

World Class Standard for ICT Project Management

(บริหารจัดการโครงการด้าน ICT: กรณีศึกษา)

โครงการอบรมหลักสูตรผู้บริหารเทคโนโลยีสารสนเทศระดับสูง CIO
(Chief Information Officer) รุ่นที่ 27
Wednesday, February 10, 2016

Chayakorn Piyabunditkul – D.Eng, CSPM
Chayakorn.piyabunditkul@nstda.or.th

National Science and Technology Development Agency (NSTDA)



CIO competencies



โครงการส่งเสริมให้ผู้ประกอบการได้รับมาตรฐานกระบวนการผลิตและบริการ
 Capability Maturity Model Integration (CMMI)

เปิดรับสมัครเข้าร่วมโครงการ วันที่ - 15 ก.ย. 57



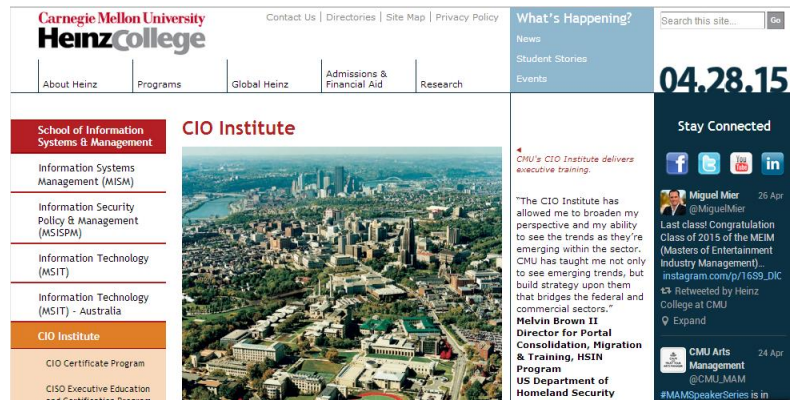
สมัครด่วน รับจำนวนจำกัด!!




 ACIOA - ASEAN Chief Information Officer Association
 ADEPT COMMIT INNOVATE OPEN ASSOCIATE
 ACIOA - ASEAN Chief Information Officer Association
 Non-Profit Organization Information Officer



CIO LEADERS
 THAILAND - 2015


CIO UNIVERSITY
Federal Executive Competencies


Carnegie Mellon University Heinz College
 CIO Institute
 School of Information Systems & Management
 Information Systems Management (MISM)
 Information Security Policy & Management (MISPM)
 Information Technology (MSIT)
 Information Technology (MSIT) - Australia
 CIO Institute
 CIO Certificate Program
 CIO Executive Education


CIO.GOV
 ABOUT AGENDA BLOG RESOURCES
IT SOLUTIONS CHALLENGE AT A GLANCE
 39 PARTICIPANTS | 19 AGENCIES
 6 MONTHS
 APRIL: KICKOFF RECEPTION - APRIL 8TH, PROBLEM DEFINITION WORKSHOP - APRIL 9TH
 JUNE: MIDPOINT MEETING
 SEPT: SOLUTIONS PRESENTATION
 @CIODOTGOV #ITSOLUTIONSCHALLENGE CIO.GOV LEARN MORE


SiPA
 สำนักงานส่งเสริมอุตสาหกรรมซอฟต์แวร์แห่งชาติ (องค์การมหาชน)
 Software Industry Promotion Agency (Public Organization)


NECTEC
 a member of NSTDA
SM
CMMI


SOFTWARE PARK THAILAND


Thailand SPIN
 Software Process Improvement Network


CMMI vs. Agile
 มิดร ตีตรู หรือ ความไม่รู้ต่างหากที่หลอกเรา
 วันพฤหัสบดีที่ 29 พฤษภาคม 2557
 09.30 - 17.00 น.
 20130529-09:30-17:00 โทร. 025839992 ต่อ 1432



Gartner CIO Leadership Forum

16 - 18 March 2015 | London, UK



The 1st ASEAN CIO Forum 2012 in Thailand

April 20, 2012 3:03 pm



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Gartner Executive Programs

Taming the Digital Dragon: The 2014 CIO Agenda

Insights From the 2014 Gartner CIO Agenda Report

Gartner

View Event Brochure
Everything You Need to Decide

See Who's Attending

richmond events

THE CIO FORUM

- MAY 17 - 19 2015, TURNBERRY ISLE, MIAMI
- JUNE 4 2015, RITZ CARLTON, SAN FRANCISCO
- SEPTEMBER 13 - 15 2015, PARK HYATT AVIARA, CARLSBAD
- NOVEMBER 5 2015, THE HARVARD CLUB, NEW YORK

- HOME
- MAY CONFERENCE
- JUNE CONFERENCE
- SEPTEMBER CONFERENCE
- NOVEMBER CONFERENCE
- SUPPLIERS
- DELEGATES
- UPDATES



The Ministry of Information and Communications Technology Association of Thailand joins concept on how to emphasize Sourcing in ASEAN countries

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2015 SUMMIT THEMES

CYBER SECURITY

CLOUD

DIGITAL

VIRTUALISATION

MOBILITY

IT AS A SERVICE

ANALYTICS

BIG DATA

STORAGE

The Top 5+1 Things Every CIO Should Know

- 1. Cloud Service**— มีชุดแอปพลิเคชันและอุปกรณ์พื้นฐานสำเร็จรูปที่ได้มาตรฐานเตรียมไว้ให้ในราคาที่ถูกลงกว่าราว 70 – 80% และพร้อมใช้งานภายในไม่กี่วัน หรืออาจจะไม่กี่ชั่วโมง ผู้ให้บริการแบบเดิมๆ ต่างก็ตื่นรนที่จะเสนอบริการให้ได้ในระดับเดียวกันนี้ และพยายามเข้าสู่ธุรกิจการเป็นที่ปรึกษา หรือสร้างมูลค่าเพิ่มด้วยบริการรับบริหารระบบธุรกิจ (BPO services)
- 2. Mobile first**— พนักงาน และลูกค้าต่างก็ใช้แอปพลิเคชันบนโทรศัพท์เคลื่อนที่ ปัจจัยสำคัญคือพลวัตในธุรกิจที่เปลี่ยนไปเป็นแบบ Real Time และข้อมูลก็อาจจะมีผลกระทบต่อการตัดสินใจทางธุรกิจ
- 3. Data driven**— งานที่ต้องทำเป็นกระบวนการ เป็นขั้นตอน มีน้อยลงเรื่อยๆ เมื่อเทียบกับงานที่ต้องใช้ข้อมูลในการตัดสินใจ โดยเฉพาะข้อมูลที่มีแอปพลิเคชันดีๆ ช่วยนำเสนอ และวิเคราะห์ให้
- 4. Community Innovation**— มีนวัตกรรมหลายอย่างที่ไม่ได้เกิดจากผู้ให้บริการแบบเดิมๆ หรือเกิดจากบริษัทใหญ่ๆ อีกต่อไป แต่เกิดจากชุมชน ซึ่งก็มักจะก่อร่างกันมาในโอเพนซอร์ซที่เปิดโอกาสให้คนทั่วไปนำระบบไปพัฒนาต่อได้ อย่างเช่น Hadoop หรือ Java หรืออาจจะเป็นกลุ่มที่เกิดในบริษัทเกิดใหม่ หรือหน่วยงานราชการ
- 5. Service Providers and Consulting**— การเลือกใช้หรือเลือกซื้อบริการที่ปรึกษา และการนำระบบมาติดตั้งกำลังปรับตัวไปสู่แนวทางใหม่ อาจจะมีคู่แข่งบ้าง แต่มันจะมีลักษณะเหมือนสินค้าเกษตรที่ดูเหมือนไม่มีความแตกต่างของผลิตภัณฑ์
- + 6. CyberSecurity** มาตรฐานสากลที่นิยมใช้กันทั่วโลก ISO/IEC17799: 2005 (Second Edition) หรือ BS7799-1, CobiT (Control Objective for Information and Related Technology), ITIL (IT Infrastructure Library)/BS15000, SANS TOP20, ISMF 7 (Information Security Management Framework)

Touchstone.

