As a team of IT consultants you are supposed to help different companies with their decisions about improving their processes by introducing or extending CMMI.

In a short interview with these companies one of your colleagues made some short notes to help you. Try to answer the according questions.

General questions:
G1.) What are main goals of introducing a process improvement standard such as CMMI in general?
G2.) What are general risks a company like this faces? Try to find at least 6 risks.
G3.) How would you actually introduce a new level to the employees? Think about sending an email to everyone containing the CMMI documentation (about 500 pages), so that they can read it over the weekend. Prepare a detailed plan with your ideas.

Company 1: “Bangalore Car IT Support Inc.”
• Is an Indian company that wants to extend their web software portfolio with car IT services
• Wants to apply to become software supplier of a big European car manufacturer after having introduced CMMI level 5
• Wants to introduce CMMI level 5 within 1 year
• Current CMMI level: none
• Has to do safety-relevant implementations
• Does no research, just implementation
• Has 100 employees (all programmers)
• Wants to employ 25 new people
• Has now 5 full time software testers
• Has no former similar projects on car IT

1.) What could be the main goal for the company to introduce CMMI? What does strongly speak for the introduction of CMMI?
2.) Which further steps would you propose to the company? Where would be your focus?

Company 2: “Software Panzerschrank AG”
• Is a wealthy, well known Suisse bank IT software supplier
• Has exactly two major Suisse bank clients since 1980
• Wants to gain a third client, a major bank in USA
• Wants to introduce CMMI level 3
• Has about 80 employees
• Uses an adapted version of the V-Model
• Has to deal with risk and security issues
• Has to deal with new releases all 6 months

3.) Is an upgrade to CMMI level 3 justifiable? Why?

Company 3: “Zurich Online Flower Shop Enterprises”
• Is a growing start-up company for developing Web Shops
• Is famous for its Online Flower Shop
• Vision: Becoming Europe’s best Online Shop Supplier
• Is going to have two new customers for online flower shops in Zurich and Basel
• Has 3 full-time software engineers, wants to employ 2 more
• Has heard about CMMI and is open-minded to new technologies - wants to introduce CMMI Level 3
• Has no defined software development process.

4.) What kind of disadvantages might the company face when introducing CMMI?
5.) What would you suggest to the company in your next meeting?

Company 4: “Informatik Support Gruppe des D-INFK ETHZ”
• Has been successfully supporting the ETH Informatics department on a highly satisfying level for many years
• Has become a well-known competence partner for other institutions and companies
• The “boss” thinks CMMI is just another marketing trick
• The “boss” remarks: “We already have a process model which even uses iteration – that is enough.”
• Sells own developed technologies
• Processes are clearly defined

6.) How could you convince the “boss” to change his mind? Keep in mind, if you don’t, you are going to lose your job, he keeps his.
7.) What are your most urging questions to the company in the next meeting?