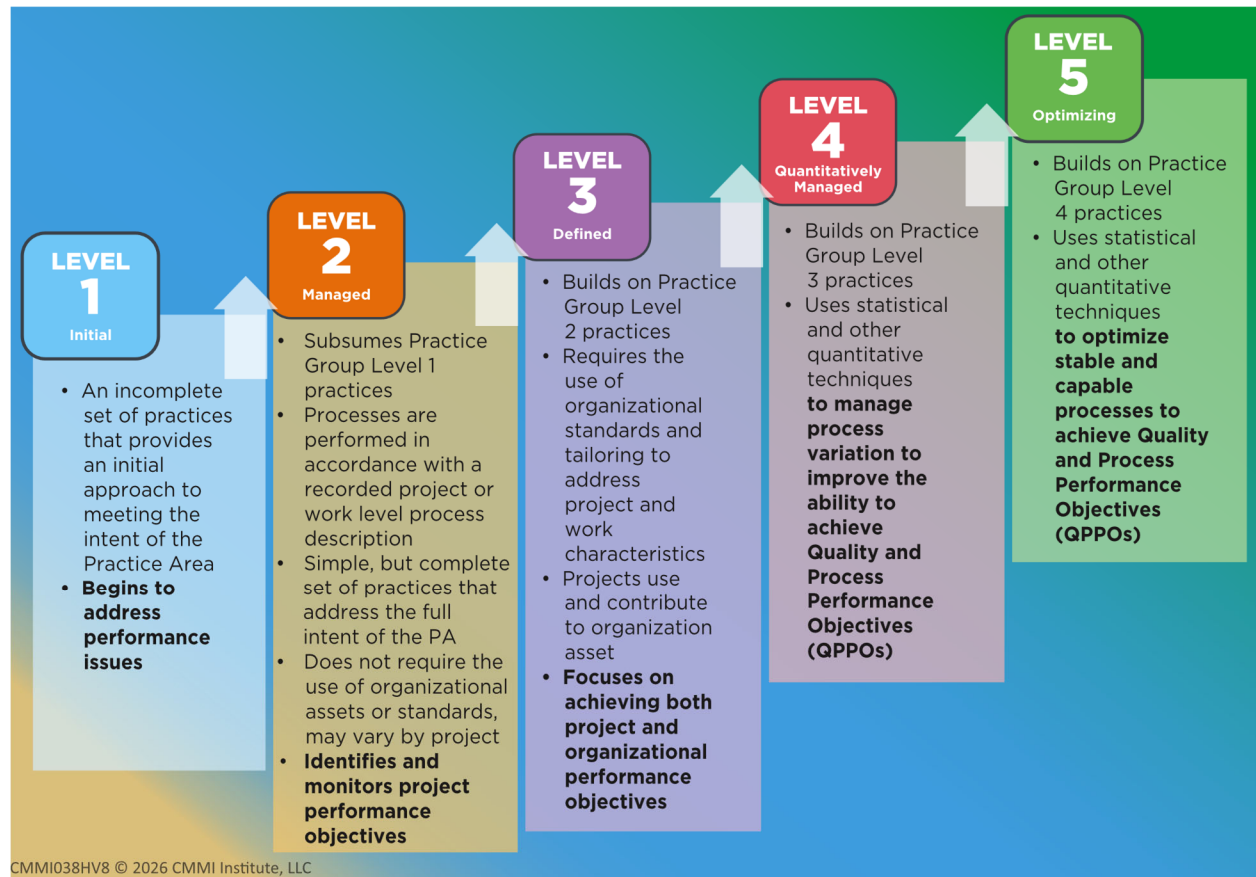
# Appraisals: by Maturity Level

Achieving a benchmark maturity level (ML) or a capability level (CL) demonstrates an organization's commitment to quality and continuous performance improvement. This recognition not only bolsters the organization's credibility in the eyes of its customers; it also reinforces its competitive advantage in the market. By demonstrating adherence to the CMMI best practices, organizations can differentiate themselves from competitors and foster trust among stakeholders, paving the way for continued success and growth.

Of the five CMMI maturity levels described below, appraisals for **Maturity Level 3 (75%)** and **Maturity Level 5 (24%)** are the most widely chosen for most organizations. Maturity Levels 1, 2, and 4 accounted for one percent of all appraisals in 2025.



## CMMI Levels

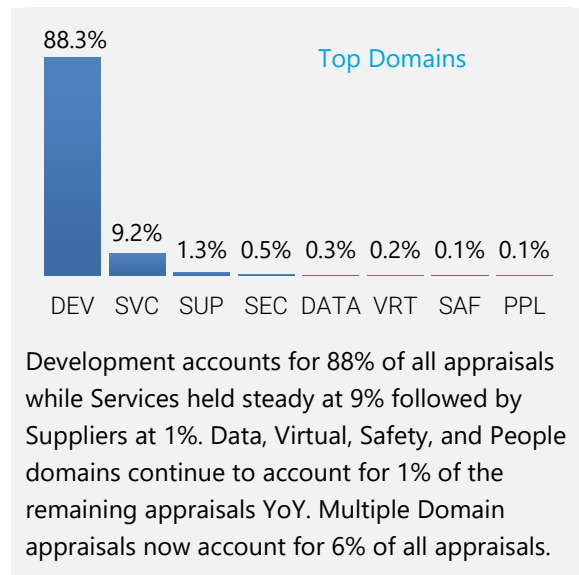


## Domain Affinity

# Appraisals: by Domain

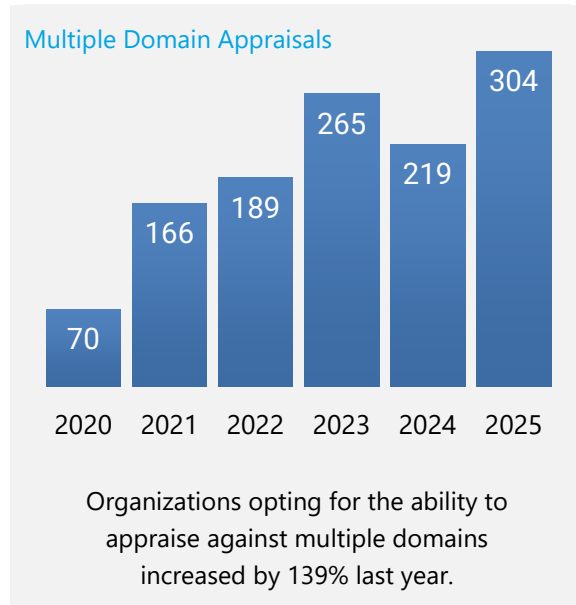
Appraisals are a key resource for organizations seeking to build capability, optimize processes, and embrace a culture of continuous improvement.

A CMMI Appraisal serves as a critical tool for organizations seeking to enhance their processes and align them with industry-recognized best practices. By conducting a comprehensive evaluation of an organization's existing processes, CMMI Appraisals facilitate the identification of strengths and areas for improvement, enabling organizations to focus on the most crucial aspects of their operations. This thorough examination ensures that the processes in place are not only effective but also adhere to the highest standards of quality and efficiency as described by the CMMI framework.



Development accounts for 88% of all appraisals while Services held steady at 9% followed by Suppliers at 1%. Data, Virtual, Safety, and People domains continue to account for 1% of the remaining appraisals YoY. Multiple Domain appraisals now account for 6% of all appraisals.

Conducted by our licensed CMMI Partners, these appraisals offer organizations a valuable opportunity to gain insight into their current processes and chart a course for performance improvement. By uncovering and prioritizing areas for enhancement, organizations can strategically allocate resources and efforts to drive the most significant business impact. This targeted approach allows for continuous growth and improvement, fostering a culture of excellence and innovation within the organization.



By identifying strengths and weaknesses, aligning with best practices, and prioritizing performance enhancements, organizations can unlock their full potential and achieve sustained success in today's competitive business landscape. CMMI is keeping pace with the ever evolving and increasingly complex business environments. Most organizations are multi-dimensional in their capabilities, hence the continued reflection of multiple domain appraisals.

"VSolvit uses CMMI as a guiding framework for its Agile-Scrum and SAFe process methodology. CMMI has delivered meaningful value by enabling a more disciplined, measurable, and continuously improving way of working. Across appraisals, we've strengthened process consistency, improved execution supporting cost efficiency and customer satisfaction objectives. Recent appraisals have led to increased emphasis on metrics and measurement, improved decision-making, performance visibility, and improvement identification."

