



**CMMI<sup>®</sup> Institute**

# CMMI<sup>®</sup> Maturity Profile Report

31 December 2016



# Executive Summary

- ✓ Appraisals increased 16% in 2016
- ✓ Companies who reappraise continue to increase, currently at 69%
- ✓ 10% of reported appraisals are high maturity (Level 4 or 5)
- ✓ 70% of appraised organizations 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%

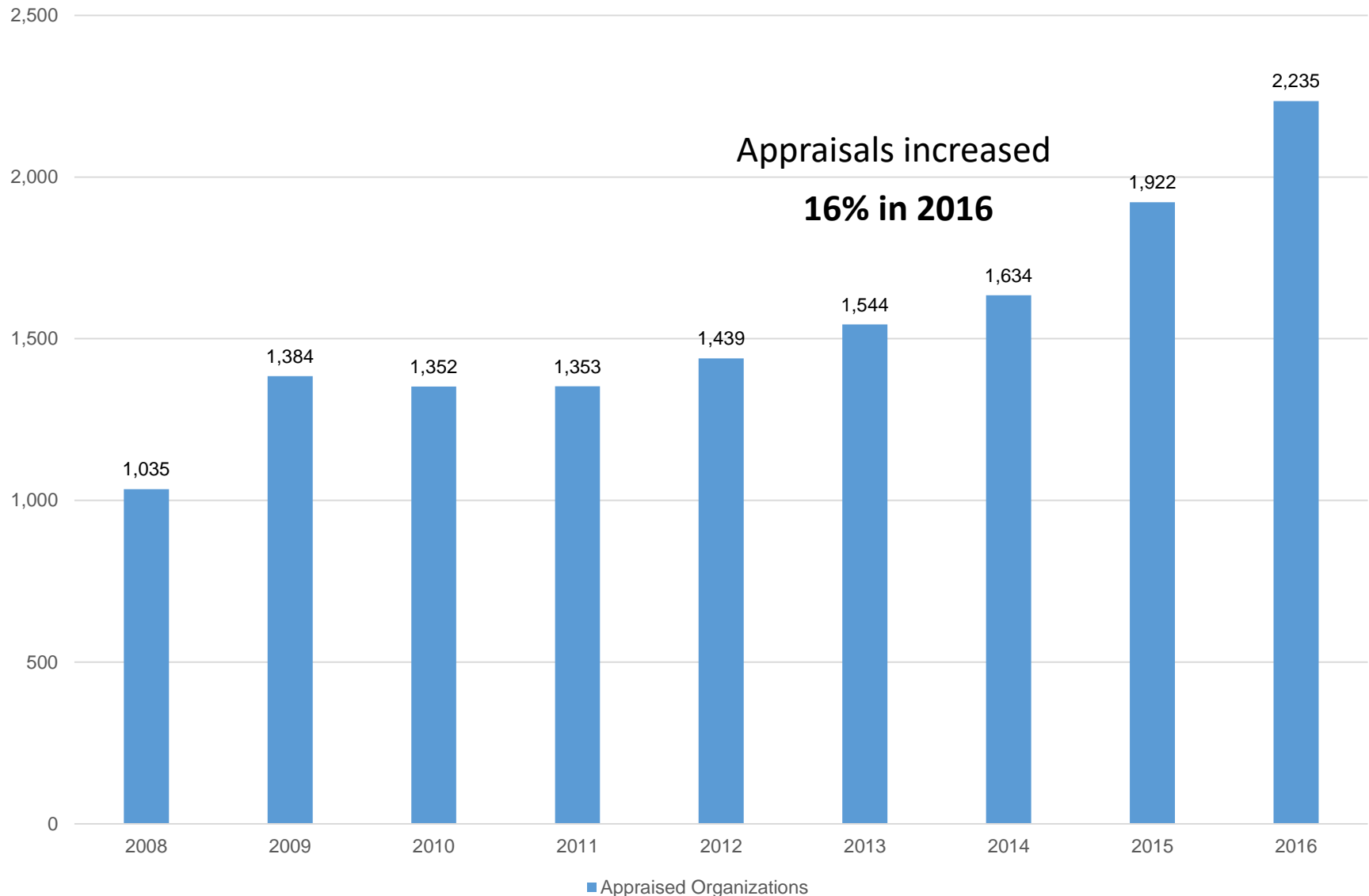


# Overview

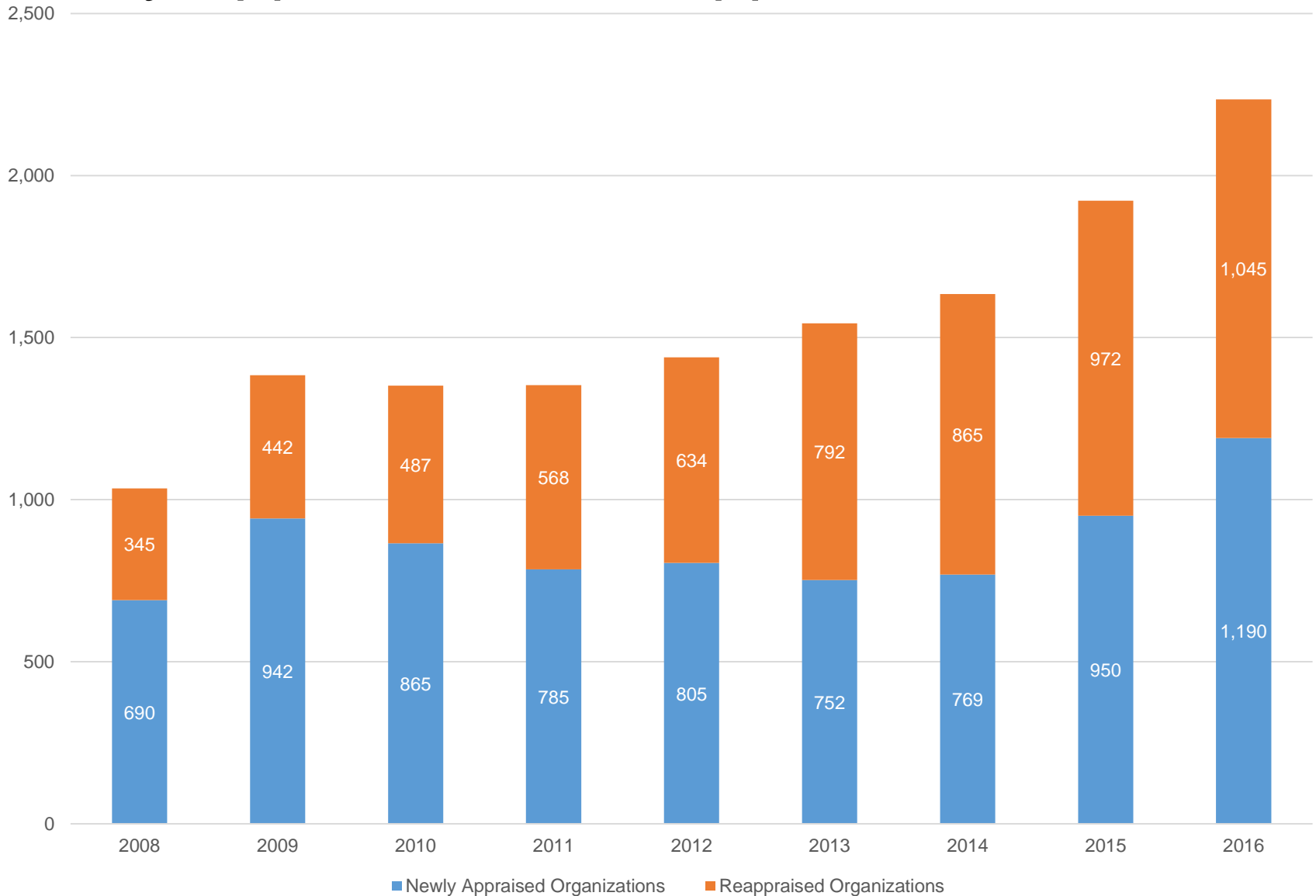
- Appraisal Trends
- New versus Re-appraisals (including retention rate trends)
- Appraisals by Organization Size
- Appraisals by Maturity Level
- Appraisals by CMMI Constellation (CMMI for Development, Services, Acquisition) and the People CMM
- Appraisals by Geography (Continent and Country)
- Appraisals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



