

Christian Hertneck · Ralf Kneuper

Prozesse verbessern mit CMMI[®] for Services

Ein Praxisleitfaden mit Fallstudien



dpunkt.verlag

Christian Hertneck
chertneck@anywhere24.com

Dr. Ralf Kneuper
ralf@kneuper.de

Lektorat: Christa Preisendanz
Copy-Editing: Ursula Zimpfer, Herrenberg
Herstellung: Birgit Bäuerlein
Umschlaggestaltung: Helmut Kraus, www.exclam.de
Druck und Bindung: M.P. Media-Print Informationstechnologie GmbH, 33100 Paderborn

Fachliche Beratung und Herausgabe von dpunkt.büchern im Bereich Wirtschaftsinformatik:
Prof. Dr. Heidi Heilmann · heidi.heilmann@Augustinum.net

Bibliografische Information der Deutschen Nationalbibliothek
Die Deutsche Nationalbibliothek verzeichnet diese Publikation in der Deutschen Nationalbibliografie;
detaillierte bibliografische Daten sind im Internet über <http://dnb.d-nb.de> abrufbar.

ISBN 978-3-89864-657-4
Copyright © 2011 dpunkt.verlag GmbH
Ringstraße 19 B
69115 Heidelberg

Anhang A: This non-SEI-sanctioned translation of CMMI® for Services, Version 1.3, Technical Report CMU/SEI-2010-TR-034, copyright 2010 Carnegie Mellon University, was prepared by Ralf Kneuper and Christian Hertneck with special permission from the Software Engineering Institute of Carnegie Mellon University.

Neither Carnegie Mellon University nor its Software Engineering Institute directly or indirectly endorse this non-SEI-sanctioned translation. Accuracy and interpretation of this translation are the responsibility of Ralf Kneuper and Christian Hertneck. Neither Carnegie Mellon University nor its Software Engineering Institute has participated in the creation of this translation.

ANY MATERIAL OF CARNEGIE MELLON UNIVERSITY AND/OR ITS SOFTWARE ENGINEERING INSTITUTE CONTAINED HEREIN IS FURNISHED ON AN »AS-IS« BASIS. CARNEGIE MELLON UNIVERSITY MAKES NO WARRANTIES OF ANY KIND, EITHER EXPRESSED OR IMPLIED, AS TO ANY MATTER INCLUDING, BUT NOT LIMITED TO, WARRANTY OF FITNESS FOR PURPOSE OR MERCHANTABILITY, EXCLUSIVITY, OR RESULTS OBTAINED FROM USE OF THE MATERIAL. CARNEGIE MELLON UNIVERSITY DOES NOT MAKE ANY WARRANTY OF ANY KIND WITH RESPECT TO FREEDOM FROM PATENT, TRADEMARK, OR COPYRIGHT INFRINGEMENT.

Capability Maturity Model, CMM, and CMMI are registered trademarks of Carnegie Mellon University. CMM Integration is a service mark of Carnegie Mellon University.

Die vorliegende Publikation ist urheberrechtlich geschützt. Alle Rechte vorbehalten. Die Verwendung der Texte und Abbildungen, auch auszugsweise, ist ohne die schriftliche Zustimmung des Verlags urheberrechtswidrig und daher strafbar. Dies gilt insbesondere für die Vervielfältigung, Übersetzung oder die Verwendung in elektronischen Systemen.

Es wird darauf hingewiesen, dass die im Buch verwendeten Soft- und Hardware-Bezeichnungen sowie Markennamen und Produktbezeichnungen der jeweiligen Firmen im Allgemeinen warenzeichen-, marken- oder patentrechtlichem Schutz unterliegen.

Alle Angaben und Programme in diesem Buch wurden mit größter Sorgfalt kontrolliert. Weder Autor noch Verlag können jedoch für Schäden haftbar gemacht werden, die in Zusammenhang mit der Verwendung dieses Buches stehen.

Geleitwort

Dear Readers,

I am delighted to see this new book on the CMMI for Services. The authors, Christian Hertneck and Ralf Kneuper, are excellent guides in this field and long-time collaborators with me and the SEI as we build CMMI models and associated products. I first met Christian when he was a resident affiliate at the SEI working on an earlier model. I most recently asked him to be on the CMMI-SVC model team as we built the latest version. Ralf Kneuper has assisted in building CMMI appraisal products and is currently the adviser along with me for a graduate student working on his dissertation on CMMI for Services. Each author has vast practical experience with process improvement in the real world and they have been among the earliest and therefore most experienced users of the CMMI for Services.

For those of you new to it, CMMI® for Services (CMMI-SVC) is a comprehensive set of guidelines to help organizations to establish and improve processes for delivering services. By adapting and extending proven standards and best practices to reflect the unique challenges faced in service industries, CMMI-SVC offers providers a practical and focused framework for achieving higher levels of service quality, controlling costs, improving schedules, and ensuring user satisfaction. In the first two years of use, we have seen the application of CMMI-SVC to everything from sports officiating to health care, along with the expected application in engineering services and information technology.

This book gives you a comprehensive introduction to

- The service domain and its issues
- The structure of CMMI-SVC
- Details for the service typical best practices
- A guide to systematic process improvement and to address its pitfalls

- Real life examples ranging from product maintenance services over IT services to service in the health and public sector.

Given the enormous portion of the German economy attributed to service and the potential benefits for your country's performance when service providers improve their delivery, I am particularly delighted to see the translation of CMMI-SVC goals and practices from English into German – that material in the book is by itself a useful contribution. Of course, your benefits go well beyond mere translation of the abstract model content. The authors guide you with practical examples and their years of experience. They discuss the applicability of the model in a range of service domains, demonstrating their understanding of the intention and flexibility of the model. Among the cases, I am confident you will find examples relevant to you.

I also believe that this book is useful both to individuals new to model-based process improvement and to those already experienced in achieving service excellence. For the newcomers, it gives details on starting the journey and connects to real-life case studies. Service experts can draw on specific experiences and examples to consider how to enhance their practice using CMMI-SVC as a tool and best practice collection for further improvements.

Have fun reading this book and good luck with your process improvement!

Eileen Forrester
Software Engineering Institute
Carnegie Mellon University
Pittsburgh, USA