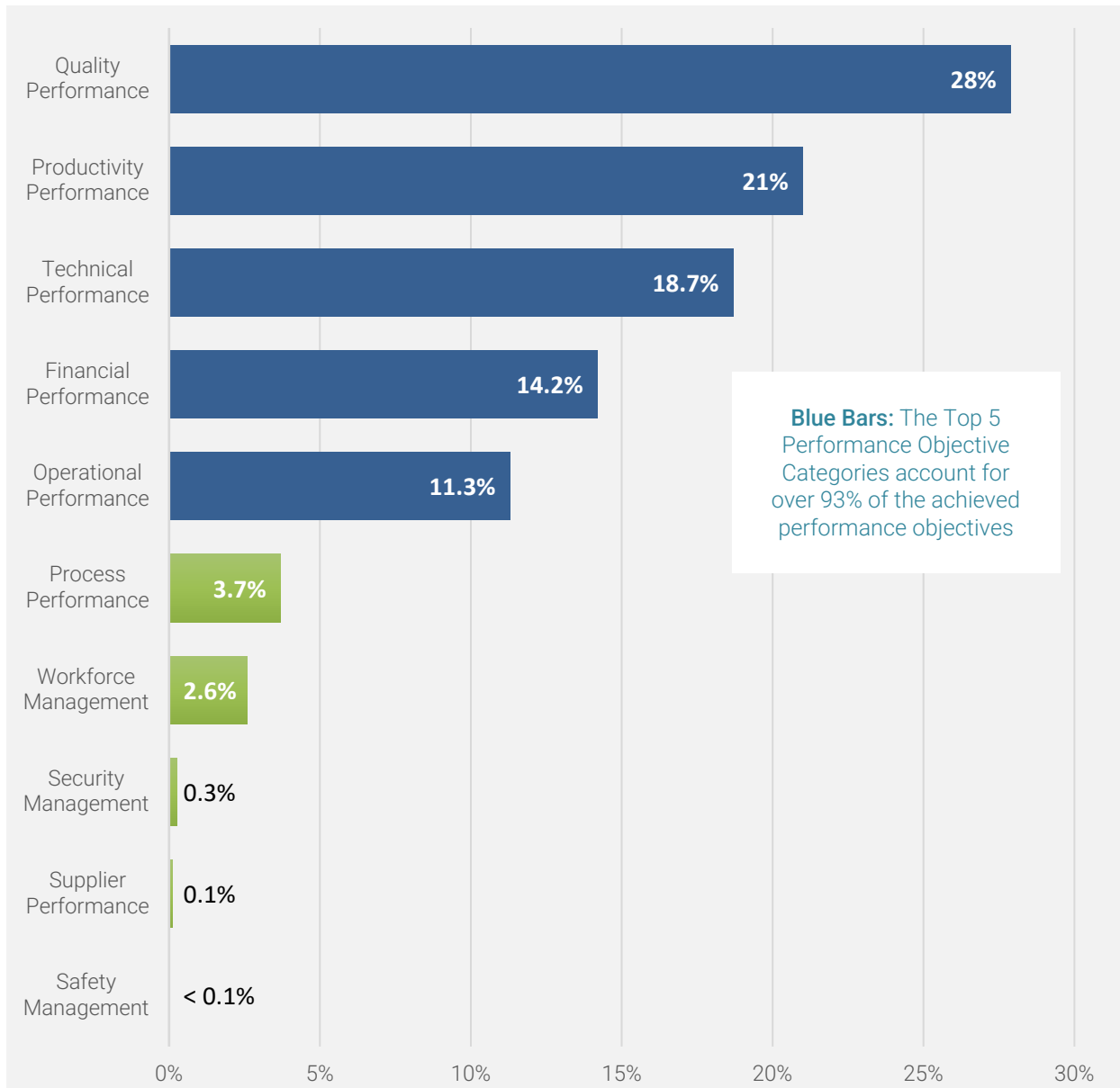
—Nirali Thummar, Director of Infrastructure, VSolvit, LLC.

## Performance Objective Categories

# Top Categories: Improvements

The top five categories still account for 93% of all improvements.

Since 2020, the top five categories have consistently emerged as the most frequently measured areas across appraised organizations with little change year over year.



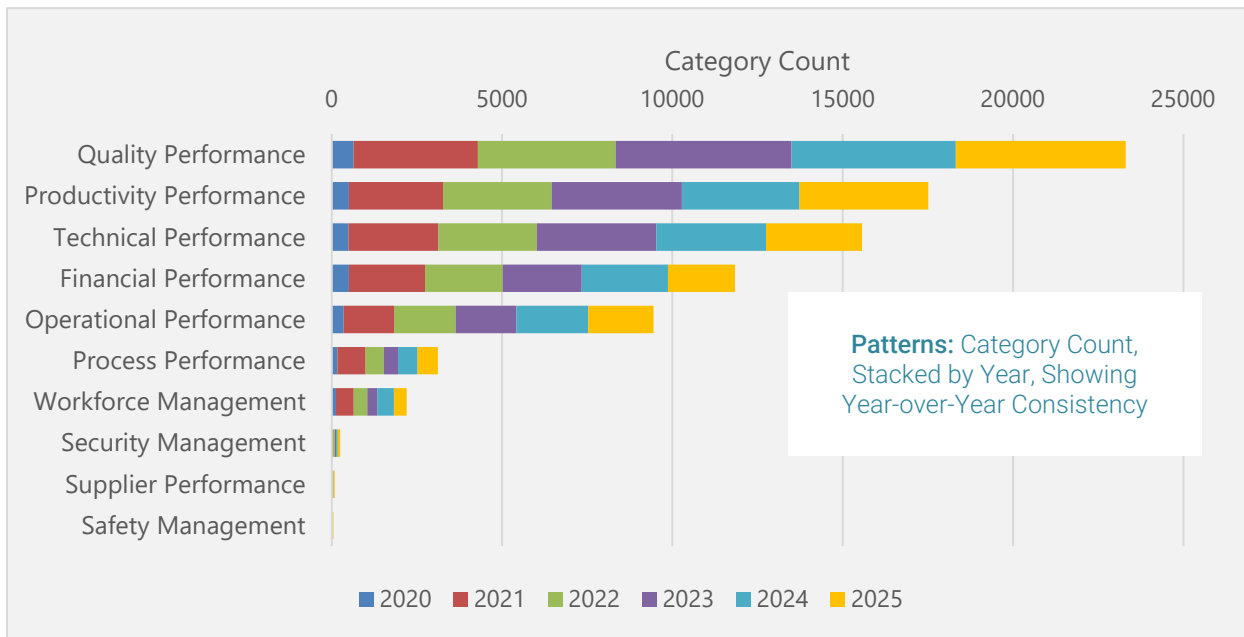
\* During the data quality analysis of the 2025 Performance Report data, 1.8% of the reported information was unusable due to incomplete, inaccurate, or inconsistent data, or lack of clear measurement definitions and objectives. The information and all analysis results in this report are based on the clean data, with 1.8% excluded from the remaining analysis results.

## Top Categories: By Year

The year-over-year proportions for each of the top five categories continue to remain consistent.

Quality accounts for just over 30% of all improvement objectives in 2025, and productivity for just under 23%. Both increased from 2024 by approximately 2%.

The Security Management, Supplier Management, and Safety Management have demonstrated significant increase in improvement objectives in 2025. Although very low in comparison to the top five, their respective increases demonstrate growing interest in the related CMMI Domains.

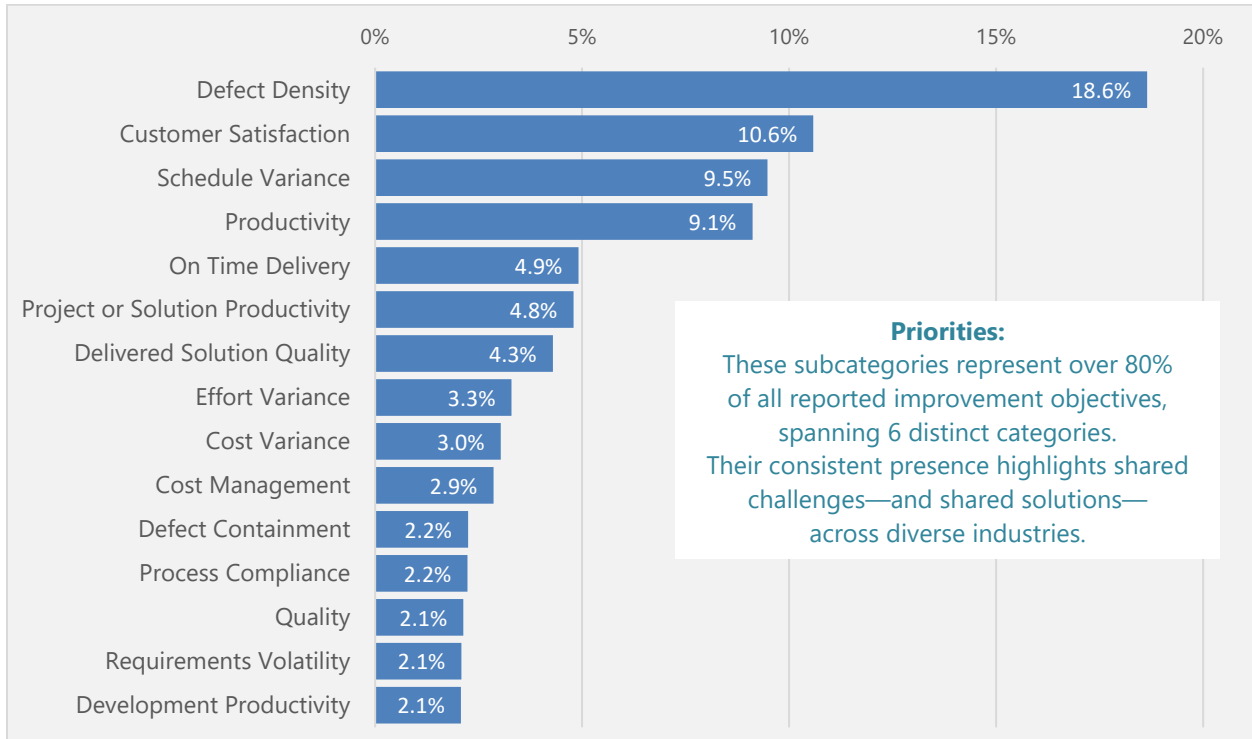


Category	2020	2021	2022	2023	2024	2025	Total
Quality Performance	643	3,647	4,047	5,160	4,825	4,988	<b>23,310</b>
Productivity Performance	507	2,762	3,188	3,822	3,452	3,780	<b>17,511</b>
Technical Performance	494	2,639	2,889	3,508	3,218	2,818	<b>15,566</b>
Financial Performance	506	2,233	2,281	2,317	2,534	1,969	<b>11,840</b>
Operational Performance	352	1,480	1,808	1,781	2,111	1,917	<b>9,449</b>
Process Performance	168	824	538	418	571	599	<b>3,118</b>
Workforce Management	125	520	399	293	489	375	<b>2,201</b>
Security Management	4	33	54	39	48	70	<b>248</b>
Supplier Performance	2	12	18	14	8	32	<b>86</b>
Safety Management	1	2	7	5	12	23	<b>50</b>
<b>Total</b>	<b>2,802</b>	<b>14,152</b>	<b>15,229</b>	<b>17,357</b>	<b>17,268</b>	<b>16,571</b>	<b>83,379</b>

# Top Subcategories: Digging Deeper

**Organizational Priorities:** The top 15 subcategories represent the most common areas of performance improvement selected by organizations.