# Appraisal Trend by Year 2008–2016



# Newly Appraised vs Reappraised 2008–2016

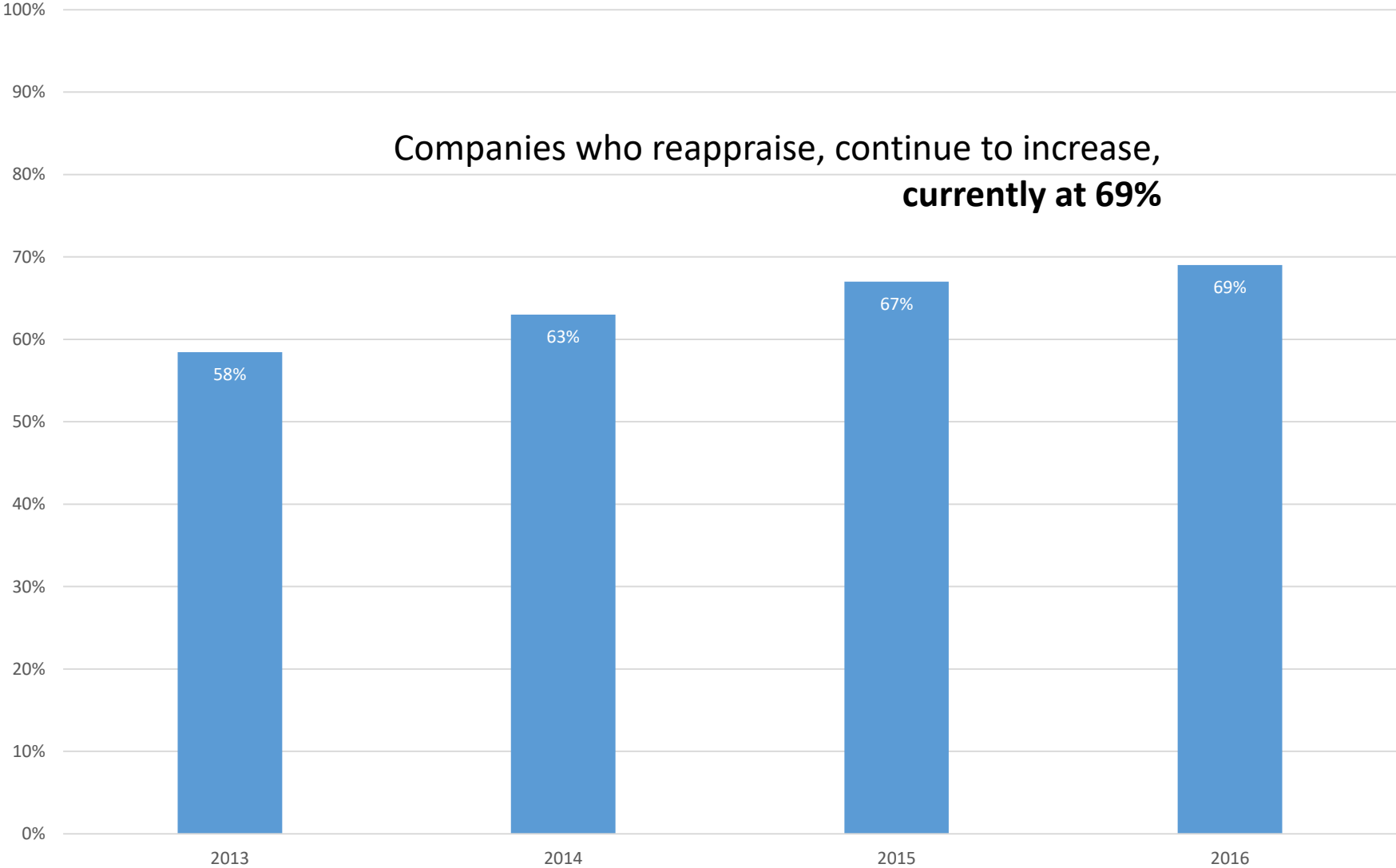


Based on 14,933 Actual CMMI-SCAMPI A Deliveries; 644 Unreported  
1 January 2008 – 31 December 2016



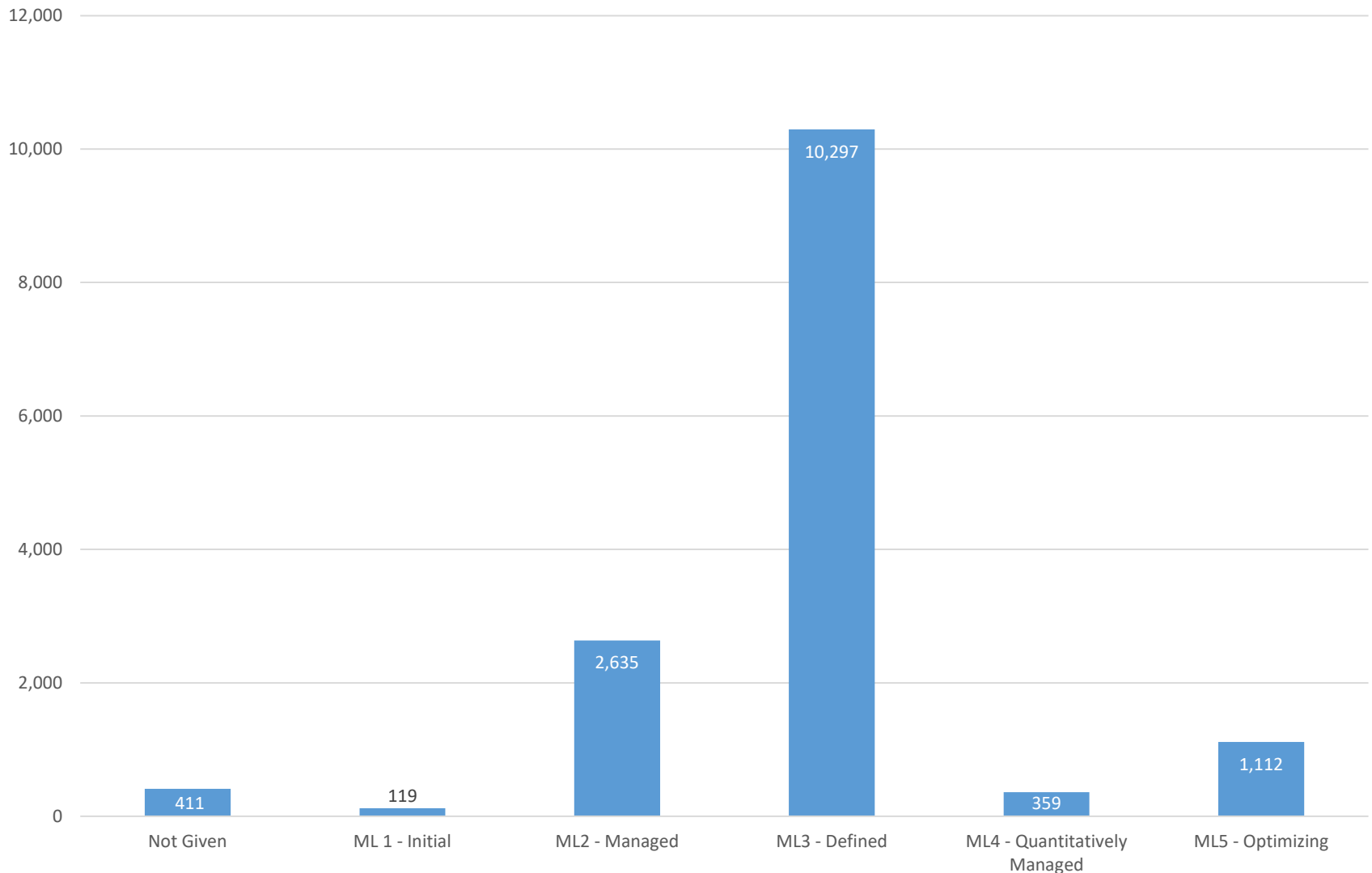
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# Appraisal Retention Rate 2013–2016