FEDERAL CIO ROADMAP

LEGEND

- STATUTORY REQUIREMENTS
- CIO ACTIVITIES
- OMB & CONGRESSIONAL ACTIVITIES
- ▼ QUARTERLY REPORTS DUE

Q1			Q2			Q3			Q4			OUTCOMES
Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	

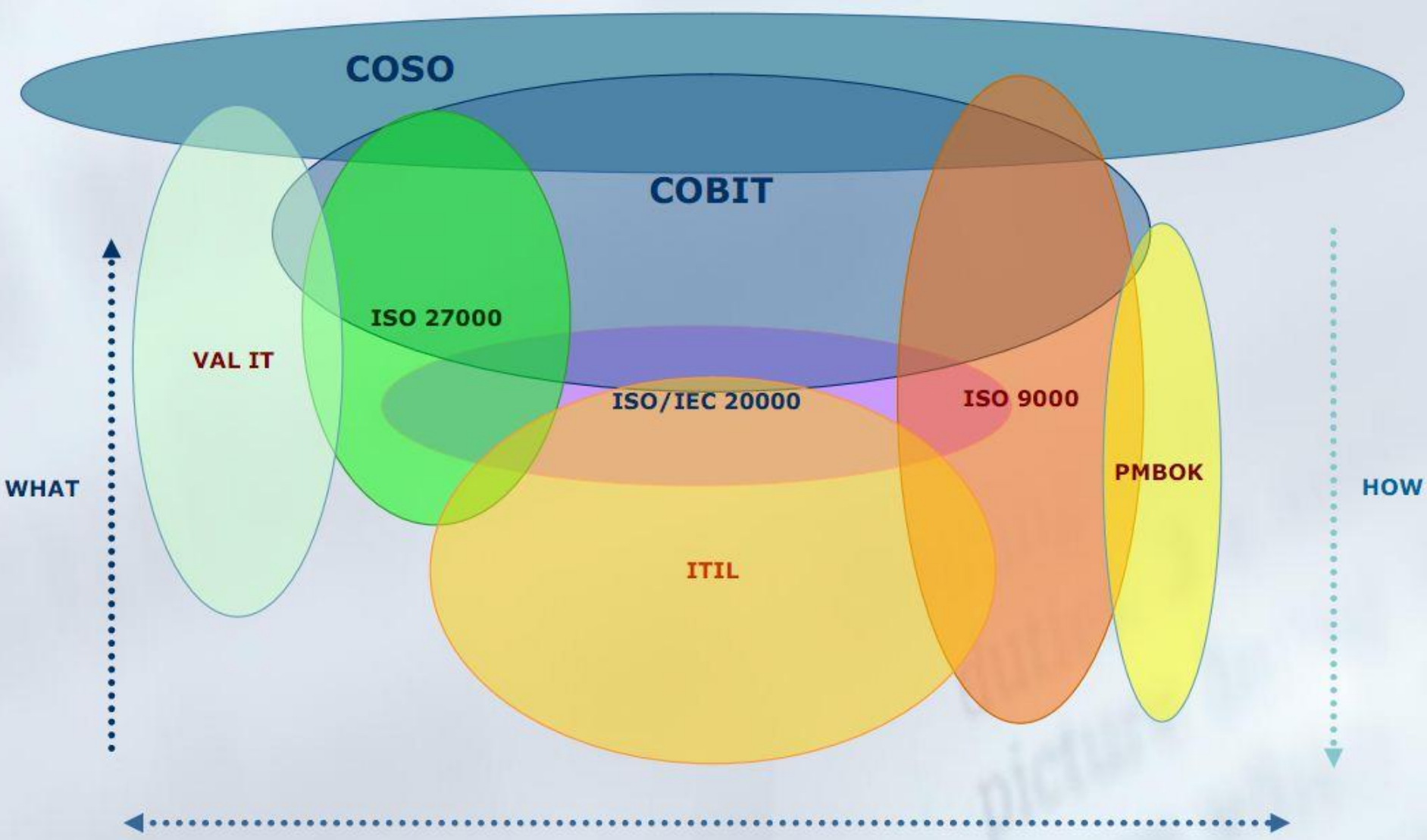
STRATEGIC PLANNING	INTEGRATION	<div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> <p>Develop IT/IRM strategic plan in support of upcoming Budget Cycle</p> </div> <div style="width: 30%;"> <p>Submit annual GFSRA program performance report for previous FY</p> </div> <div style="width: 30%;"> <p>Workforce analysis due to OMB</p> </div> </div> <p style="text-align: center; color: red;">Submit Quarterly President's Management Agenda Report</p>											<ul style="list-style-type: none"> Ensures that IT projects and expenditures align to agency mission and business needs. Ensures a well-qualified, high performing IT workforce
ENTERPRISE ARCHITECTURE	INTEGRATION	<div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> <p>Update EA artifacts to reflect Federal target architecture and current reference models</p> </div> <div style="width: 30%;"> <p>Submit PRA Report to OMB</p> </div> <div style="width: 30%;"> <p>Update Federal Transition Framework and Current FEA Reference Models</p> </div> </div> <p style="text-align: center; color: blue;">Agency uses EA to guide and inform agency capital planning and investment decisions</p> <p style="text-align: center; color: blue;">Submit Quarterly EA Performance Review</p>											<ul style="list-style-type: none"> Link IT investments to Agency program results Promotes interoperable, secure, portable and scalable technology environment Optimizes IT planning and investment decisions Reduces costs by eliminating duplicative investments
BUDGET FORMULATION and CAPITAL PLANNING & INVESTMENT CONTROL	INTEGRATION	<div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> <p>Brief OMB on agency IT budget submission</p> </div> <div style="width: 30%;"> <p>Agency appeals</p> </div> <div style="width: 30%;"> <p>18 Month Budget Cycle Begins</p> </div> </div> <p style="text-align: center; color: red;">President submits budget to Congress</p> <p style="text-align: center; color: red;">Agency budget formulation for upcoming FY</p> <p style="text-align: center; color: red;">Agencies submit budget request to OMB (Exhibits 53 & 300)</p> <p style="text-align: center; color: red;">Conduct quarterly portfolio management control reviews</p>											<ul style="list-style-type: none"> Establishes clear measures and accountability for the management of IT initiatives. Optimizes the portfolio mix and maximizes IT investments. Improves responsiveness to Federal oversight entities such as OMB, GAO, and Congress. Ensures that the IT portfolio remains dynamic and flexible to meet changing business needs.
E-GOV and IT IMPLEMENTATION	INTEGRATION	<div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> <p>E-Gov Status Report due to OMB</p> </div> <div style="width: 30%;"> <p>Develop E-Gov strategy for upcoming FY</p> </div> <div style="width: 30%;"> <p>OMB submits E-Gov report to Congress</p> </div> </div> <p style="text-align: center; color: blue;">Submit quarterly E-Gov Implementation milestone status reports</p>											<ul style="list-style-type: none"> Leverages IT to improve efficiency and effectiveness of government services to citizens. Promotes interagency data sharing and cooperation in building common solutions.
PROGRAM MANAGEMENT and PERFORMANCE	INTEGRATION	<p style="text-align: center; color: blue;">Submit report documenting performance of High Risk Projects</p> <p style="text-align: center; color: red;">Submit quarterly President's Management Agenda Scorecard Report</p>											<ul style="list-style-type: none"> Links program/project performance to agency mission. Determines program effectiveness and measurements of success.
SECURITY and PRIVACY	INTEGRATION	<div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> <p>Submit Annual FISMA Report & Privacy Management Report</p> </div> <div style="width: 30%;"> <p>Prepare bid for security audit contract, as needed</p> </div> <div style="width: 30%;"> <p>Conduct agency security audits</p> </div> </div> <p style="text-align: center; color: red;">Submit privacy impact assessments of Exhibit 300s</p> <p style="text-align: center; color: red;">Submit quarterly Plan of Action and Milestones (POA&M) Reports to address security weaknesses to OMB</p>											<ul style="list-style-type: none"> Provides uniform and systematic process to protect citizen information Establishes effective security controls and authentication tools Incorporates life-cycle security costs with investment planning

Course Index

1. World Class ICT Standard
2. ICT Standard in Thailand
3. Knowledge Area of CMMI
4. CMMI in practices
5. CIO in ICT Standard