It reflects where leadership is focusing measurement efforts and resource investment to drive measurable change. The subcategories displayed in these charts represent over 80% of performance improvement areas.



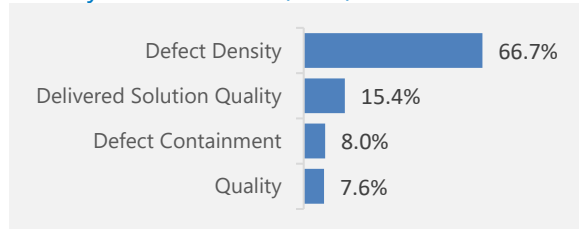
Top Subcategories	Category	Category Description Summary
<ul style="list-style-type: none"> <li>Defect Density</li> <li>Delivered Solution Quality</li> <li>Defect Containment</li> <li>Quality</li> </ul>	Quality Performance	Delivered solution performs as expected
<ul style="list-style-type: none"> <li>Customer Satisfaction</li> </ul>	Operational Performance	How well business activities are performed
<ul style="list-style-type: none"> <li>Schedule Variance</li> <li>On Time Delivery</li> <li>Requirement Volatility</li> </ul>	Technical Performance	Activities for solution creation, delivery, performance
<ul style="list-style-type: none"> <li>Productivity</li> <li>Project or Solution Productivity</li> <li>Development Productivity</li> </ul>	Productivity Performance	Evaluation of resource efficiency for delivering solutions
<ul style="list-style-type: none"> <li>Effort Variance</li> <li>Cost Variance</li> <li>Cost Management</li> </ul>	Financial Performance	Financial management, revenue, and profitability targets
<ul style="list-style-type: none"> <li>Process Compliance</li> </ul>	Process Performance	An indication of activities based on standard procedures

[Learn More:](#) For details about categories and subcategories, refer to Appendix Terminology on page 28.

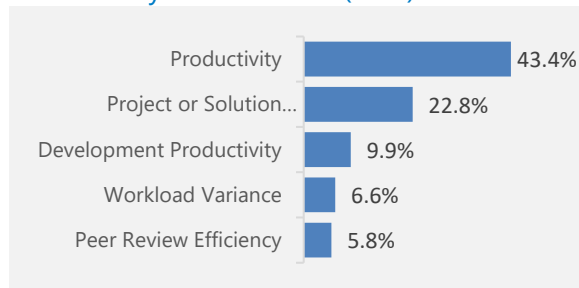
## Measuring Improvement: within Each Category

In each category, organizations have selected the following subcategories of improvement corresponding to their priorities, aligned with their business objectives. The following list of categories illustrates the popularity of subcategories.

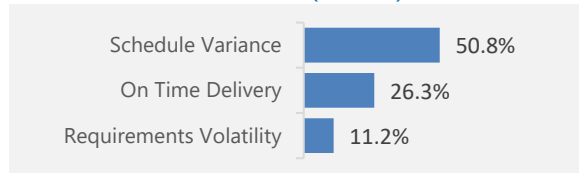
### Quality Performance (28%)



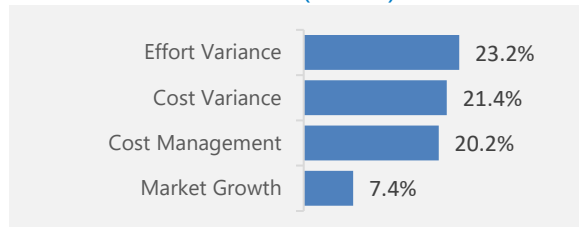
### Productivity Performance (21%)



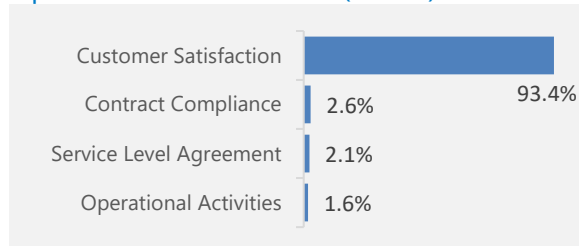
### Technical Performance (18.7%)



### Financial Performance (14.2%)



### Operational Performance (11.3%)



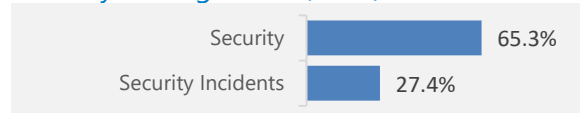
### Process Performance (3.7%)



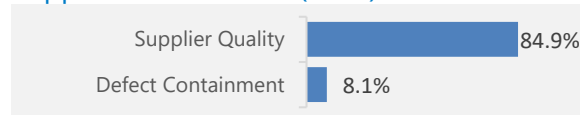
### Workforce Management (2.6%)



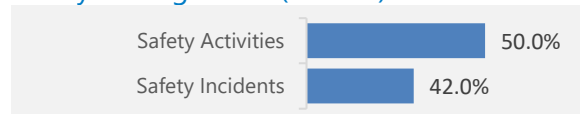
### Security Management (0.3%)



### Supplier Performance (0.1%)



### Safety Management (< 0.1%)



“What I appreciate most about CMMI is how it reinforces the way we already strive to operate using clear expectations, reliable processes, and a real commitment to continuous improvement across our teams.”

—Lisa Schulze, Vice President, Operations,  
*The Bowen Group (A GTSC Company)*

“Implementing CMMI has provided us with a structured process framework that brings clarity and consistency to our operations. It has streamlined our workflows and ensured that every project follows best practices, enhancing our efficiency and effectiveness.”

—Nur Hafizah Matsuni, Project Manager,  
*Dynamik Technologies*

# CMMI's Consistency in Driving Performance

The chart below demonstrates the improvements achieved in the most popular subcategory for each improvement category. Due to the low overall use of the Security and Safety categories, subcategories describing similar types of improvements were merged in the chart below. Defect density is the most popular improvement area, accounting for approximately 19% of all reported improvement objectives. The mean, median, and upper quartile for defect density are all substantially higher than any of the other improvement targets from the other subcategories, however, the improvements in all other categories are not insignificant. Significant improvements related to the CMMI Model domains for People (Staff Development), Suppliers (Supplier Quality), Security, and Safety Management were reported.

**Conclusion:** This demonstrates that the adoption of the CMMI Model consistently yields significant improvements. CMMI proves to be effective in driving significant growth for organizations, regardless of the specific performance objectives they choose to focus on.

staffing can lead to higher productivity. By targeting both specific enhancements and comprehensive improvements, organizations using CMMI can expect a wide range of advancements.

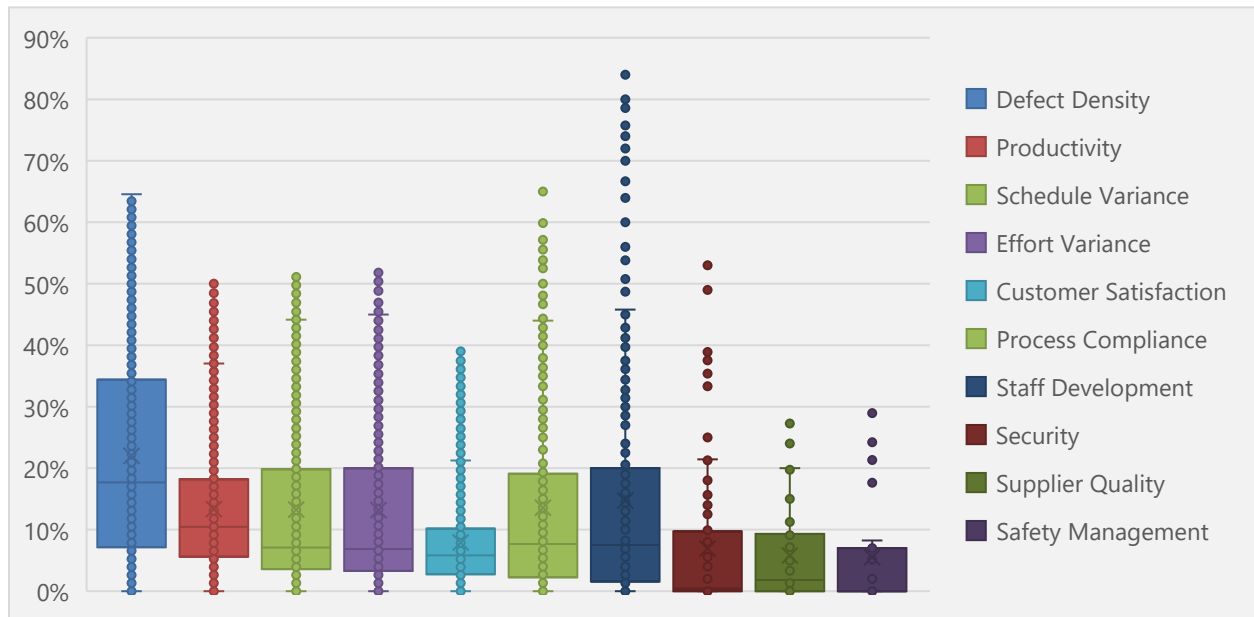
**Comparing Category Improvements:** The analysis\* identified that when companies target specific enhancements, substantial advancements are seen across the board.