Number of appraisals up for renewal in a given year that submit a re-appraisal.

# Appraisals by Maturity Level 2007–2016



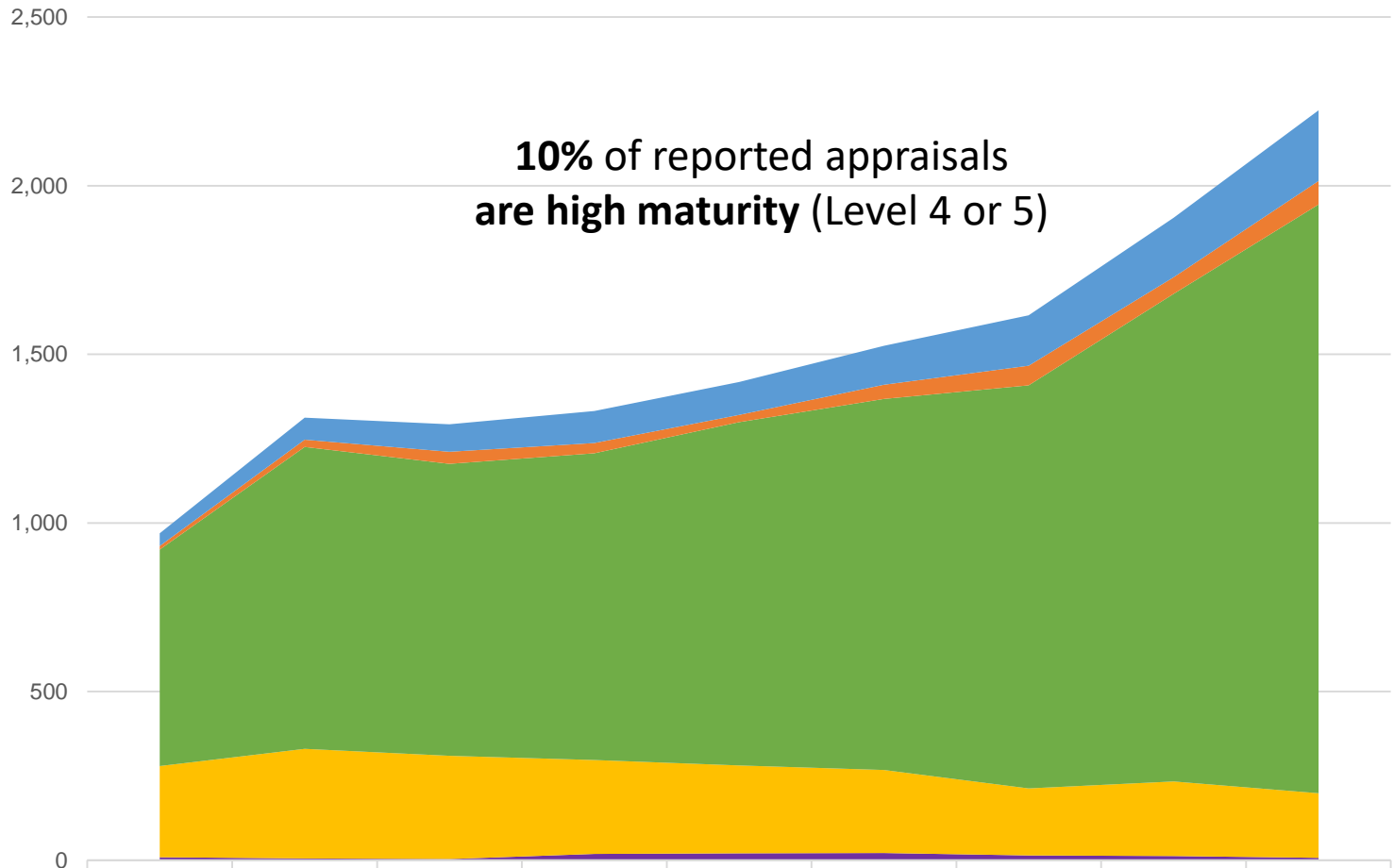
Based on 14,933 CMMI-SCAMPI A Deliveries.  
Partial 2007 – 31 December 2016