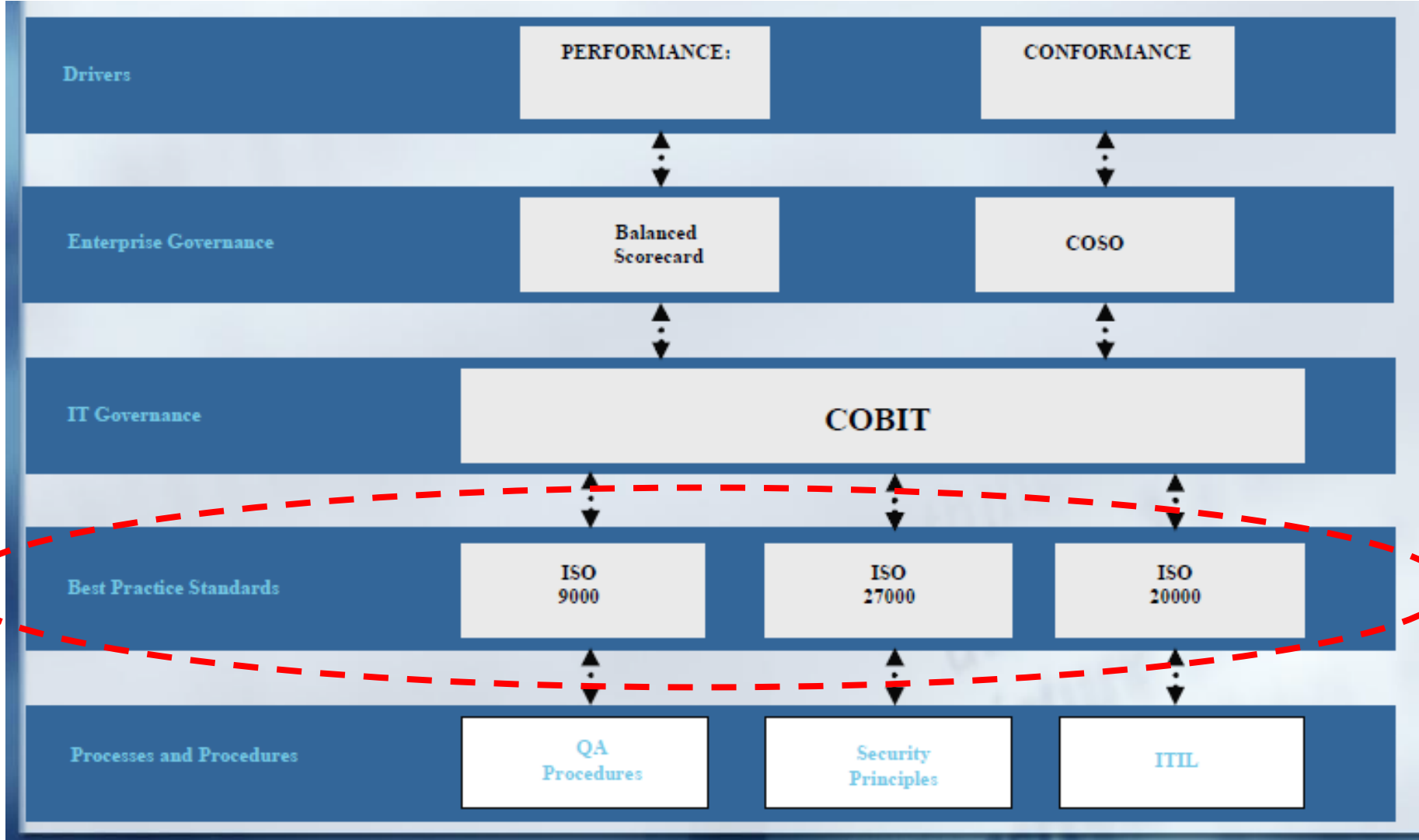
1. World Class ICT Standard

IT framework

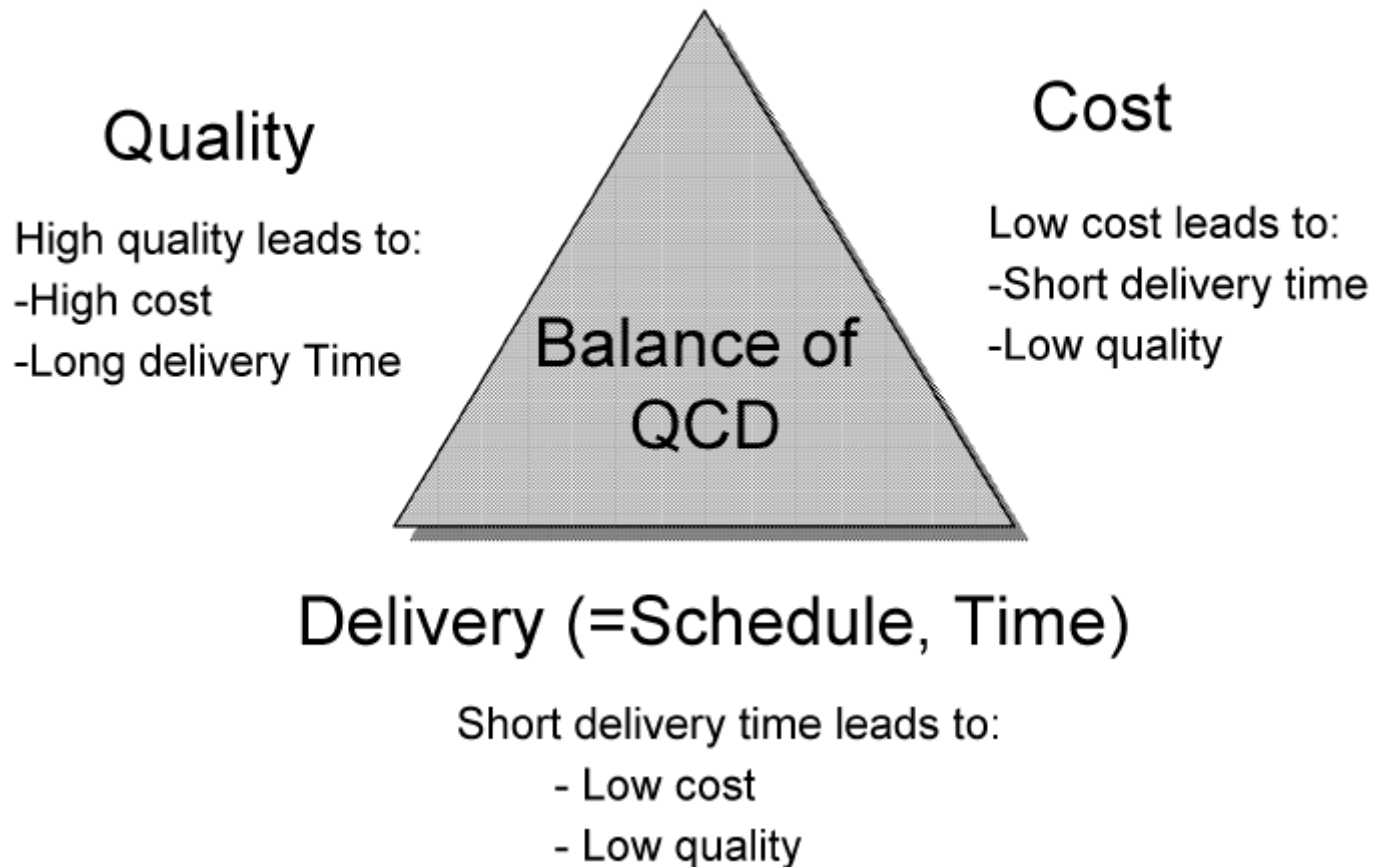


<p>ตัวอย่าง กรอบวิธีปฏิบัติ (คำอธิบาย จะบรรยายถึงกระบวนการและขั้นตอนที่ช่วยให้ผู้ปฏิบัติสามารถดำเนินการและพัฒนาขีดความสามารถของการนำเทคโนโลยีสารสนเทศไปใช้งานได้อย่างมีประสิทธิภาพ สำหรับแนวทางที่ให้จะเป็นลักษณะของ <i>Best practice</i> (แนวทางปฏิบัติขั้นดี))</p>	<p>COBIT</p> <p>COSO</p> <p>ITIL</p>
<p>ตัวอย่าง มาตรฐานสากลที่เกี่ยวข้องกับระบบเทคโนโลยีสารสนเทศ (คำอธิบาย มาตรฐานเหล่านี้จะมีขอบเขตที่แตกต่างกันออกไป ได้แก่</p> <ul style="list-style-type: none"> • <i>ISO/IEC 27001</i> ว่าด้วยเรื่องการรักษาความมั่นคงปลอดภัยระบบ • <i>ISO/IEC 13335</i> ว่าด้วยเรื่องแนวทางปฏิบัติในการบริหารจัดการความมั่นคงปลอดภัยระบบ • <i>ISO/IEC 15408</i> ว่าด้วยเรื่องเทคนิควิธีด้านความมั่นคงปลอดภัยซึ่งจะถูกใช้เป็นเงื่อนไขกลางหรือเกณฑ์กลาง (<i>Common Criteria</i>) ในการประเมินระบบในเรื่องของความมั่นคงปลอดภัย) 	<p>ISO/IEC 27001</p> <p>ISO/IEC 13335</p> <p>ISO/IEC 15408</p>
<p>ตัวอย่าง แนวทางปฏิบัติขั้นต่ำที่องค์กรภาครัฐต้องปฏิบัติตาม (คำอธิบาย แนวทางปฏิบัติดังกล่าวได้พัฒนาขึ้นโดยหน่วยงานภาครัฐ เพื่อใช้เป็นแนวทางปฏิบัติทางเทคนิคให้กับหน่วยงานที่ต้องการความมั่นคงปลอดภัยเป็นพิเศษและมีมาตรฐานเทคโนโลยีเฉพาะทาง)</p>	<p>FIPS PUB 200</p> <p>NIST 800-14</p> <p>IT BPM Manual</p>
<p>ตัวอย่าง เครื่องมือต่างๆ ที่ใช้สำหรับบริหารจัดการระบบเทคโนโลยีสารสนเทศ (คำอธิบาย แนวทางปฏิบัติหรือเครื่องมือต่างๆ มีไว้เพื่อช่วยวิเคราะห์ความต้องการ ช่วยออกแบบ ช่วยจำลองแนวทาง และช่วยบริหารจัดการโครงการทางเทคโนโลยีสารสนเทศให้ดำเนินการได้ง่ายขึ้นและเป็นไปอย่างมีแบบแผน)</p>	<p>PRINCE2</p> <p>PMBOK</p> <p>TickIT</p> <p>TOGAF 8.1</p>