*“For us, CMMI isn’t a checkbox. It’s the way we run our business. It’s how we manage risk, strengthen our teams, and keep delivering the level of quality our customers expect.”*

—Robert Lech, President & COO, GTSC

**Synergy:** These improvements work together, so progress in one area often helps another. For example, improving quality can increase customer satisfaction, and better

## Top Subcategory Improvements for Each Category: 2020 to 2025 Cumulative Results



\* The statistics provided in this section are based on the 90th percentile of the distribution of the improvement data in each subcategory. Data above the 90th percentile was excluded to remove the effect of significant outliers.



## Section Two

# Performance Objective Category Details

While the previous section focused on objective category improvements, this section takes a deeper look at the subcategories of performance objectives where organizations had the most improvements.

This section highlights the performance objectives' subcategories where organizations have achieved the most significant improvements.

**Context:** The initial review of the large volume of data examined the top five performance objective categories. Subsequently, the following pages explore their leading performance objective subcategories. These subcategories represent areas in which organizations frequently measured and experienced notable enhancements after implementing or using CMMI. All calculations are from cumulative 2020 to 2025 data, unless otherwise specified.

**Approach:** In prior years, reports featured raw data figures with great attention to detail. Customer feedback continues to drive valuable feedback, whereby the approach has evolved to emphasize percentages and averages in more simplified charts, which tend to convey more profound insights and significance to discerning readers.

**Application:** While reviewing the pages in this section, think about how these numbers might correlate to you or your client organization's top challenges. Consider sharing related pages from this report with influential decision makers to help them better understand the substantial prospects for improvement, as clearly identified and quantified in similar organizations.

For category and subcategory information, refer to the Appendix Terminology section, page [28](#).

---

"Hughes Systique adopted CMMI framework right at its inception. Since then, CMMI has consistently acted as a force multiplier along with a highly talented workforce, and world-class infrastructure and tools in helping us attain our business objectives including high customer satisfaction and strong employee engagement.

The adoption of CMMI for development, services and people at Hughes Systique has, undoubtedly, resulted in significant gains in terms of higher predictability in delivering solutions and services and managing the workforce."

—Vinod Sood, Managing Director,  
*Hughes Systique*

---

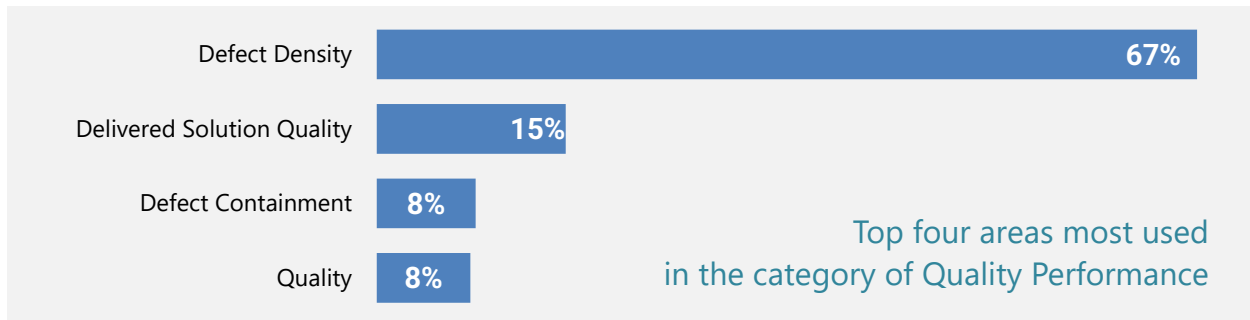
"By adopting CMMI, we've seen a significant improvement in project performance. Streamlined processes, better risk management, and enhanced product quality have led to more efficient deployments and higher client satisfaction, ultimately driving our success over the past few years."

—Mohd Haizul Anuar Bin Md Rais,  
Head of Project Management Office,  
*Dagang Net Technologies*

Performance Category: **Quality** Performance

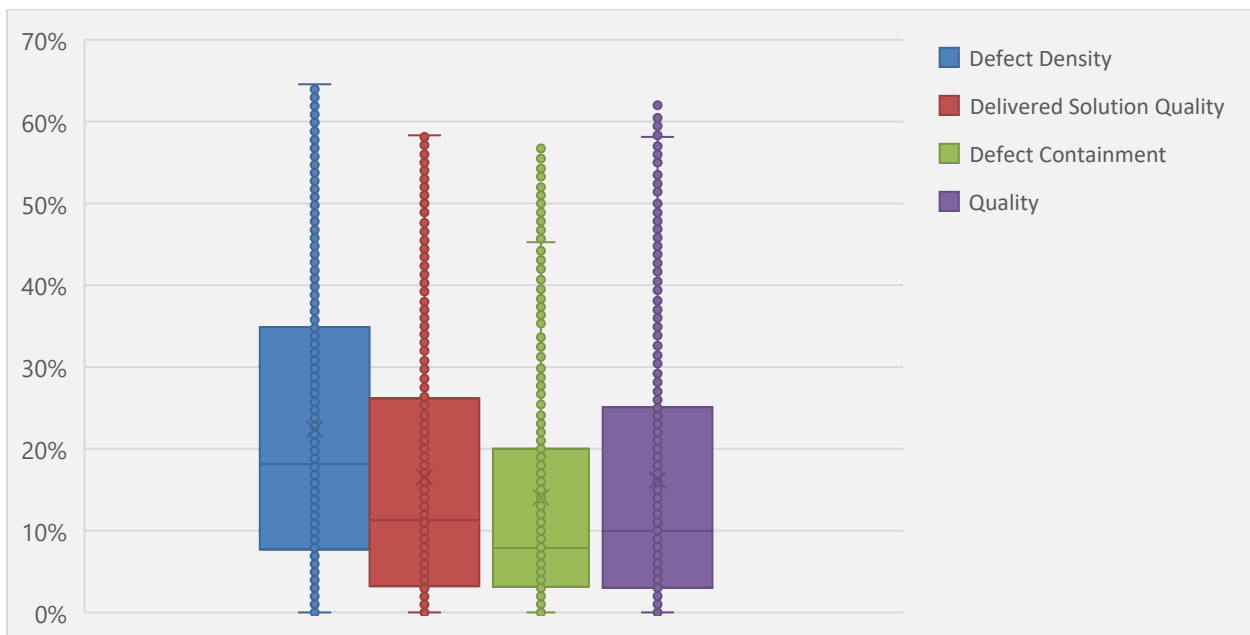
## Objectives

Quality Performance-related objectives remain the most popular target area for performance improvement. Defect Density is also the most popular measure of quality improvement and also demonstrates significant improvements with a mean improvement of approximately 28%.



## Subcategory Improvements

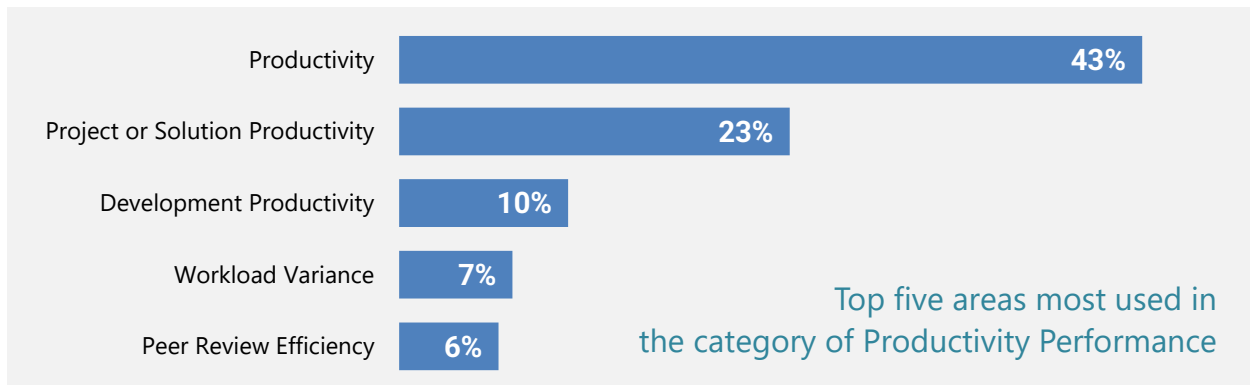
Subcategory	Mean	Median	Upper Quartile
Defect Density	22%	18%	34%
Delivered Solution Quality	17%	11%	26%
Defect Containment	14%	8%	20%
Quality	16%	10%	25%