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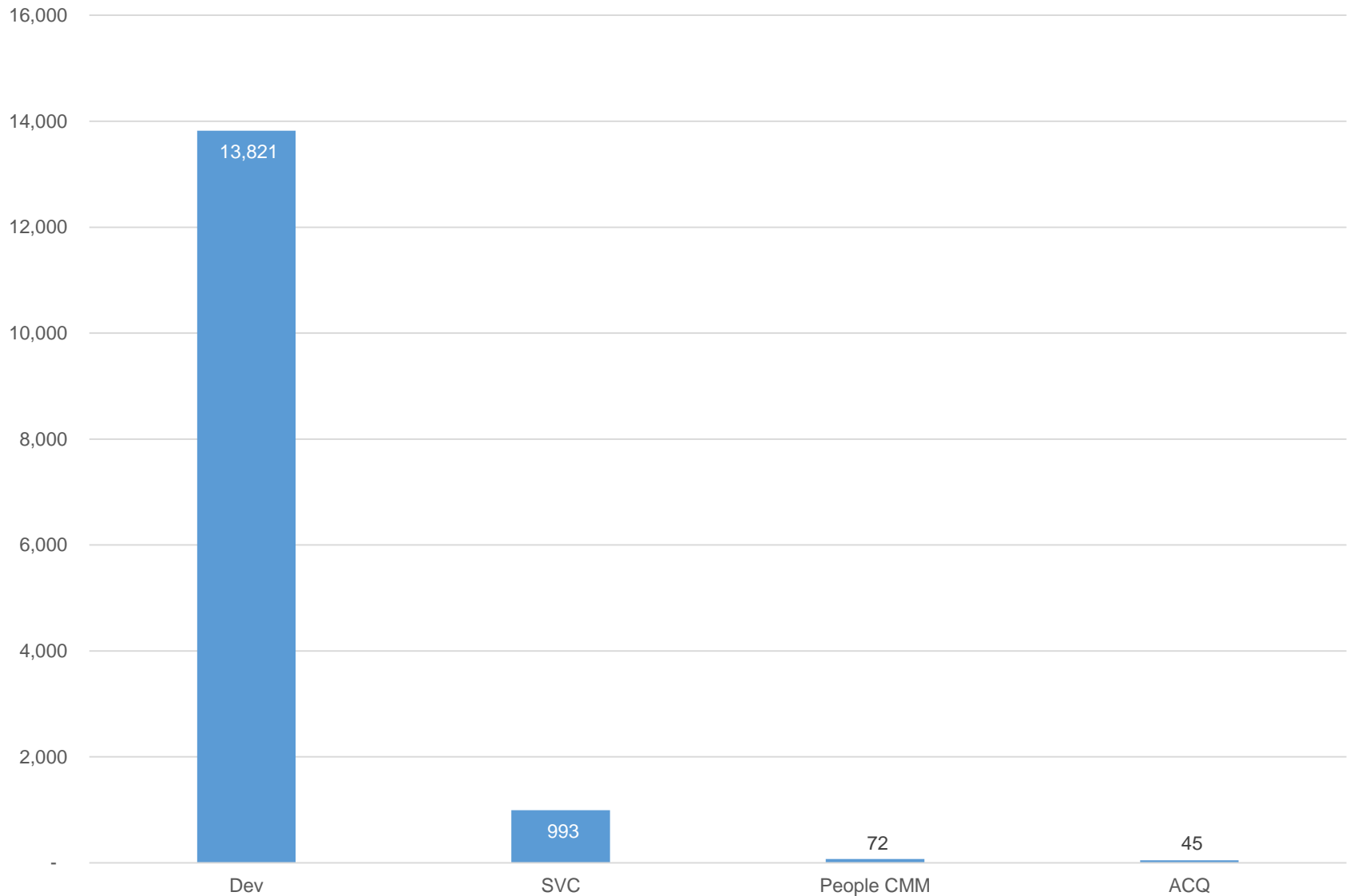
# Appraisal Trend by Maturity Level 2008–2016



	2008	2009	2010	2011	2012	2013	2014	2015	2016
ML5 - Optimizing	37	65	82	95	98	115	150	176	210
ML4 - Quantitatively Managed	11	22	36	30	21	42	58	50	70
ML3 - Defined	642	895	866	910	1,018	1,101	1,195	1,446	1,746
ML2 - Managed	270	325	306	279	261	246	199	221	191
ML1 - Initial	9	5	3	18	20	21	14	12	7



# Appraisals by Constellation 2007–2016

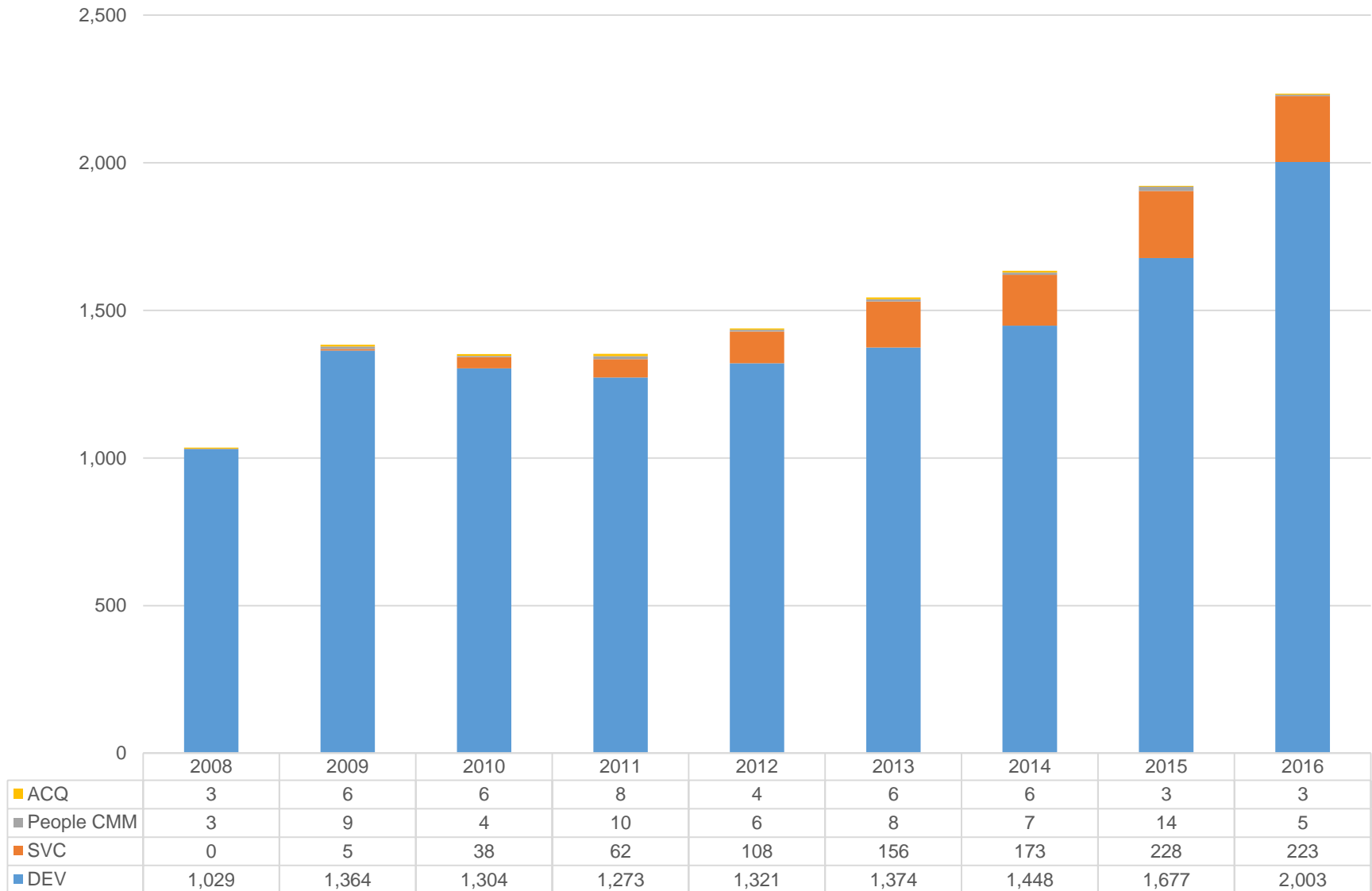


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# Appraisals by Constellation 2008–2016