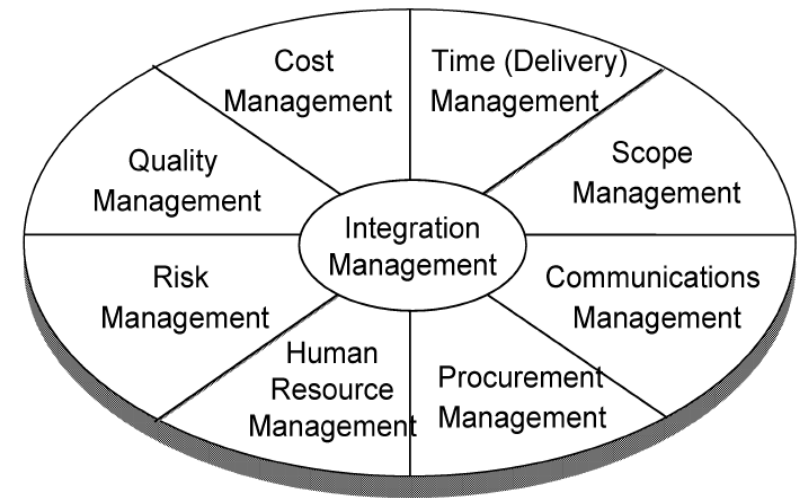
Governance Mapping



QCD-based Project Management



PMBOK-based Project Management #1



9 Knowledge Areas of PMBOK

5 Process Groups of PMBOK

- PMBOK** (Project Management Body of Knowledge)
- Global standard of project management framework issued by PMI
 - Can be applied to general industry fields
 - Composed of:
 - 9 Knowledge Areas
 - 5 Process Groups

Project Management Processes

(1) Initiating	(3) Executing	(5) Closing
(2) Planning	(4) Controlling	

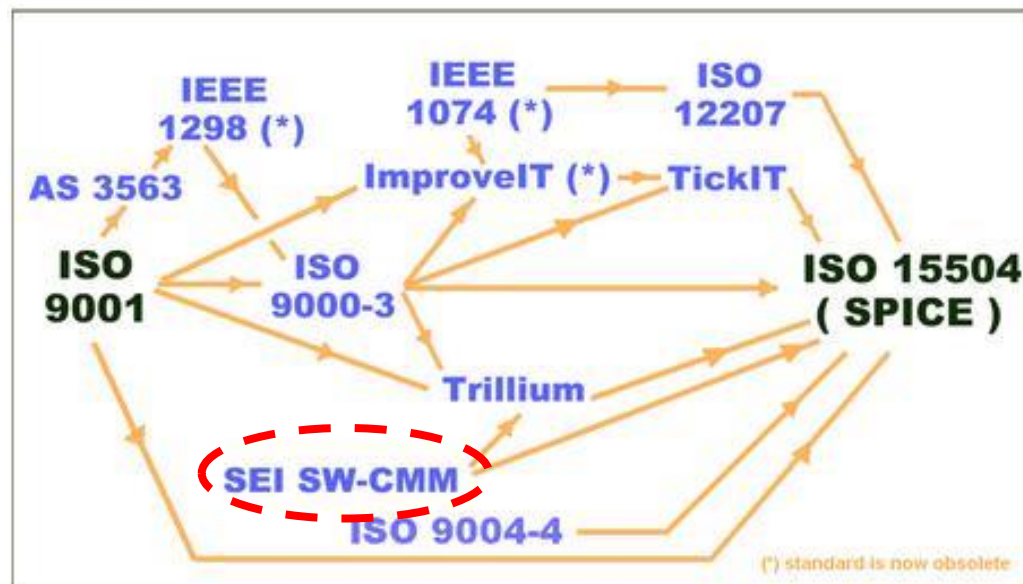
Analysis	Design	Programming	Testing
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(Reference) System Development Processes

PMBOK-based Project Management #2

Sys. Dev. Stages	(N/A)	(N/A)	Analysis / Design / Programming / Testing		N/A
5 Process Groups	Initiating	Planning	Executing	Controlling	Closing
9 Knowledge Areas					
Integration Mgmt		✓	✓	✓	
Scope Mgmt	✓	✓		✓	
Time Mgmt		✓		✓	
Cost Mgmt		✓		✓	
Quality Mgmt		✓	✓	✓	
Human Resource Mgmt		✓	✓		
Communications Mgmt		✓	✓	✓	✓
Risk Mgmt		✓		✓	
Procurement Mgmt		✓	✓		✓

Mapping of 9 Knowledge Areas and 5 Process Groups



ISO 15504**about performing process assessments**

Part 2

defines requirements for performing assessments

Part 5, 6, and 8 define example Process Assessment Models using other standards as Process Reference Models

Part 5

for

ISO 12207**about software lifecycle processes**

Part 6

for

ISO 15288**about system lifecycle processes**

Part 8

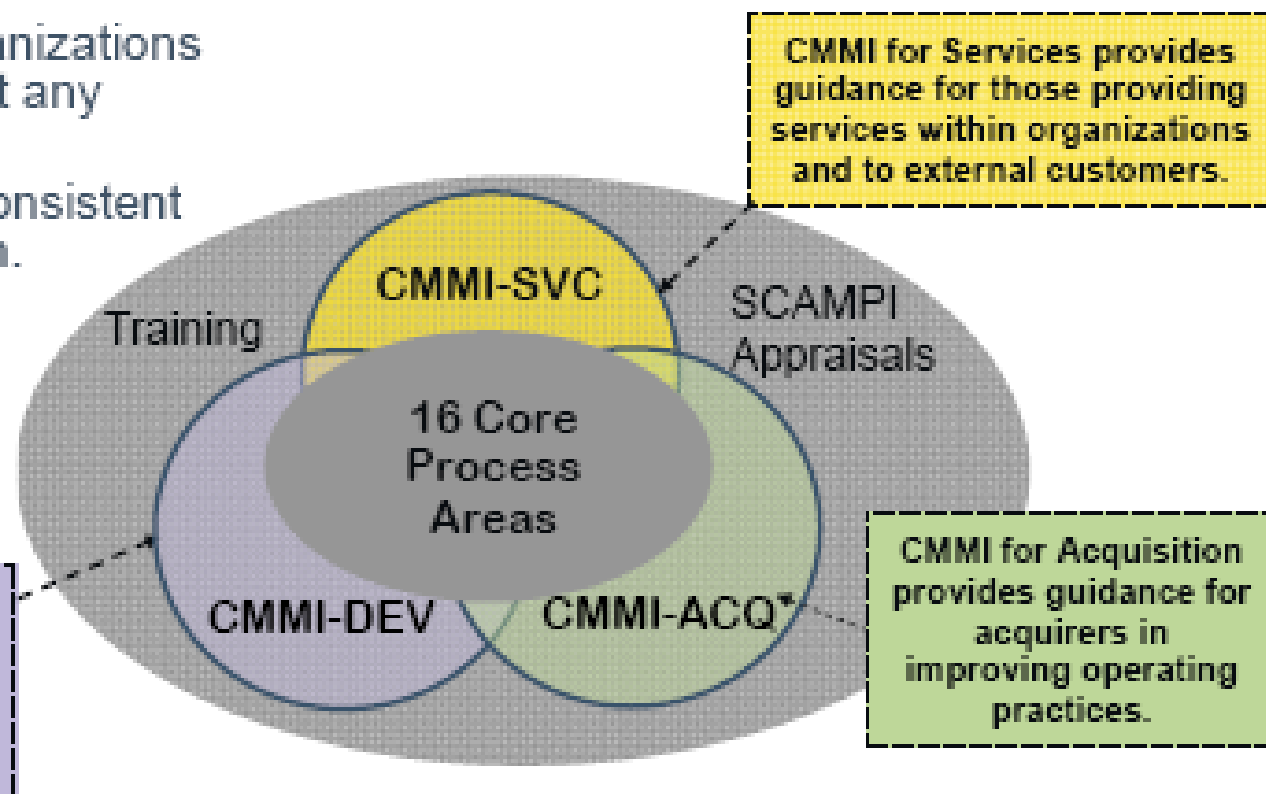
for

ISO 20000**about IT service management processes**

Flexible and Leverageable Product Suite

The CMMI Product Suite is composed of models, training, and appraisals:

- Models describe best practices for specific target audiences.
- Appraisals allow organizations to benchmark against any model.
- Training ensures a consistent educational approach.