Performance Category: **Productivity** Performance

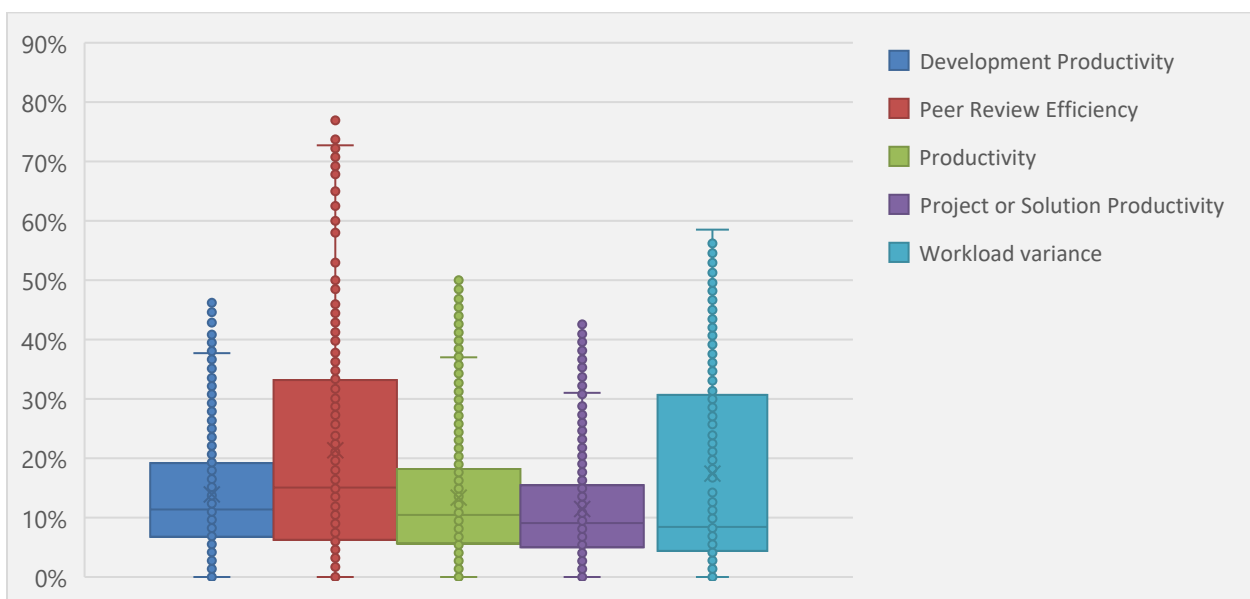
## Objectives

Improvements in Productivity are the second most targeted area of improvement. Most users are looking at this improvement category in a broad sense, with the overall subcategories of “Productivity” and “Project or Solution Productivity” accounting for approximately two thirds of the registered improvements in this category. However, the more targeted area of “Peer Review Efficiency” demonstrates the largest mean improvement in this category, perhaps indicating that where organizations focus on a relevant subcomponent of their process, larger gains may be feasible.



## Subcategory Improvements

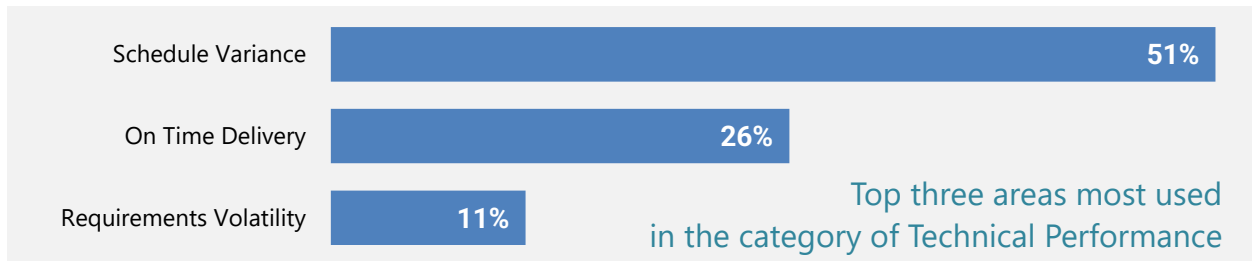
Subcategory	Mean	Median	Upper Quartile
Development Productivity	14%	11%	19%
Peer Review Efficiency	21%	15%	33%
Productivity	13%	10%	18%
Project or Solution Productivity	11%	9%	15%
Workload Variance	17%	8%	31%



Performance Category: **Technical** Performance

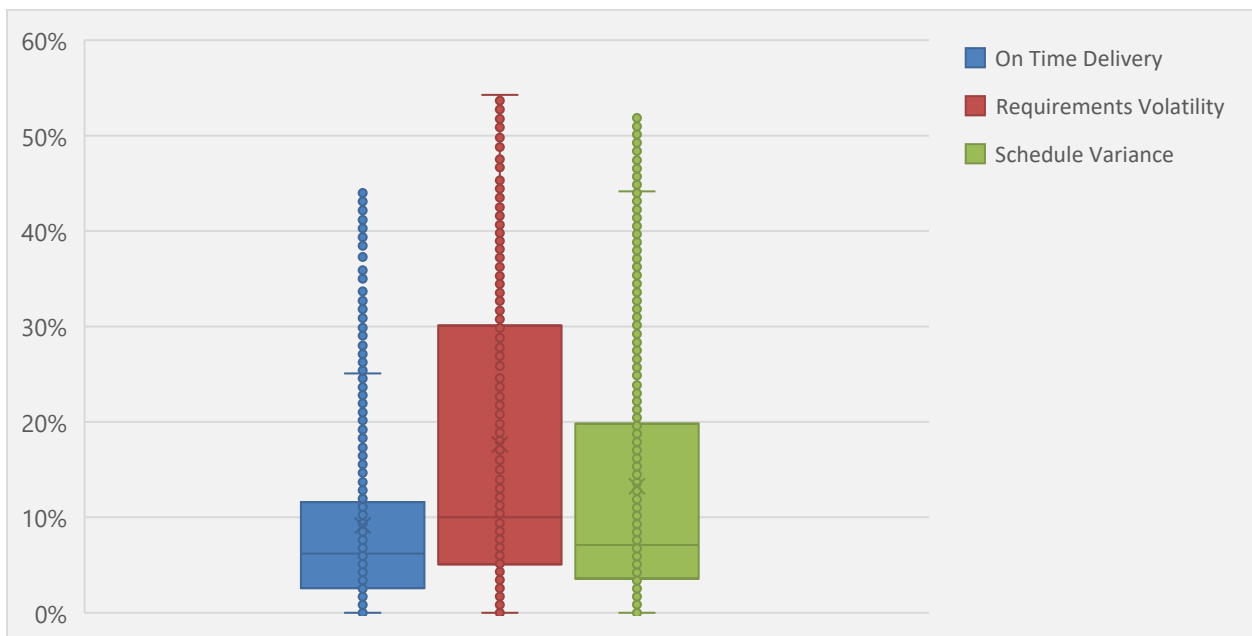
## Objectives

**Timing is Key:** Two of the three major subcategories in Technical Performance relate to schedule (Schedule Variance and On Time Delivery), and account for approximately 77% of all improvement objectives in this area. Note that the reported improvements in all subcategories in this area are broadly similar.



## Subcategory Improvements

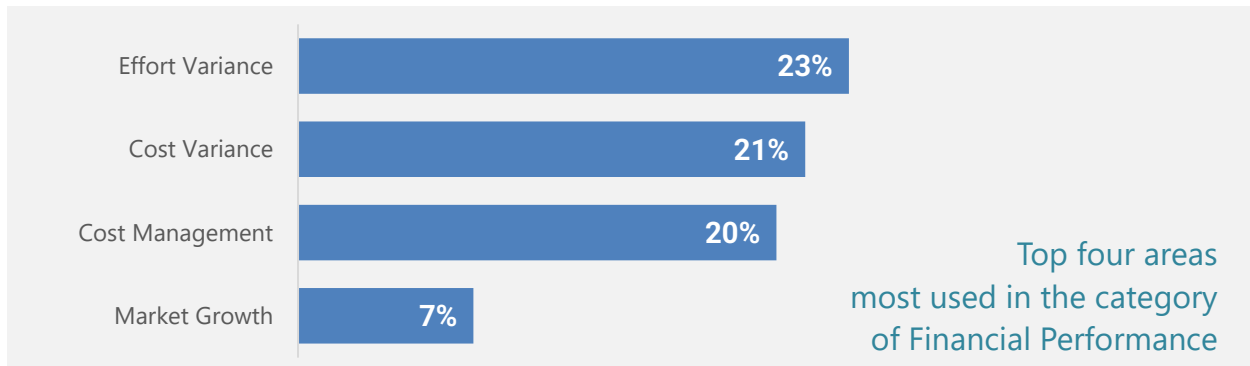
Subcategory	Mean	Median	Upper Quartile
On Time Delivery	9%	6%	12%
Requirements Volatility	18%	10%	30%
Schedule Variance	13%	7%	20%



Performance Category: **Financial** Performance

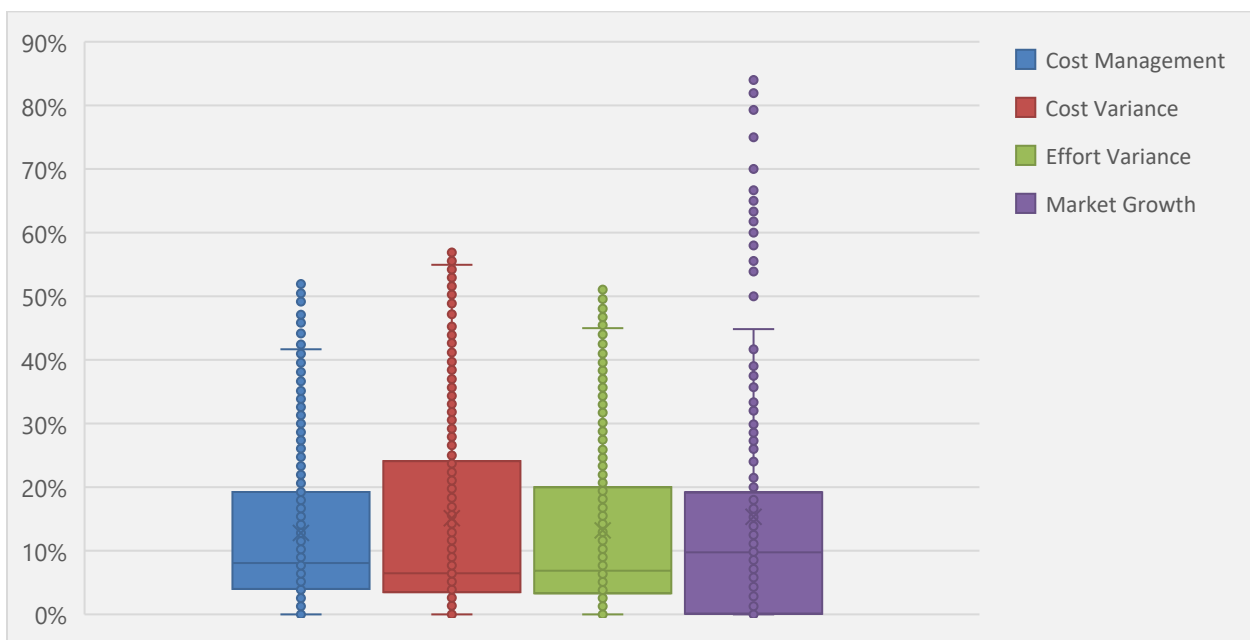
## Objectives

Maintaining a handle on costs remains a significant objective for organization’s working with the CMMI, with consistent results being reported across the three areas of cost variance, cost management, and effort variance. Note that users are also interested in using the CMMI to help retain and even increase their customer base.