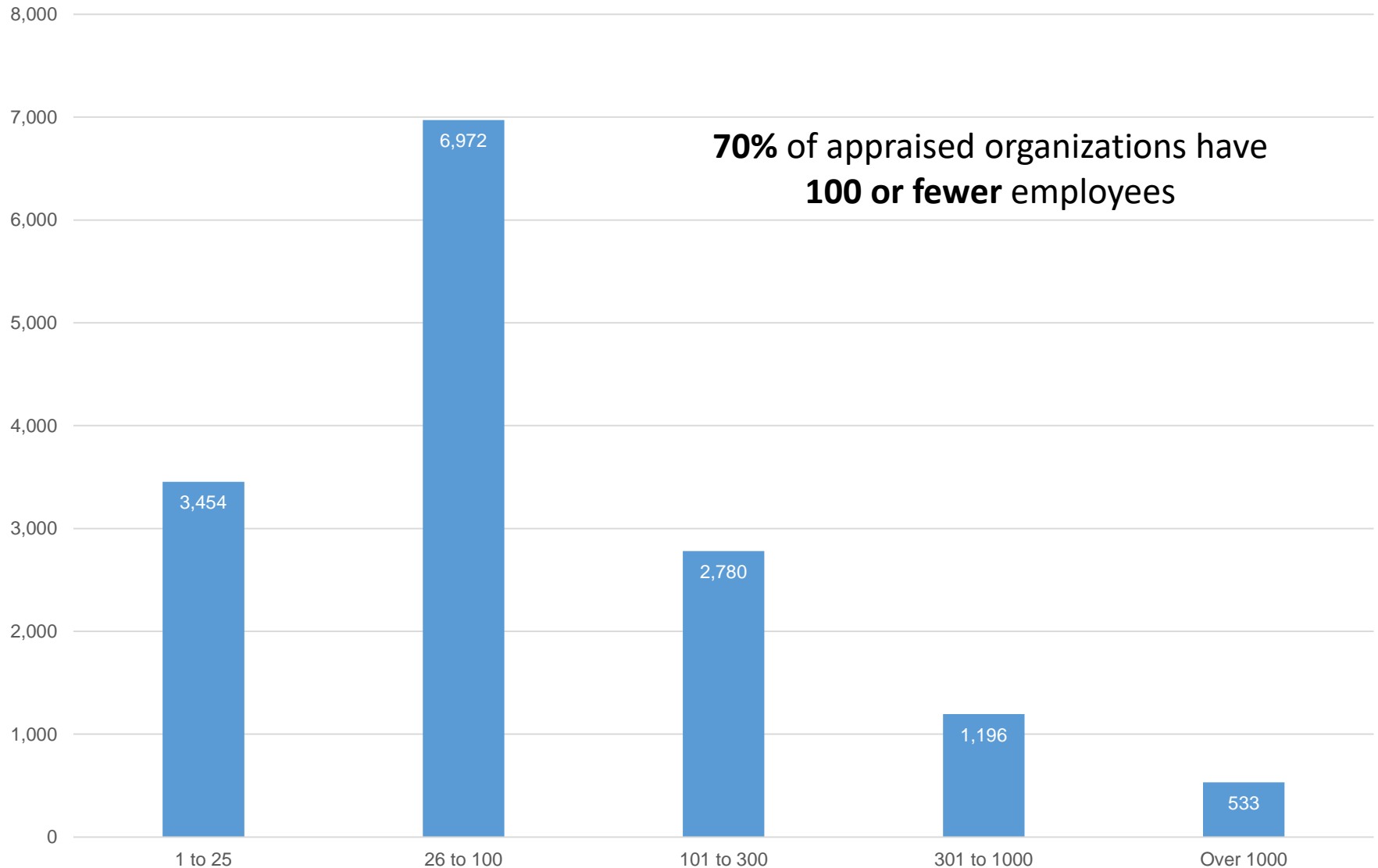


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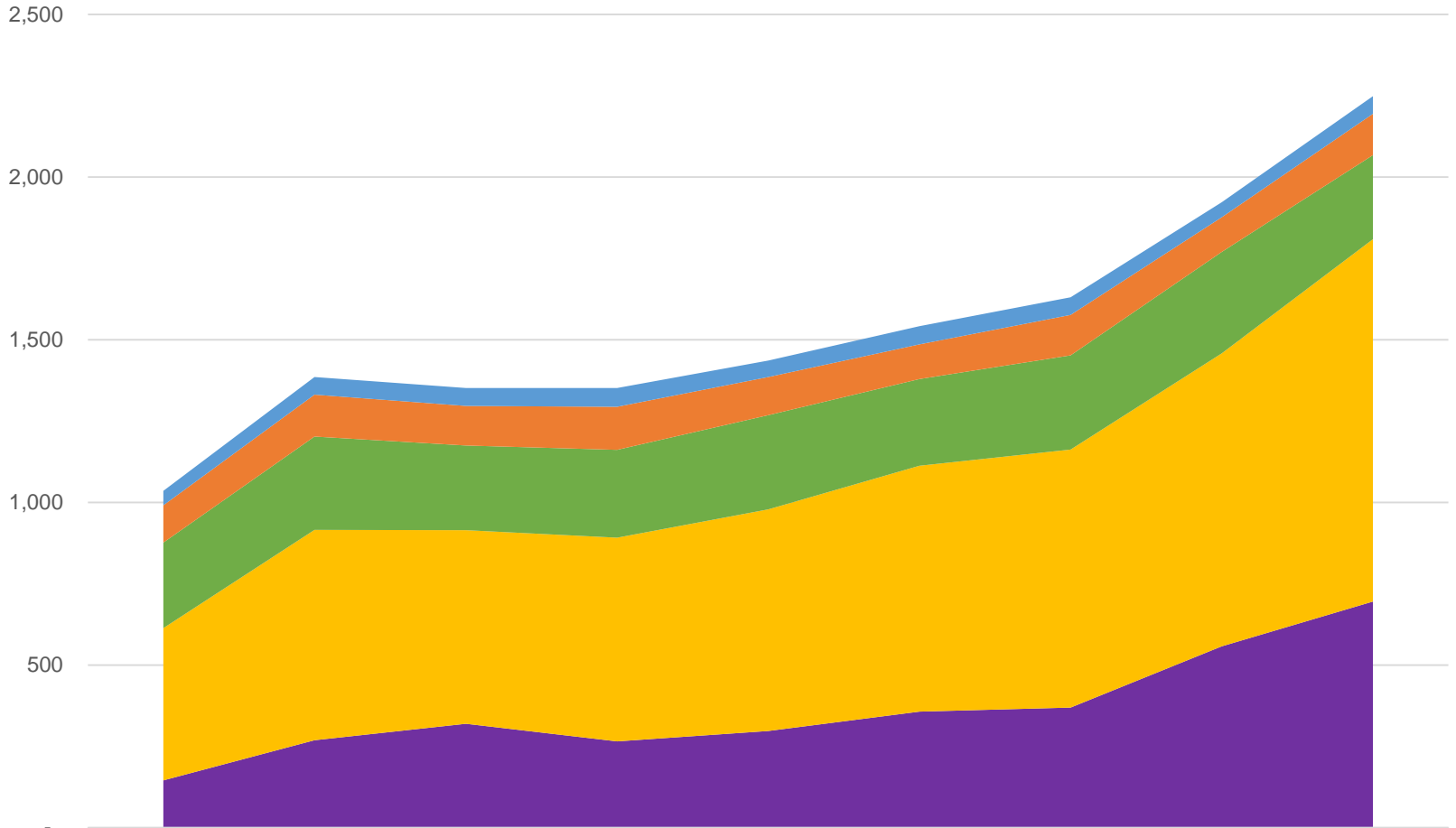


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# Appraisals by Organization Size 2007–2016