Capability Maturity Model Integration (CMMI)

CMMI, a process improvement framework that guides organizations in high-performance operations given by Carnegie Mellon University of Pittsburg, USA sponsored by the Department of Defense (DoD), USA

2 categories of CMMI (by 22 key process area)

1. Maturity level (ML);

5 MLs level; Initial, Managed, Defined, Quantitatively Managed, Optimizing

2. Capability level (CL);

4 group CLs; Project management, Engineering, Support, Process Management with

6 CLs level; Incomplete, Performed, Managed, Defined, Quantitatively Managed, Optimizing

Background on CMMI®

- A Framework for Improving Performance
- A Model, Not a Process
- Satisfy Your Most Important Stakeholders
- CMMI is a Diverse Solution that can Work for Everyone
- CMMI offers **three** constellations:
 - CMMI for **Acquisition**,
 - CMMI for **Development**, and
 - CMMI for **Services**that help to improve specific business needs, plus the People Capability Maturity Model (People CMM)

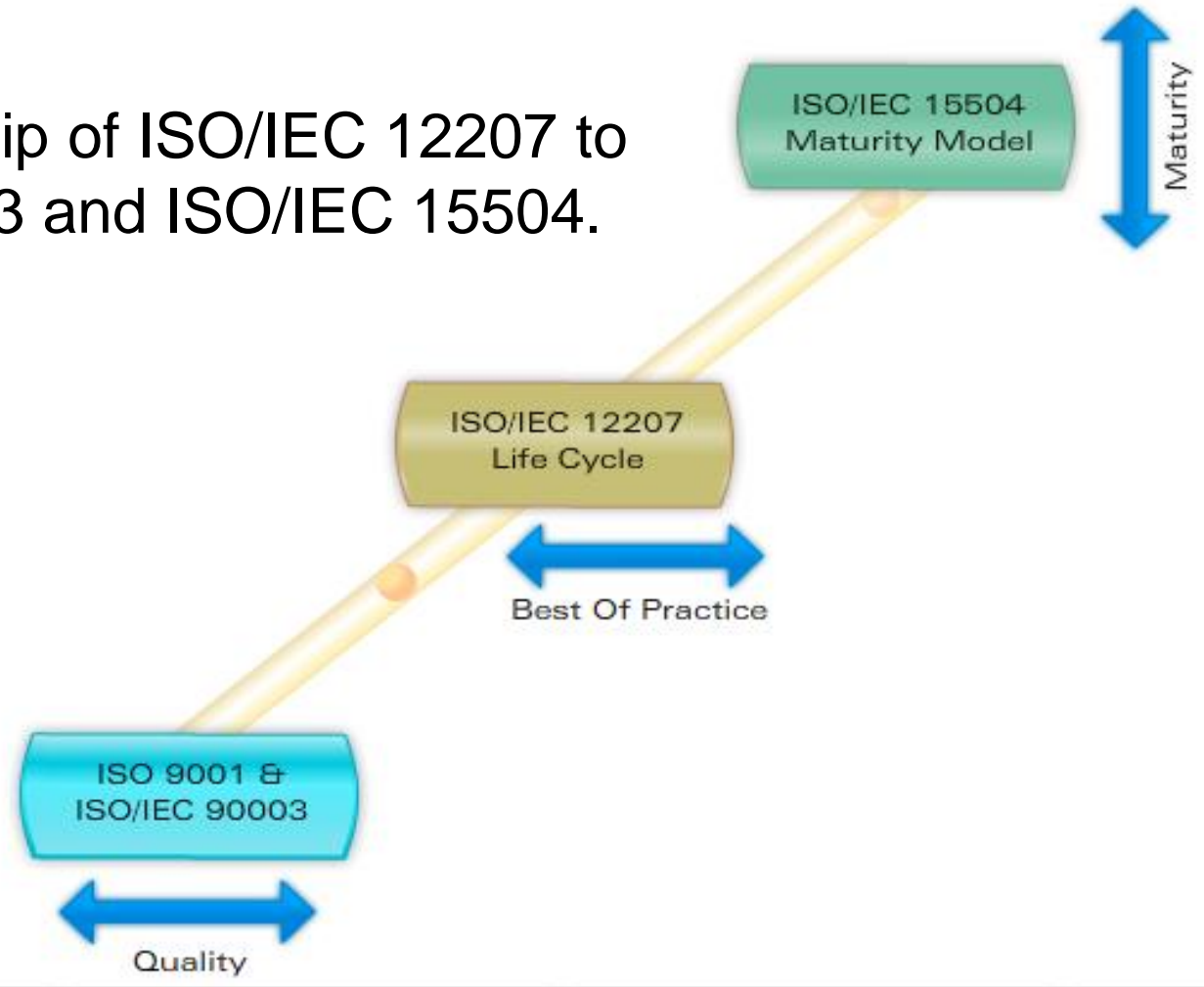
Our models offer best practices in eight capability areas

- Project and Work Management
- Process Management
- Supporting Infrastructure
- People Management
- Product Engineering and Development
- Service Delivery and Management
- Supplier Management
- Data Management

SW Engineering Standard

The Major ISO/IEC Software Engineering Standards

The relationship of ISO/IEC 12207 to ISO/IEC 90003 and ISO/IEC 15504.

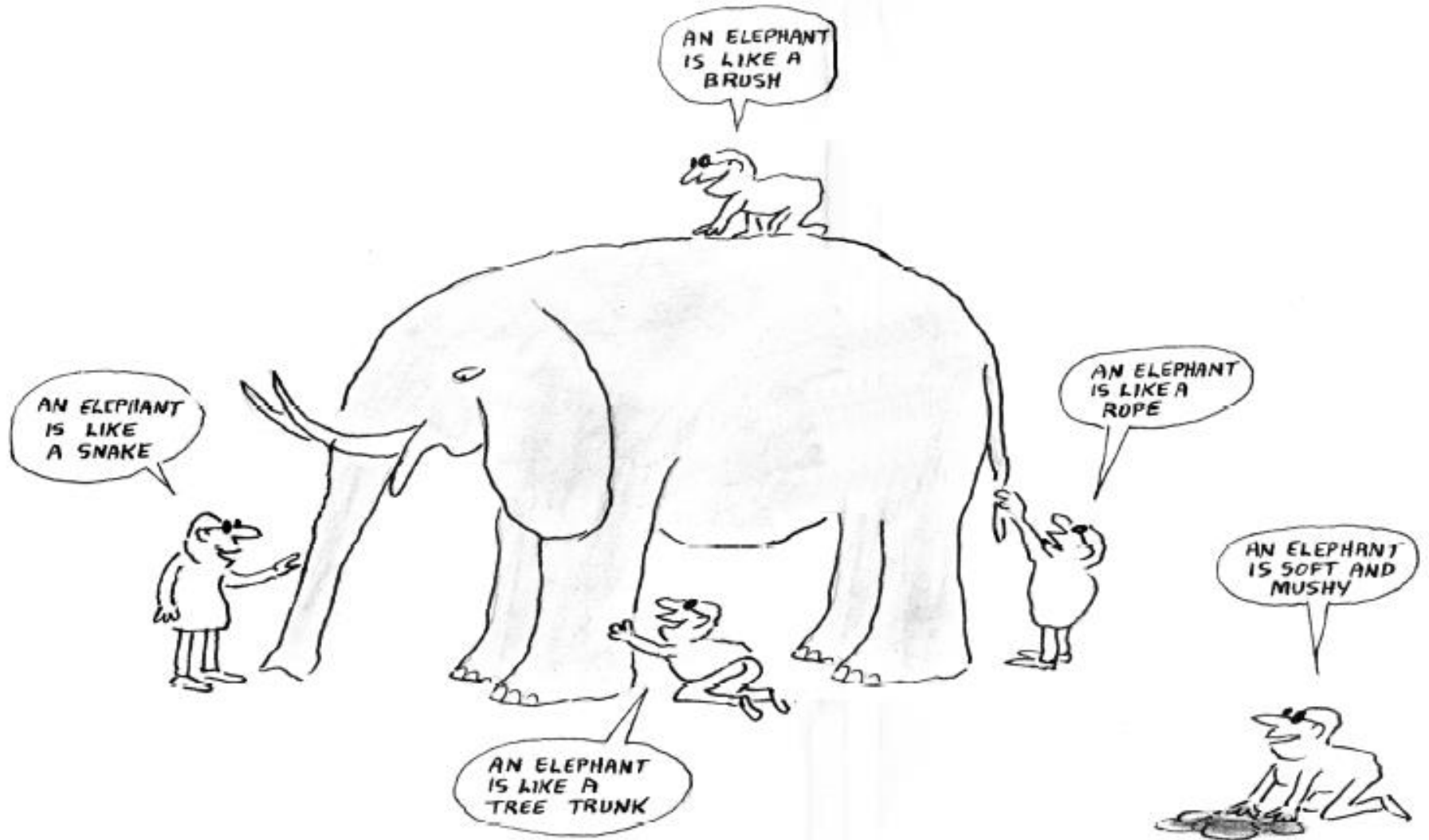


The ISO/IEC 12220 series

* Additional detailed guidelines on the supporting processes of **ISO/IEC 12207**