## Subcategory Improvements

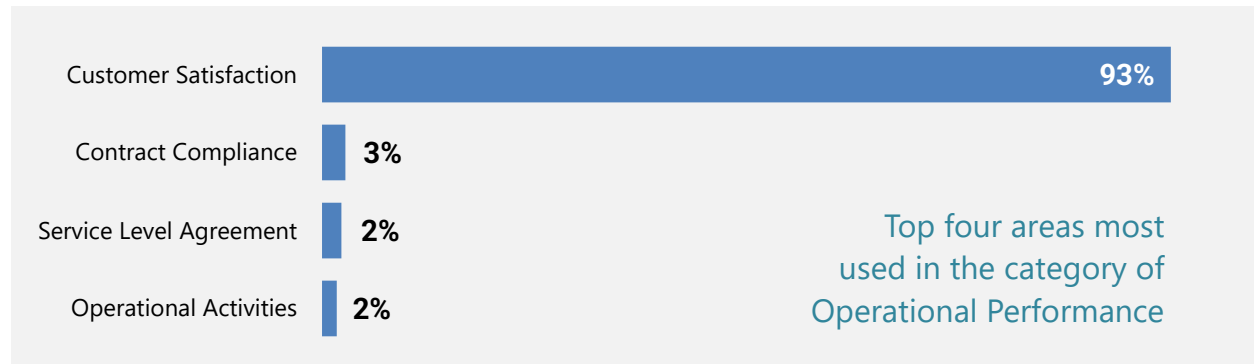
Subcategory	Mean	Median	Upper Quartile
Cost Management	13%	8%	19%
Cost Variance	15%	7%	24%
Effort Variance	13%	7%	20%
Market Growth	15%	10%	19%



Performance Category: **Operational** Performance

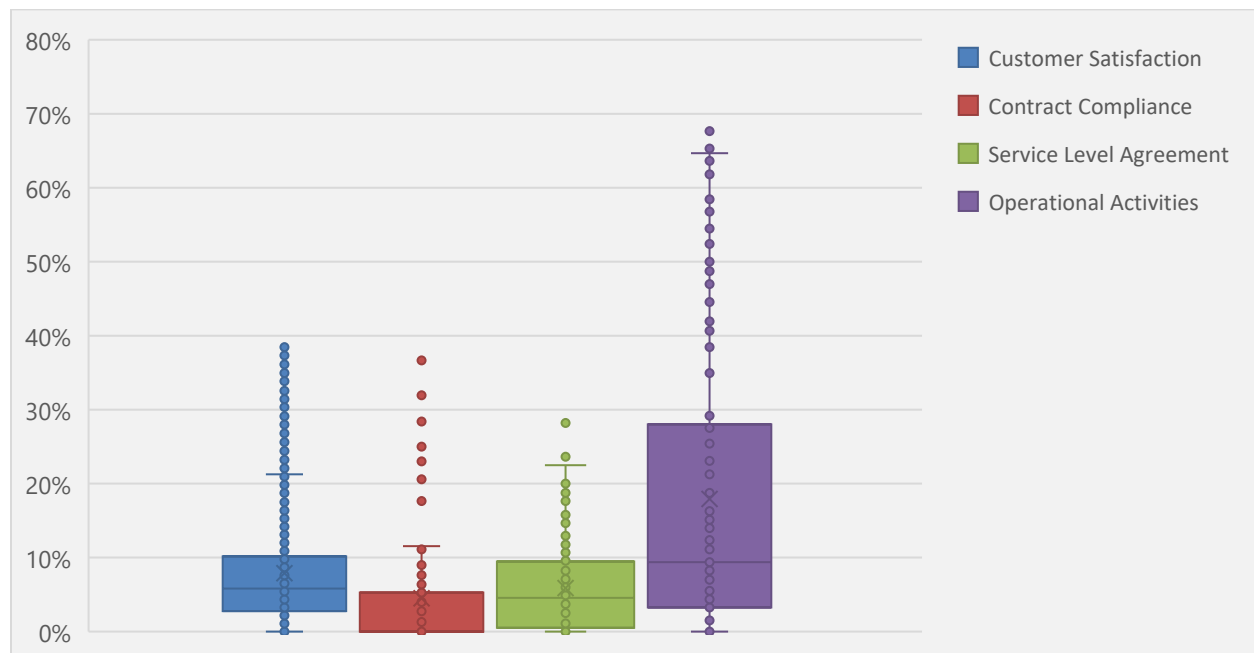
## Objectives

**Statistical Value in the Details:** Although Operational Activities only contributes just under 2% of the selected improvement targets in this category, it accounts for the most significant improvements. The overall mean and median for this subcategory are larger than the other top subcategories and the range of improvements is wider as well, with the upper quartile reaching just over 48%.



## Subcategory Improvements

Subcategory	Mean	Median	Upper Quartile
Customer Satisfaction	8%	6%	10%
Contract Compliance	5%	0%	5%
Service Level Agreement	6%	5%	10%
Operational Activities	18%	9%	28%





## Section Three

# Appraisal Demographics

For more than 30 years, thousands of high-performing organizations have achieved sustainable business success through CMMI adoption and demonstrated their ability as capable business partners and suppliers.

## Demographics Data

### Appraisal Data Sources

The CMMI framework for performance improvement has gained momentum across a wide array of industries and international demographics, establishing itself as a leading authority in driving organizational excellence. With close to 25,000 Organizational Units spanning aerospace, defense, healthcare, IT, and finance sectors, CMMI serves as a pivotal tool for enhancing performance, mitigating risks, and delivering consistent, high-quality results.

This section highlights the demographics of those who adopt CMMI, shedding light on the various sectors, regions, and entities that have successfully embraced this influential framework to drive sustainable growth and achieve their strategic objectives.

By exploring metrics that reflect the success stories and unique applications of CMMI among diverse organizations, this highlights its adaptability and value in addressing complex challenges in today's dynamic business landscape.

---

*"Through the CMMI program, we have established a clear standard for process maturity, delivering best-in-class implementation with seamless execution to elevate our competitiveness and market leadership."*

—Aman K Singhal, Partner,  
*IBM Consulting*

---

*"The adoption of CMMI, with a strong focus on innovation and process efficiency within the Engineering and Development Department at SAMI Advanced Electronics, has led to significant improvements in quality and productivity across multiple subsystems, including Hardware, Mechanical, Firmware, and Software Development. It has also contributed to enhanced customer satisfaction. Process practitioners actively implement CMMI practices, recognizing the tangible value and measurable benefits realized through disciplined process implementation."*

—Amol Hote, Sr. Projects Governance Manager,  
Engineering and Development  
*SAMI Advanced Electronics*

## Enterprise Size

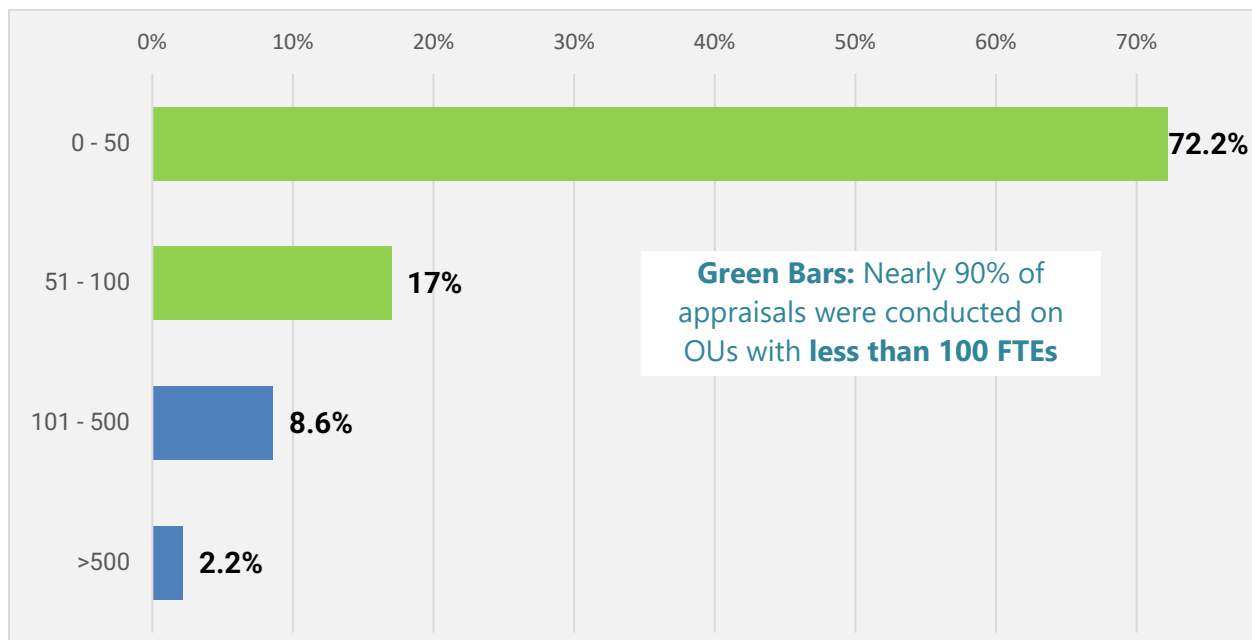
# Adopting Organizations: Small, Medium, and Large Businesses

Nearly 90% of appraisals were conducted on Organizational Units (OUs) with less than 100 Full-Time Employees (FTEs).