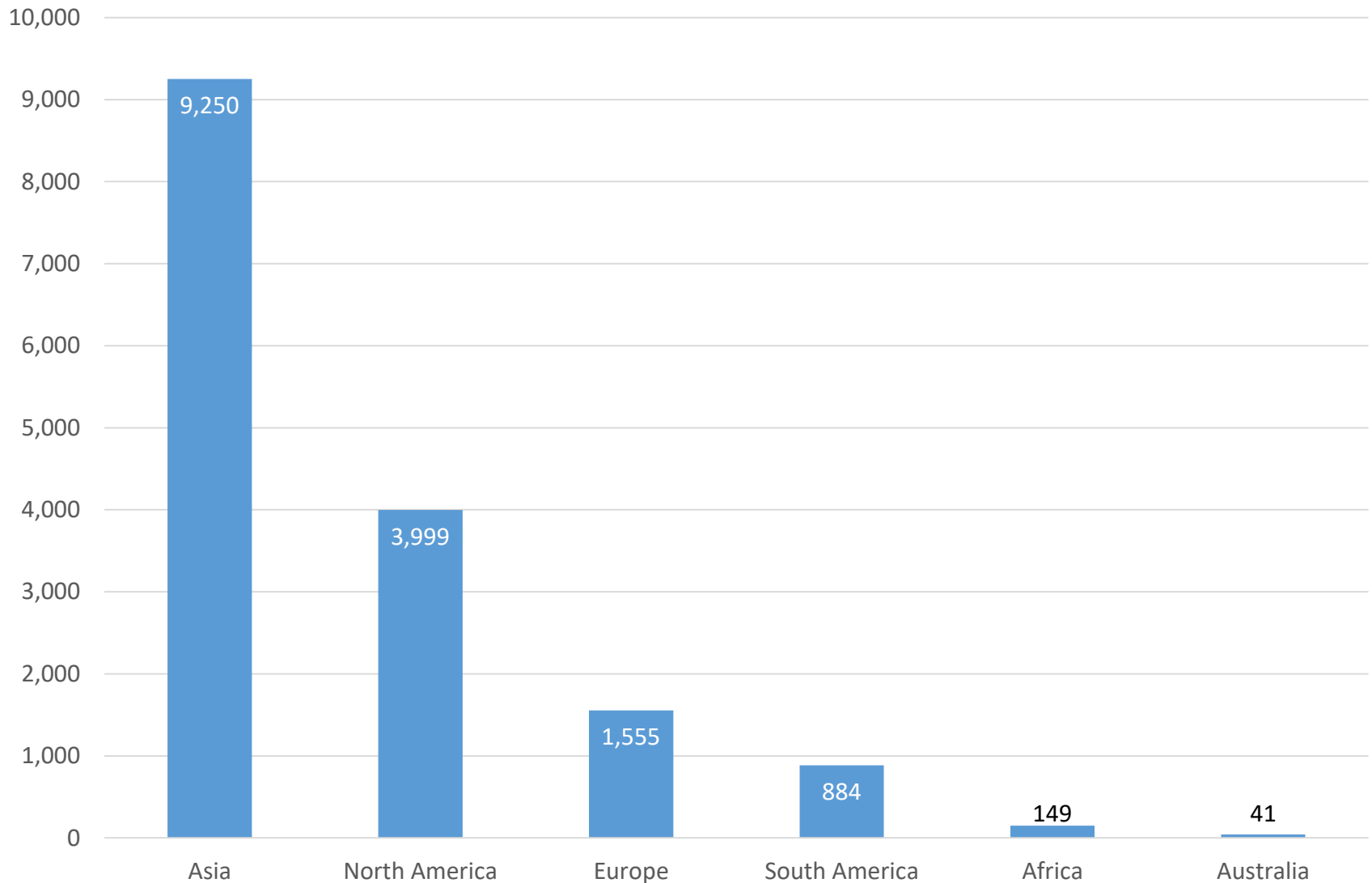
# Appraisals by Organization Size 2008–2016



	2008	2009	2010	2011	2012	2013	2014	2015	2016
Over 1,000 Employees	44	54	55	57	51	56	54	46	54
301 to 1,000 Employees	115	129	121	133	117	106	124	106	127
101 to 300 Employees	263	287	261	270	290	267	290	312	258
26 to 100 Employees	468	646	595	626	681	755	793	901	1,114
Under 26 Employees	145	269	319	265	297	357	369	557	695



# Appraisals by Continent 2007–2016

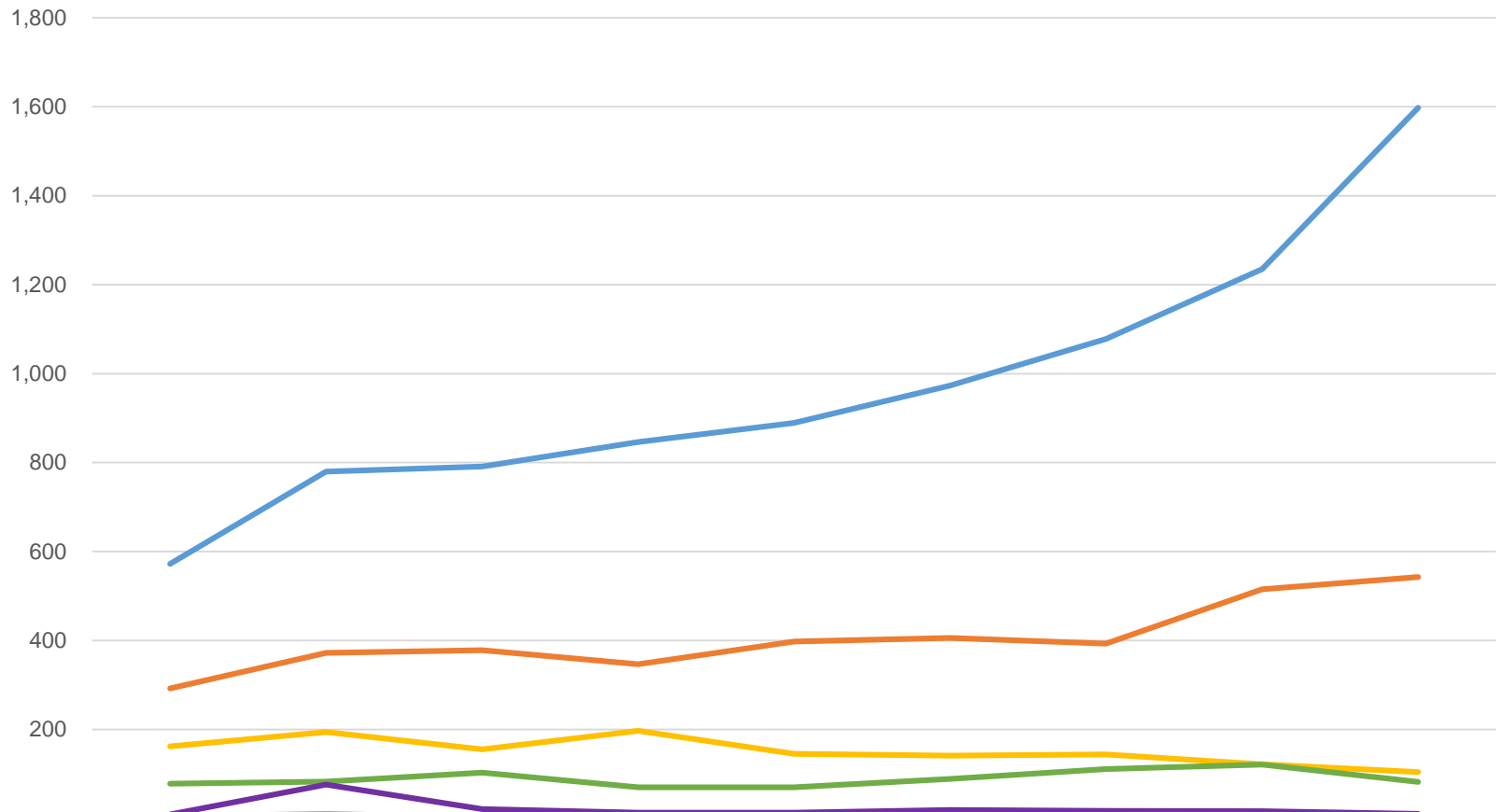


Based on 14,933 CMMI-SCAMPI A Deliveries.  
Partial 2007 – 31 December 2016  
Reflects multi-model and multi-continent appraisals