1. ISO/IEC 12220-1: Overview Document;
2. ISO/IEC 12220-2: SW **C**onfiguration **M**anagement;
3. ISO/IEC 12220-3: SW **P**roject **M**anagement;
4. ISO/IEC 12220-4: SW **Q**uality **A**ssurance;
5. ISO/IEC 12220-5: SW **V**erification and SW **V**alidation;
6. ISO/IEC 12220-6: SW Reviews and **A**udits;

2. ICT Standard in Thailand



โครงการพัฒนาผู้ประกอบการให้ได้มาตรฐาน CMMI

Home	เกี่ยวกับโครงการ	เอกสารโครงการ	บริษัทที่เข้าร่วมโครงการ	รายงานความก้าวหน้า	ภาพกิจกรรม/สัมมนา
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CMMI PROJECT

- CMMI Project
- List of Thai Software Companies Accredited by CMMI
- CMMI Implementation Guideline
- รายชื่อ CMMI Service Provider
- FAQs

Partner






ภายใต้ โครงการ CMMI มีบริษัทให้บริการให้คำปรึกษาและประเมิน CMMI หรือ CMMI Service Provider (CSP) สมัครเข้าร่วมโครงการจำนวนทั้งสิ้น 7 บริษัท และเพื่อประโยชน์สูงสุดและโอกาสในความสำเร็จต่อการปรับปรุงกระบวนการพัฒนา ซอฟต์แวร์และเข้ารับการประเมินมาตรฐาน CMMI ด้วยความราบรื่น โครงการได้คัดกรองเบื้องต้น เพื่อให้ได้ CSP ที่มีความพร้อมในด้านความรู้และกำลังบุคลากรเพื่อพร้อมให้บริการ ดังเกณฑ์ต่อไปนี้

- ข้อกำหนดเบื้องต้นของบริษัทที่ปรึกษา CMMI (CMMI Service Provider: CSP) ในโครงการ
1. ต้องเป็นบริษัทที่จดทะเบียนในประเทศไทยเท่านั้น
 2. บริษัทต้องมีที่ปรึกษาที่มีประสบการณ์ให้คำปรึกษาหรือประเมิน CMMI ไม่น้อยกว่า 2 ปี และลูกค้าที่เคยให้บริการประเมินผ่าน
 3. สบงสิทธิ์ในการรับงานให้บริการ CMMI Level 2 และ 3 กับบริษัทที่ปรึกษาของคนไทยเท่านั้น

- แนวทางการรับงานของบริษัทที่ปรึกษาในโครงการฯ
1. บริษัทที่ปรึกษาต้องมีบุคลากรที่มีประสบการณ์ให้คำปรึกษา หรือประเมิน CMMI ใน Level ที่ตนรับให้คำปรึกษา *อย่างน้อย 1 บริษัท* (โดย)
 - 2.1 ที่ปรึกษา* ที่มีประสบการณ์ให้คำปรึกษา CMMI มากกว่า 2 ปี สามารถรับงานให้คำปรึกษา CMMI ได้เป็นสัดส่วน 1 ที่ปรึกษาต่อ 2 บริษัท ทั้งนี้รวมเฉพาะลูกค้าที่อยู่ในโครงการ
 - 2.2 ที่ปรึกษา* ที่มีประสบการณ์ให้คำปรึกษา CMMI น้อยกว่า 2 ปี สามารถรับงานให้คำปรึกษา CMMI ได้เป็นสัดส่วน 1 ที่ปรึกษาต่อ 1 บริษัท โดยต้องมีที่ปรึกษาที่มีประสบการณ์ให้คำปรึกษา CMMI มากกว่า 2 ปี เข้าร่วมให้คำปรึกษาคด้วย
 3. ที่ปรึกษาต้องดูแลโครงการอย่างใกล้ชิด โดยโทรขลุ่ยประสานงานเข้าให้คำปรึกษาให้ชัดเจนในข้อเสนอโครงการ
- * เฉพาะที่ปรึกษาที่อยู่ในประเทศไทยเท่านั้น
- รายชื่อบริษัทที่ให้คำปรึกษา CMMI

การสนับสนุนบริษัทซอฟต์แวร์ในการปรับปรุงกระบวนการพัฒนาซอฟต์แวร์ด้วยมาตรฐาน CMMI

ประโยชน์ของ CMMI

- การทำงานทุกอย่างมีร่องรอยหรือหลักฐาน ให้ตรวจสอบได้ง่ายขึ้นและสมบูรณ์มากขึ้น
- ทำงานอย่างเป็นระบบมากขึ้น
- สามารถรับงานจากต่างประเทศ และทำรายได้เข้าประเทศได้อีกมาก
- บริษัทจะมีวัฒนธรรมการทำงานที่เป็นแบบเดียวกัน มีวิธีการปฏิบัติที่เป็นมาตรฐานแต่ก็ยืดหยุ่น เพราะจะแสวงหากลยุทธ์ในการปรับตัวให้เข้ากับความปลอดภัยเปลี่ยนแปลงได้ตลอดเวลา

1. เพื่อสนับสนุนบริษัทซอฟต์แวร์ไทยในการปรับปรุงกระบวนการพัฒนาซอฟต์แวร์ และขอการรับรองมาตรฐาน CMMI มาตรฐานกระบวนการผลิตที่เป็นที่ยอมรับในระดับสากล
2. เพื่อกระตุ้นให้บริษัทซอฟต์แวร์ไทยทำการปรับปรุงกระบวนการพัฒนาซอฟต์แวร์ตามมาตรฐาน CMMI อย่างต่อเนื่อง และให้มีความสามารถต่อยอดไปสู่ระดับวุฒิภาวะที่สูงขึ้น
3. เพื่อสนับสนุนบริษัทซอฟต์แวร์ไทยในการปรับปรุงกระบวนการพัฒนาซอฟต์แวร์ด้าน CMMI for Development (CMMI-DEV) หรือ CMMI for Service (CMMI-SVC)
4. เพื่อ ผลักดัน และส่งเสริมบริษัทซอฟต์แวร์ไทยในการพัฒนา และเร่งสร้างบุคลากรที่มีความรู้ด้านการพัฒนาและการปรับปรุงกระบวนการพัฒนา ซอฟต์แวร์

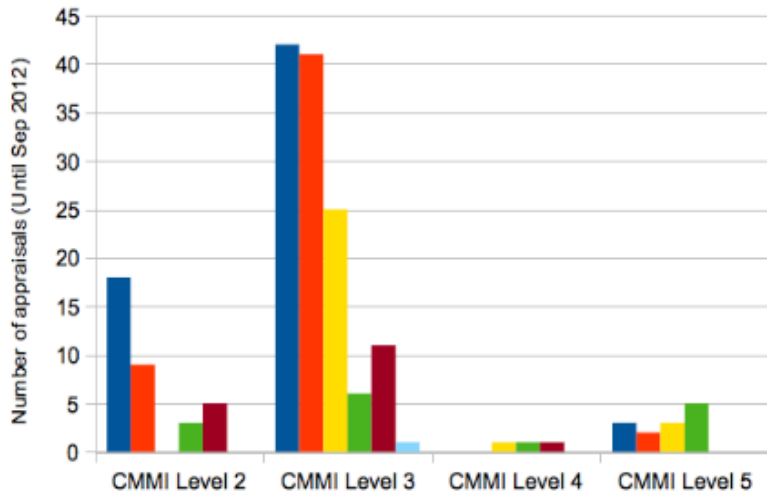
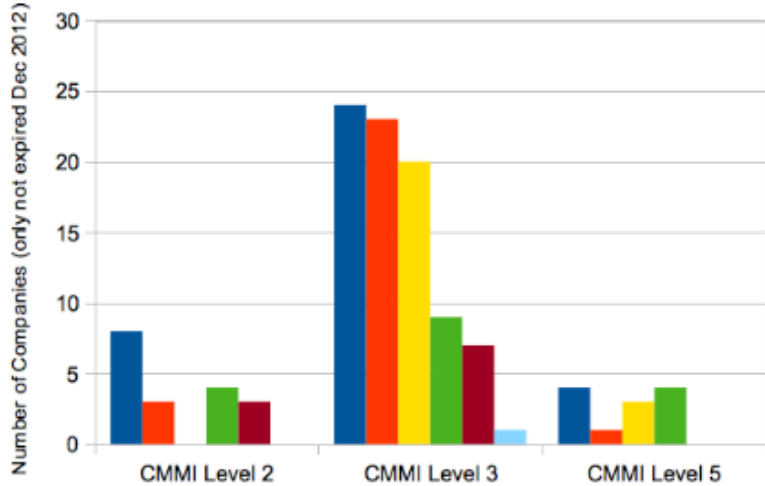
หน่วยงานสนับสนุนในประเทศไทย