A frequent misconception about CMMI is that it can only be seriously adopted by large organizations. However, as the graph shows, most organizations conducting appraisals can be described as Small or Medium sized Enterprises\*. In fact, 97% of the organizations appraised had OUs smaller than 250 employees, and 98% of the appraised organizations had OUs with less than 500 employees.

### Key Takeaways

- CMMI is flexible, useful, and suitable for small, medium, and large enterprises
- CMMI usage is relevant to organizations of all sizes and is especially popular with smaller OUs



**Habit, Persistence, and Performance:** When the future is unclear, mature organizations hold firm to the processes, capabilities, and management discipline that help them navigate disruption and emerge stronger on the other side. One of the most underappreciated benefits of CMMI is that it helps organizations make critical capabilities routine. When the essentials become habitual, leaders and teams are better positioned to focus on innovation, improvement, resilience, and measurable business outcomes. That kind of persistence does not happen by accident. It is built intentionally, reinforced operationally, and corroborated through appraisals and performance results.

Impact

# The Global Impact of CMMI?

**Adoption Spectrum:** CMMI Performance Solutions is a globally recognized model for process improvement. CMMI is adopted by a diverse range of entities, including corporations, organizations, and governments. Spanning multiple languages and facilitated by numerous partners, CMMI continues to shape the landscape of performance excellence worldwide. The global impact of CMMI since the release of CMMI Performance Solutions in 2020 is listed below.



**Corporate Users:** Prominent, nationally recognized companies are increasingly leveraging CMMI to drive process improvement and elevate performance standards. By embracing CMMI, these industry leaders set an example in pursuing excellence and fostering a culture of continuous growth and innovation.



## Section Four

# Appendix

The concepts of CMMI are rooted in proven industry best practices gathered over 30+ years. These practices are organized into a flexible, open, and integrated architecture that enables broad geographical and industry application and adoption with consistent performance results.

## Locations: Country/Region Breakdown



- Afghanistan
- Albania
- Algeria
- *America Samoa\**
- Andorra
- Angola
- *Anguilla\**
- Argentina
- Aruba
- Australia
- Austria
- Azerbaijan
- *Bahamas\**
- Bahrain
- Bangladesh
- *Barbados\**
- Belarus
- Belgium
- Belize
- Bolivia
- Brazil
- Brunei Darussalam
- Bulgaria
- Burkina Faso
- Cambodia
- Cameroon
- Canada
- Ceuta & Melilla
- Cayman Islands
- Chile
- China
- Christmas Island
- Colombia
- Comoros
- Costa Rica
- Croatia
- Cyprus
- Czech Republic
- Denmark
- Dominican Republic
- Ecuador
- Egypt
- El Salvador
- Estonia
- Finland
- France
- Gabon
- Georgia
- Germany
- Greece
- Guatemala
- Guyana
- Honduras
- Hong Kong SAR China
- Hungary
- Iceland
- India
- Indonesia
- *Iran\**
- Ireland
- Israel
- Italy
- *Ivory Coast\**
- Japan
- Jordan
- Kazakhstan
- Kenya
- Kosovo
- Kuwait
- Latvia
- Lebanon
- Libya
- Lithuania
- Luxembourg
- Macau SAR China
- Malaysia
- Malta
- Marshall Islands
- Mauritius
- Mexico
- Moldova
- Mongolia
- Morocco
- Netherlands
- Netherlands Antilles
- New Zealand
- Nigeria
- Norway
- Oman
- Pakistan
- Panama
- Peru
- Philippines
- Poland
- Portugal
- Puerto Rico
- Qatar
- Romania
- Russian Federation
- Saudi Arabia
- Serbia
- Singapore
- Slovakia
- Slovenia
- South Africa
- South Korea
- Spain
- Sri Lanka
- Suriname
- Sweden
- Switzerland
- Taiwan
- Tajikistan
- Tanzania
- Thailand
- Trinidad and Tobago
- Tunisia
- Türkiye
- U.S. Outlying Islands
- Uganda
- Ukraine
- United Arab Emirates
- United Kingdom
- United States
- Uruguay
- Uzbekistan
- Vanuatu
- Vietnam
- Yemen

\* New in 2025

## Purpose

# Assess, Capture, and Corroborate: CMMI Capability and Performance Results

As an integral component of CMMI, the Performance Report is completed by each appraisal team during the appraisal based on the organization objectives and measurement data - and is corroborated with the appraised organization.

This report is NOT just an appraisal artifact; it is a tool for performance planning, data collection, and cross-checking performance improvement - all to verify business performance improvement before, during, and after the appraisal.

- While it cannot be used alone to determine a maturity or capability level rating, the Performance Report is used to verify if the appraisal findings and performance improvement results are consistent with the Performance Report
- Helps to identify critical performance weaknesses and improvement opportunity “anchor points” and makes performance improvement clear, transparent, intentional, and consistent
- The Performance Report provides a mechanism to assess tangible and measurable improvement along with meeting model Practice Area intent and value statements
- Enables the “self-raising bar” in the model and appraisal method for performance and High Maturity; appraisal teams must see and corroborate the performance improvements; this also becomes critical to understand previous performance improvement when doing re-appraisals
- For organizations pursuing High Maturity or who have already attained High Maturity, populating the Performance Report is the “Easy” button

## The CMMI Performance Report:

- ❖ The key to unlocking continuous improvement and High Maturity
- ❖ The path to identifying and addressing critical performance weaknesses for optimal growth
- ❖ A critical tool to measuring increased capability and enabling High Maturity and consistent, continuous improvement



Performance Perspective

# Compliance vs. Continual Performance Improvement

CMMI adoption has successfully shifted the framework and product ecosystem from a process compliance model to a business performance improvement model. A compliance only focus typically assumes that quality of performance is a guaranteed outcome, which is typically NOT true.

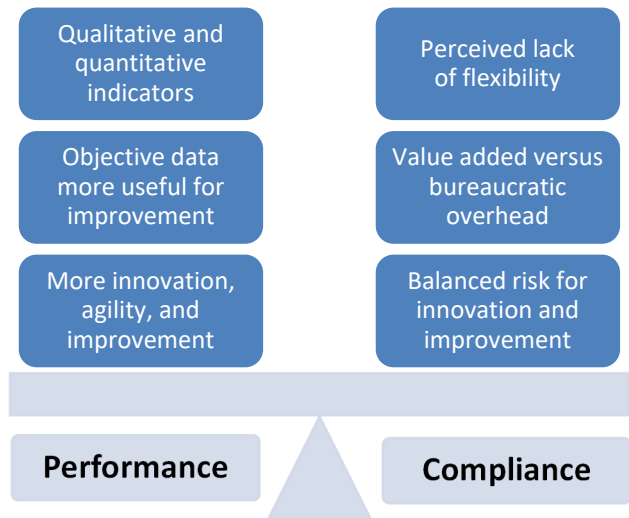
A performance focus reflects the modern business climate where results are key to the success of every organization - regardless of the maturity level. With performance built in at every level, organizations can plan a more methodical and step-by-step path to achieve better performance and ultimately High Maturity.

Governance by senior management is critical for consistent improvement and innovation; and it must be clearly directed and purposeful. While there should always be a balance between performance improvement and compliance, **performance should drive compliance.**

"The business management system (BMS) of Hughes Systique is fully aligned with its operating context and benchmarked against best-in-class industry standards such as ISO 9001, ISO 27001, ISO 27701, SOC2 Type II, Six Sigma, and CMMI for Development, Services and People. The adoption of CMMI framework has benefited tremendously in terms of increased maturity of the systems and processes used at Hughes Systique for delivering solutions and services and managing the workforce."

—Hemanta Chandra Bhatt, Quality Head  
*Hughes Systique*

## Balanced Approach with a Performance Focus



"Our Software R&D Center has established a comprehensive measurement and effectiveness system by drawing on CMMI quantified management requirements. This has effectively improved the visibility of the development process, enabling us to discover improvement points in terms of schedule, cost, and quality more promptly and accurately."

—Junfeng Hu, General Manager of Postal Savings  
*Bank of China Software R&D Center*

## Terminology

# Category and Subcategory Descriptions

This table is an overview of subcategories and their corresponding descriptions, grouped by category. This organized layout offers a concise understanding of the relationships and distinctions among these elements, enabling quick reference for the statistical charts and diagrams in this report. Descriptions below are paraphrased from the Performance Report template.

Category	Definition	Related Subcategories	Description
Financial Performance	Financial management, revenue, and profitability targets.	Budget Related	Budgeting activities.
		Cost Management	Actual costs compared to estimated or budgeted costs or general cost related objective or reduction.
		Cost Variance	Difference in estimated or planned and actual costs.
		Effort Variance	Difference between a planned and actual effort for various phases. within the project.
		Finance	General finance related measure, that is not reflected by other subcategories.
		First Time Right	Process is followed so that resulting solution is correct the first time and every time.
		Gross Revenue Growth	Amount of money made over time.
		Margins	The degree to which a business activity makes money.
		Market Growth	Change in market share.
		Net Income Growth	How much net income has increased over a period.
		On Time Payment or Invoicing	Payments or invoices that are sent or received on time.
		Sales Growth	Increase in sales as compared to the previous period.
Operational Performance	Measures how well a company performs its core business activities.	Contract Compliance	Monitoring and controlling the procedures and norms outlined by a contract with another entity.
		Customer Satisfaction	General customer satisfaction and expectations related measures, that is not reflected by other subcategories.
		Operational Activities	General operational efficiencies and activities, that is not reflected by other subcategories.
		Risk Management	Identification and management of various types of risks and opportunities.