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# Appraisals by Continent 2008–2016



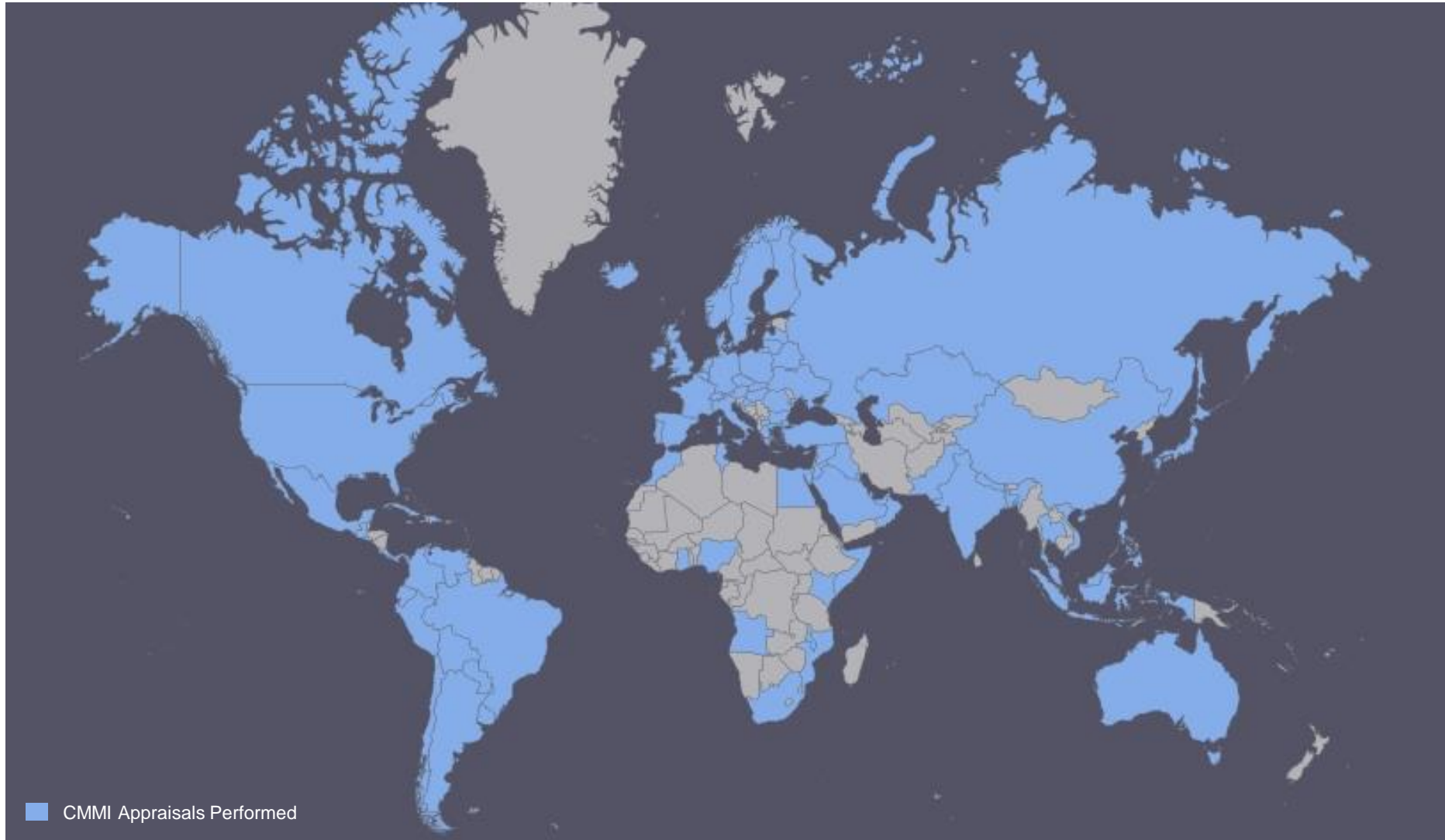
	2008	2009	2010	2011	2012	2013	2014	2015	2016
Asia	572	780	791	846	889	973	1,078	1,235	1,598
North America	292	372	378	347	398	406	393	515	543
Europe	162	194	155	197	145	141	144	122	104
South America	78	83	103	70	70	89	111	121	82
Africa	9	76	21	13	13	19	17	16	10
Australia	4	10	2	6	3	5	5	0	1

Based on 14,933 CMMI-SCAMPI A Deliveries.  
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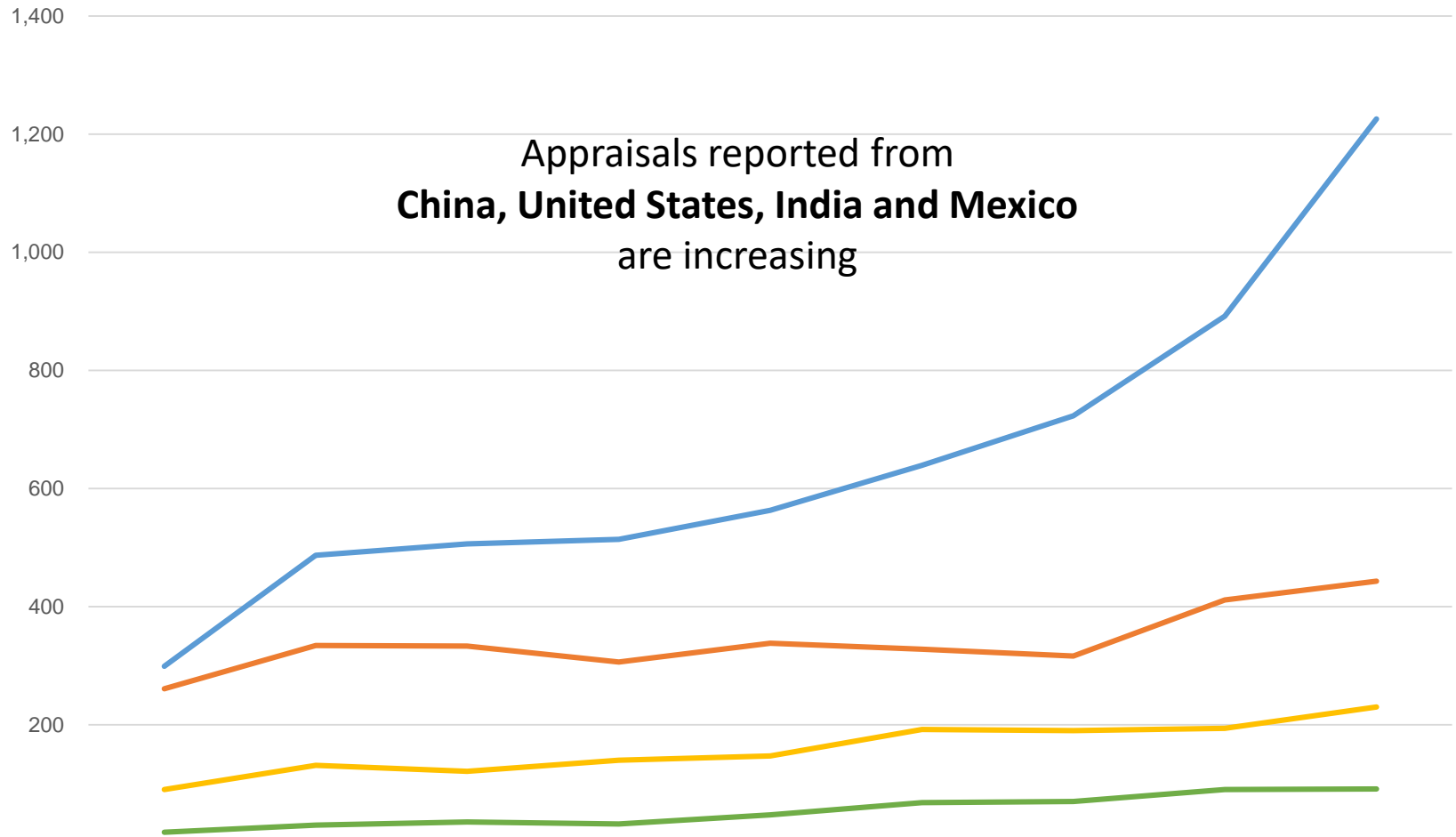
# 98 Countries Where CMMI Has Performed Appraisals