Category	Definition	Related Subcategories	Description
		Service Level Agreement	Agreed to measure of service expected between a customer and a supplier.
Process Performance	An indication of activities based on standard procedures.	Process	General process related measures, that is not reflected by other subcategories.
		Process Compliance	Objective evaluation of process performance and outcomes including resolving issues, non-compliances, or to meet regulatory requirements.
		Process Cycle Time	Time taken to perform processes.
		Process Improvement	Measures of improving solutions or processes.
Productivity Performance	An evaluation of resource efficiency for delivering solutions.	Code Coverage	Amount of all code covered by test cases including both manual and automated.
		Defect Removal Efficiency	Measure of the ability to remove defects prior to release.
		Development Productivity	Ability to efficiently write software during a specific period.
		Peer Review Efficiency	Defects detected compared to time spent.
		Productivity	General productivity related measure or objective, that is not reflected by other subcategories.
		Project or Solution Productivity	Amount of work completed during a specific period.
		Resource Utilization	Measures the actual usage or consumption of resources in relation to their availability.
		Reuse Rate	Existing software, hardware, or other materials or resources that are reused for new solutions.
		Rework	Time or effort spent making changes to the prior version because of issues.
		Solution Availability	Duration of time the solution is available for use.
		Sprint Efficiency	Work completed versus work committed per sprint.
		Testing Productivity	Ability to effectively perform testing activities in a specific period.
		Velocity	Amount of work completed in a given iteration.
Workload Variance	Difference between estimated or planned, and actual workload.		

Category	Definition	Related Subcategories	Description
Quality Performance	Delivered solution performs as expected.	Data Quality	General data quality related measure or objective.
		Defect Containment	Measure of the ability to minimize defects that escape to downstream activities.
		Defect Density	Measures the number of defects per unit of output.
		Defect Detection	Rate defects are discovered.
		Defect Injection Rate	Rate defects are introduced into a solution.
		Delivered Solution Quality	Ability to design, develop, validate, and deploy solutions that effectively address requirements.
		Mean Time Between Failures	A measure of the reliability of a system or component.
		Quality	General quality related measure, that is not reflected by other subcategories.
Safety Management	Prevention and control of harm.	Lost Time Injury	An injury sustained on the job that results in the loss of productive work time.
		Safety Activities	General safety related activities, that is not reflected by other subcategories.
		Safety Incidents	Number of unplanned events that can cause injury, damage, or disrupt normal operations.
		Safety Violations	Number of safety policies or procedures violated.
Security Management	Systematic identification, assessment, control, and resolution of security needs and threats.	Devices Running Unauthorized Software	Devices running unsanctioned software.
		Mean Time to Contain (MTTC)	Time to secure all compromised endpoints and attack vectors.
		Mean Time to Detect (MTTD)	Average time between when an incident occurs and it is detected.
		Mean Time to Response (MTTR)	Average time to neutralize a threat and regain control of compromised systems.
		Privileged Account Access	Number of users with privileged account access.
		Recovery Point Objective	Measure of how much data can be lost after a disruption before it exceeds an organization's acceptable level.
		Recovery Time Objective	Maximum amount of time a business can tolerate before resuming normal operations after a disruption.
		Security	General security related measures or controls, that is not reflected by other subcategories.

Category	Definition	Related Subcategories	Description
		Security Incidents	Occurrence of security related events.
		Security Patch Management	Time from when the patch is available until it is deployed in production.
		Security Training Coverage	Measure of personnel compliant with current security training.
Supplier Performance	Supply chain management activities.	Supply Chain Activities	General supply chain measures, that is not reflected by other subcategories.
		Supplier Defect Containment	Measure of the ability to minimize supplier defects that escape to downstream activities.
		Supplier Defect Density	Defects delivered in a supplier solution.
		Supplier Peer Reviews	Review of a project's artifacts including documentation, requirements, code, design, test cases, etc.
		Supplier Peer Review Efficiency	Supplier defects detected compared to time spent.
		Supplier Quality	Supplier's ability to deliver goods or services that satisfy customers' needs.
		Supplier Test Coverage	Measurement used to describe the degree to which the supplier source code or requirements of a solution are tested by test cases.
		Supplier Testing Effectiveness	Supplier defects detected during a testing period.
Technical Performance	Activities related to the creation, delivery, or performance of solutions.	On Time Delivery	Measure of target dates achieved.
		Requirements Achievement	General functionality related measure or number of requirements completed.
		Requirements Volatility	Percent requirements change from their baselined state.
		Schedule Activities	General schedule related measure or objective.
		Schedule Performance Index	An earned value measure of the conformance of actual progress to the planned progress.
		Schedule Variance	Difference in estimated or planned and actual schedule.
		Technical Activities	General technical related activities, that is not reflected by other subcategories.
		Test Automation	Extent to which automated tests cover different aspects of the solution.
		Test Coverage	Measurement used to describe the degree to which the source code or requirements of a solution are tested by test cases.

Category	Definition	Related Subcategories	Description
		Testing Effectiveness	Defects detected during a testing period.
Workforce Management	Having the right human resources with the needed knowledge and skills, and the capacity to deliver the organization's solutions.	Diversity, Equity, and Inclusion	Tracking of Diversity, Equity, and Inclusion (DEI) efforts of the organization based on DEI goals, initiatives, or targets.
		Employee Attendance	Amount of time employees are absent from work.
		Employee Retention	Measures the number of employees who remain employed at an organization over a specific period.
		Employee Satisfaction	Level of employee contentment of an organization's employees.
		Headcount	Total number of employees.
		Key Employee Turnover	Turnover rate in key positions in the organization.
		Length of Service	Time spent in a particular position.
		Organizational Development	Organization wide activity to increase effectiveness and culture.
		Staff Development	Activities to increase workforce knowledge, skills, capacity, and readiness to deliver solutions.
		Time to Fill	Time to find and hire a new candidate into the role.
		Time to Proficiency	Time for employees to reach performance expectations once they are in a new role.
		Virtual or Hybrid Workforce	Measure of the workforce that includes use of virtual, remote, or hybrid methods to manage personnel, work efforts, communication, and collaboration.
		Workforce Activities	General workforce related activities, that is not reflected by other subcategories.
Workforce Opportunity Costs	Measure of work loss due to lack of skilled resources or their availability.		

[Learn More](#)

## Unleash Potential: CMMI Performance Solutions

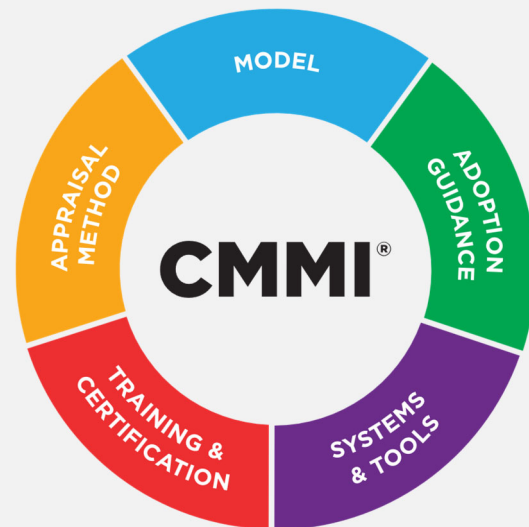
CMMI Performance Solutions helps organizations quickly understand their current level of capability and performance in the context of their own business objectives and compared to similar organizations.

CMMI's performance improvement model has helped thousands of globally recognized companies—including many Fortune 500 organizations. CMMI Performance Solutions has been designed as an integrated product suite to address all the components of the CMMI ecosystem.

### Integrated Product Suite

The CMMI Performance Solutions Ecosystem provides an integrated product suite consisting of five components, that when used together provide a clear and proven path to achieving your business objectives.

- **Training and Certification:** Training has modular components with virtual and in-person models. Provides performance-focused content and exercises. More learner-focused and learning objective oriented.
- **Appraisal Method:** The appraisal method helps to increase reliability while reducing overall cost and disruption to the organization appraised. Standard Performance Report template integrated into the appraisal method.
- **Model:** Clear pathway to performance improvement. Simplified for accelerated adoption. Built-in value statements for Practice Areas and practices to target performance improvement.
- **Adoption Guidance:** Easy onboarding for new adopters to get started with CMMI.
- **Systems and Tools:** Provides interactive user experience with model, appraisal method, and performance reporting resources.



## About CMMI Institute

CMMI® Institute is trusted by thousands of high-performing companies worldwide to deliver guidance to build and sustain processes that drive business value and innovation. CMMI (Capability Maturity Model Integration) is a globally recognized performance improvement framework that helps organizations elevate and benchmark their capabilities to deliver high-quality products and services. Backed by decades of proven results, CMMI empowers organizations across industries to achieve measurable outcomes in quality, productivity, and efficiency. Designed with an open architecture, CMMI adapts to emerging challenges and industry-specific needs—enabling the development of tailored extensions like the Medical Device Discovery Appraisal Program (MDDAP), which supports FDA’s Case for Quality initiative. To learn more about CMMI, visit [CMMIinstitute.com](https://cmmiinstitute.com).

© 2026 CMMI Institute, LLC. All rights reserved. CMMI® and AIM™ are trademarks of CMMI Institute LLC.