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



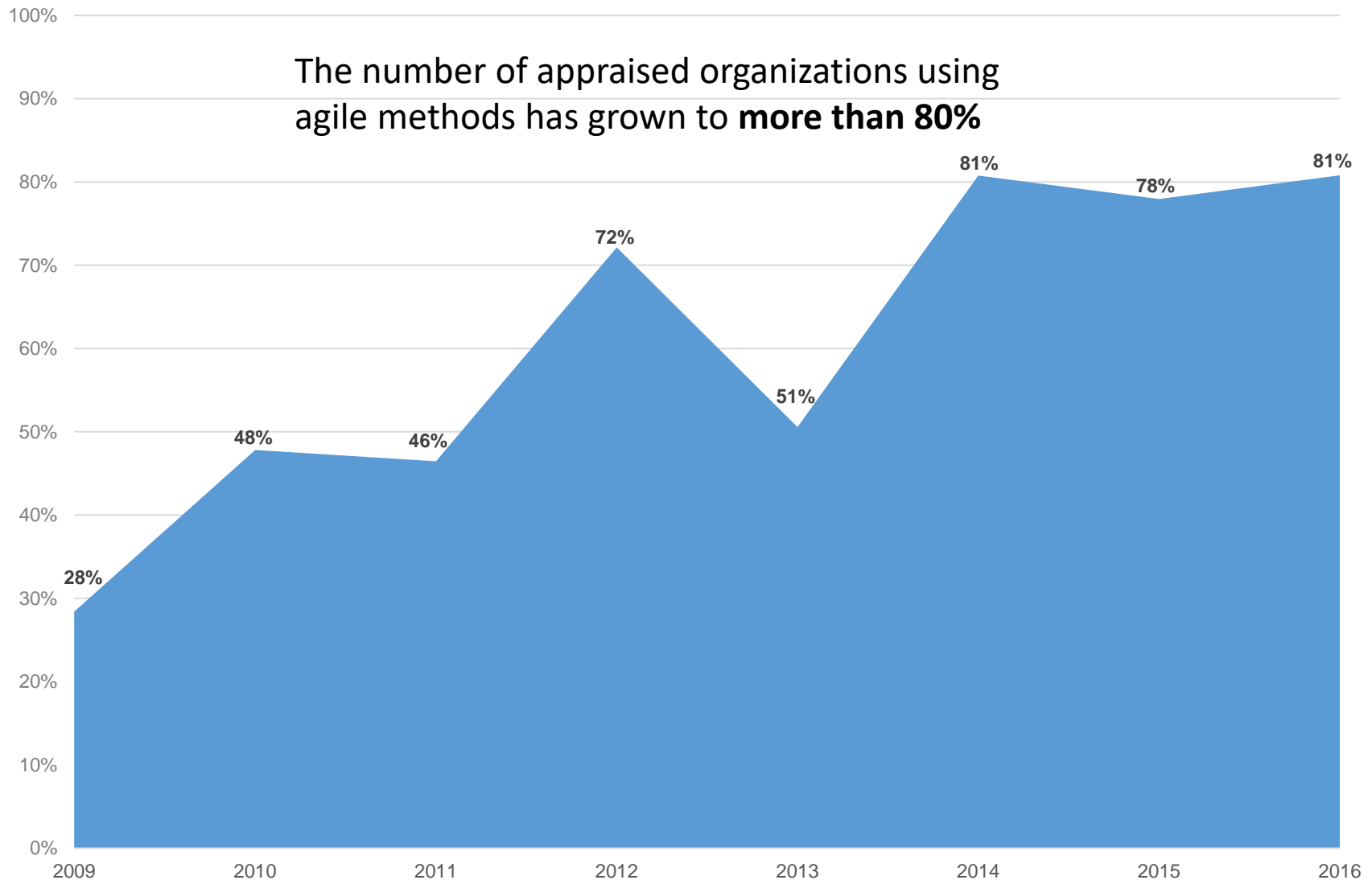
# Highest Number of Appraisals by Country



	2008	2009	2010	2011	2012	2013	2014	2015	2016
China	299	487	506	514	563	639	723	892	1,226
United States	261	334	333	306	338	328	316	411	443
India	90	131	121	140	147	192	190	194	230
Mexico	18	30	35	32	47	68	70	90	91



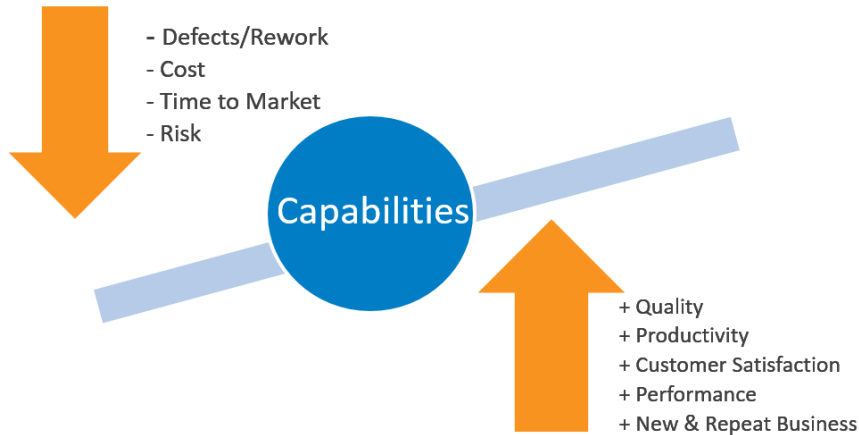
# Appraisals by Organizations using Agile Methods



# 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 98 countries, and while most have 100 employees or less, [CMMI also services 12 of the top 20 Global Technology Companies.\\*](#)



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