- งานศึกษาด้านไอที เขตอุตสาหกรรมซอฟต์แวร์ประเทศไทย (ชั้น 4)
สำนักงานพัฒนาวิทยาศาสตร์และเทคโนโลยีแห่งชาติ
- สำนักงานส่งเสริมอุตสาหกรรมซอฟต์แวร์แห่งชาติ (องค์การมหาชน)

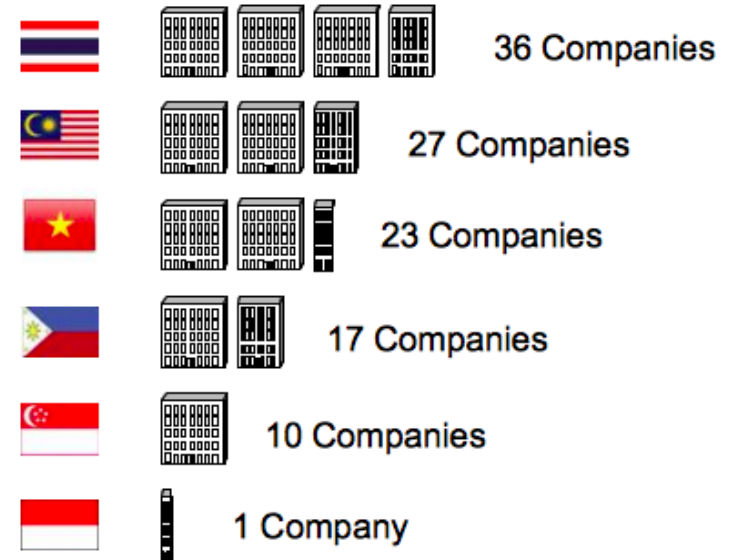
CMMI in practices Thai companies in PARs (Gov/Private)

CMMI in ASEAN

Compiled By: IMC Institute
www.facebook.com/imcinstitute



Number of CMMI Companies by Country (only non-expiring certificates: Dec 2012)



CMMI Level 5 Companies in Thailand



Avalant Co., Ltd.; since Mar 2010



CPF IT Center Co., Ltd.; since Oct 2011



Wealth Management System Limited;
 since Mar 2012



Gosoft (Thailand) Co., Ltd.;
 since Aug 2012

Certificate





CMMI Institute

Published Appraisal Results

Published CMMI® Appraisal Results

The intended goal and purpose of the CMMI® Model and People CMM® Model, and the SCAMPISM family of appraisal methods is for process improvement. The outcome, which is entirely dependent on the organization implementing it, is a measurable increase in the quality of the products developed with a better ability to predict the time and budget needed to perform the development. The goal is to increase the entity's ability to reliably develop products and services in a repeatable fashion with continual improvement.

Maintaining and improving beyond a certain maturity status is a continuous process. Therefore once a certain level is reached, appraisals are still necessary to know if the maturity or capability is being maintained and increasing over time. This published list of appraisal results show the maturity or capability status achieved at a point in time indicated by the appraisal's end date.

For information that provides a snapshot of the state of global process maturity, based on appraisal results submitted to the CMMI Institute's SAS database, see the [Process Maturity Profile](#).

The following link will generate a current list of Organizational Units which have completed and reported **SCAMPI Class A** appraisals against the **CMMI or People CMM Model**. Documented authorization has been received from the sponsor of each posted appraisal for this release of information.


NOTICE: We have made a change to the Published Appraisal Results website (sas.cmmiinstitute.com/pars). Due to wide variation in the material previously posted involving the descriptions of the organizational unit's maturity level 4 and 5 activities, we will be modifying SAS to better portray the needed information, and reduce the variation and volume of material depicted. Because of this, we have removed the existing level 4 and 5 descriptions from the PARS site. The remainder of the provided ADS is not affected by this deletion, and will remain on the PARS website. We will work with the SCAMPI High Maturity Lead Appraisers once we have an improved design so that a better set of information can be posted to PARS for all V1.2 High Maturity appraisals regarding level 4 and 5 descriptions. Thank you for your understanding in this matter.

[Click here to view the Published Appraisal Results List](#)

If you have conducted a SCAMPI Class A appraisal in your organization and would like to see your results published here, please contact your SCAMPI Lead AppraiserSM. The Lead Appraiser will collect the appropriate data and authorizations from your organization and initiate the posting process.

If you would like to search for a specific lead appraiser, or if you would like to contact a specific Partner, see [Partner Directory](#).

If you would like to comment on this Published SCAMPI Appraisal Results webpage, please send email to appraisal-info@cmmiinstitute.com.

← → ↻  <https://sas.cmmiinstitute.com/AppSys/>



SAS

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About the SCAMPI Appraisal System

Purpose

The CMMI Institute Appraisal Program, partnering with the process appraisal community worldwide, has developed the SCAMPI Appraisal System (SAS). The SAS helps to oversee the quality and consistency of the CMMI Institute's process appraisal technology and encourage its effective use. The system assists the CMMI Institute Appraisal Program in its three functions: appraisal quality control; training, authorizing, and providing resources for Lead Appraisers; and monitoring and reporting appraisal results.

To learn more about the CMMI Institute Appraisal Program, please visit:
<http://cmmiinstitute.com/cmmi-solutions/cmmi-appraisals/>

To view the Published Appraisal Results Site (PARS), please visit:
<https://sas.cmmiinstitute.com/pars/>

To visit the CMMI Institute's main site, please click:
<http://cmmiinstitute.com>

Registration Information

You must have an affiliation with the CMMI Institute in order to register with the SAS. In order to register as a Lead Appraiser, you must have an emailed invitation from the SAS Administrator.

To register in the SAS Appraisal Team Member Group, you must have completed the appropriate introduction course (i.e. Intro to CMMI-Dev, Intro to CMMI-SVC, Intro to People CMM).

บริษัทที่ได้รับการประเมินผ่านมาตรฐาน CMMI

- **ML5: (4 บริษัท)**

1. Avalant Co., Ltd.
2. SMARTERWARE CO.,LTD.
3. Wealth Management System Limited
4. Yip In Tsoi & CO.,LTD.

- **ML3: (33 บริษัท)**

- 2 หน่วยงานภาครัฐ

- NECTEC-NSTDA

- Faculty of Medicine Ramathibodi Hospital

- 1 หน่วยงานรัฐวิสาหกิจ

- ธนาคารเพื่อการเกษตรและสหกรณ์การเกษตร

- **ML2: (7-> 7 บริษัท)**

ข้อมูลจาก: ณ วันที่ 4 กุมภาพันธ์ 2559

<https://sas.cmmiinstitute.com/pars/pars.aspx>



CMMI Institute

Published Appraisal Results

Filter Results

Model/Constellation:

Maturity Level:

Year:

Country:

Organization:

Organization Organizational Unit	Team Leader Sponsor	Appraisal End Date	Model (Representation): Maturity Level
Avalant Co., Ltd. Software Department Bangkok	Rajarshi Kumar Das Akarapol Bunworaset	03/27/2013	CMMI-DEV v1.3(Staged):Maturity Level 5
SMARTERWARE CO.,LTD. Software Implementation Department	Sankaran Venkataramani Suchart Duangtawee	08/16/2013	CMMI-DEV v1.3(Staged):Maturity Level 5
Wealth Management System Limited Software Development and Services	Stephen Fletcher Somkiat Chinthammit	05/15/2015	CMMI-DEV v1.3(Staged):Maturity Level 5 CMMI-SVC v1.3(Staged):Maturity Level 3
YIP IN TSOI & CO., LTD. Software development unit	Pieter van Zyl THIENCHAILAILERT	01/15/2016	CMMI-DEV v1.3(Staged):Maturity Level 5

Source: <https://sas.cmmiinstitute.com/pars/pars.aspx>

Filter Results

Model Constellation:

Maturity Level:

Year:

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Organization:

Organization Organizational Unit	Team Leader Sponsor	Appraisal End Date	Model (Representation): Maturity Level
2 3 Perspective Co., Ltd. Operation and Technical Department	Warwick Adler Thanapongphan Thanyarattakul	06/05/2015	CMMI-DEV v1.3(Staged):Maturity Level 3
Accellence (Thailand) Ltd. Accellence (Thailand) Ltd.	Paul Iredale Sutthikan Rungsrithong	02/19/2013	CMMI-DEV v1.3(Staged):Maturity Level 3
Advanced Research Group Co., Ltd. AR soft	Tachanun Kangwantrakool Patchara Kiatnuntavimon	08/08/2014	CMMI-DEV v1.3(Staged):Maturity Level 3
Bank for Agriculture and Agricultural Cooperatives Information Technology Operation Department (Development Unit), Operation Internal Audit Department (QA Unit), Office of Information Technology Planning (Testing Unit).	Rajarshi Kumar Das Poonsook Musiklad	04/25/2014	CMMI-DEV v1.3(Staged):Maturity Level 3
Betimes Solutions Co., Ltd. Production Department	Li-Ju (Ariel) Chou Jirapon Tubtimhin	04/24/2015	CMMI-DEV v1.3(Staged):Maturity Level 3
Chan Wanich Co., Ltd. Software Development Department	Paul Iredale Thanapol Kongboonma	09/19/2014	CMMI-DEV v1.3(Staged):Maturity Level 3
Comanche International Co., Ltd. Software Development and Customer Service	Stephen Fletcher Somboon Sukheviriya	05/27/2015	CMMI-DEV v1.3(Staged):Maturity Level 3 CMMI-SVC v1.3(Staged):Maturity Level 3
DST Worldwide Services (Thailand) Limited Development and Quality Assurance	Paul Iredale Russ Hippe	04/29/2014	CMMI-DEV v1.3(Staged):Maturity Level 3
Faculty of Medicine Ramathibodi Hospital Clinical Informatics Section	Paul Iredale Chusak Okascharoen	12/19/2014	CMMI-DEV v1.3(Staged):Maturity Level 3
Fusion Solution Co., Ltd. & FA System and Application Co., Ltd. Development Projects	Pimporn Hanchanlert Supakit Yongvithisatid	12/23/2015	CMMI-DEV v1.3(Staged):Maturity Level 3
G-Business_Group of companies Software Development for Insurance, Content Management, and Operations Support Application	Tachanun Kangwantrakool SUPAVADEE PHANTUMVANIT	03/05/2015	CMMI-DEV v1.3(Staged):Maturity Level 3
Greenline Synergy Co.,Ltd. Shared Service and Technology Department	Stephen Fletcher Mike McCoy	02/20/2015	CMMI-DEV v1.3(Staged):Maturity Level 3 CMMI-SVC v1.3(Staged):Maturity Level 3
IConcepts Group of Companies SW development Units (BUs:IConcepts Co., Ltd.&Buzzebees Co., Ltd.)	Tachanun Kangwantrakool Wei-Chung Chen	07/12/2013	CMMI-DEV v1.3(Staged):Maturity Level 3
Infomax System Solutions & Services Co., Ltd. Application Development and System Support Team	Paul Iredale Praphan Dedrukthip	03/19/2015	CMMI-DEV v1.3(Staged):Maturity Level 3

Innovative Business Company Limited Business Intelligence Unit	Paul Iredale Awacharin Nachin	03/30/2015	CMMI-DEV v1.3(Staged):Maturity Level 3 CMMI-SVC v1.3(Staged):Maturity Level 3
InterSET Research And Solution Co., Ltd. Technology Department	Pimpom Hanchanlert surongkan thaosan	06/19/2015	CMMI-DEV v1.3(Staged):Maturity Level 3
ITOS Consulting Co., Ltd. Software Department	Pimpom Hanchanlert Pipat Poesriprasert	08/21/2015	CMMI-DEV v1.3(Staged):Maturity Level 3
KP Soft Co., Ltd. Auto Business Solution Unit, and CMMI Unit	Pimpom Hanchanlert Somchai Kitipom	06/09/2015	CMMI-DEV v1.3(Staged):Maturity Level 3
Mobile-Technologies Co., Ltd. ISL (Intelligent Service Layer)	HansRaj Takemal Eli Hem Jensen	10/03/2014	CMMI-DEV v1.3(Staged):Maturity Level 3
National Science and Technology Development Agency (NSTDA) NECTEC/IENDU	Tachanun Kangwantrakool Dr. Thaweesak Koanantakool	09/01/2014	CMMI-DEV v1.3(Staged):Maturity Level 3
Progress Software Company Limited KASIKORNBANK/PSC	Tachanun Kangwantrakool Siripong Lohasirigul	11/22/2013	CMMI-DEV v1.3(Staged):Maturity Level 3
Promptnow Co.,Ltd. Software Development Department	Tachanun Kangwantrakool Natjira Honda	04/29/2013	CMMI-DEV v1.3(Staged):Maturity Level 3
PTT ICT Solutions Company Limited Solution Delivery	Paul Iredale Montri Sanghirun	11/20/2015	CMMI-DEV v1.3(Staged):Maturity Level 3
Rax Interdiagnostic Co., Ltd. Product Development Division	Kwangsik Shin Pisit Wannavitayapa	09/11/2015	CMMI-DEV v1.3(Staged):Maturity Level 3
Samart Corporation Public Company Limited Software departments of Samart Corporation and 9 subsidiary companies	Rajarshi Kumar Das Payoongsak Silagul	12/12/2013	CMMI-DEV v1.3(Staged):Maturity Level 3
Shoppening Pty Ltd Operation and Technical Department	Warwick Adler Thanapongphan Thanayarattakul	06/12/2015	CMMI-DEV v1.3(Staged):Maturity Level 3
SUMMIT COMPUTER CO.,LTD. SW Development Units	Tachanun Kangwantrakool jinda boonlaptaveechoke	11/21/2014	CMMI-DEV v1.3(Staged):Maturity Level 3
TOT Public Company Limited Innovation Institute (IP and IT Innovation Sector)	Paul Iredale Mr. suriya jiajan	01/22/2016	CMMI-DEV v1.3(Staged):Maturity Level 3
Tri Petch IT Solutions Co., Ltd. Software Management Department	Pimpom Hanchanlert Sinongras Piyaseth	12/25/2014	CMMI-DEV v1.3(Staged):Maturity Level 3
VP Advance Co., Ltd. VP Advance Co., Ltd.	Paul Iredale Vatha Promlikitchai	04/24/2013	CMMI-DEV v1.3(Staged):Maturity Level 3
VP Advance Co., Ltd. Software Solutions and Services	Paul Iredale Vatha Promlikitchai	03/11/2015	CMMI-DEV v1.3(Staged):Maturity Level 3 CMMI-SVC v1.3(Staged):Maturity Level 3
V-Smart Co.,Ltd. Business Software Development, Sales & Service Business, Innovation Consulting Service, and Project Management & Quality Management	Li-Ju (Ariel) Chou Thavom Puasirirak	04/10/2015	CMMI-DEV v1.3(Staged):Maturity Level 3
Wealth Management System Limited Software Development and Services	Stephen Fletcher Somkiat Chinthammit	05/15/2015	CMMI-DEV v1.3(Staged):Maturity Level 5 CMMI-SVC v1.3(Staged):Maturity Level 3

Filter Results

Model/Constellation:

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Organization:

<u>Organization</u> Organizational Unit	<u>Team Leader</u> Sponsor	<u>Appraisal End</u> Date	Model (Representation): Maturity Level
<u>Abstract Computers Co., Ltd.</u> Software Division	<u>Pimpom Hanchanlert</u> Pichai Achariyakul	08/04/2015	CMMI-DEV v1.3(Staged):Maturity Level 2
<u>Bangkok Medical Software Co., Ltd.</u> Software Development Department	<u>Pimpom Hanchanlert</u> Chaiyapom Suratemeekul	02/06/2015	CMMI-DEV v1.3(Staged):Maturity Level 2
<u>CDG Systems Limited</u> Project Management, Application Development, and Quality Assurance Department	<u>Pimpom Hanchanlert</u> Pithaya Kichthivaranond	03/13/2015	CMMI-DEV v1.3(Staged):Maturity Level 2
<u>Intersect Research and Solution Co., Ltd.</u> IT Department	<u>Pimpom Hanchanlert</u> surongkan thaosan	02/20/2013	CMMI-DEV v1.3(Staged):Maturity Level 2
<u>Professional Computer Co., Ltd.</u> Software Development Division	<u>Pimpom Hanchanlert</u> Disphorn Daungtaweetong	10/30/2013	CMMI-DEV v1.3(Staged):Maturity Level 2
<u>Similan Technology Co.,Ltd.</u> Software Development Department	<u>Pimpom Hanchanlert</u> Porramin Netrabukkana	01/26/2015	CMMI-DEV v1.3(Staged):Maturity Level 2
<u>ZI-ARGUS Limited</u> System Integration	<u>Paul Iredale</u> Frank van Baal	01/16/2015	CMMI-DEV v1.3(Staged):Maturity Level 2

CMMI partner 7 บริษัทในประเทศไทย

- Asian Intelligent Information Technology Co., Ltd. (India)
- ISEM Co., Ltd. (TH)
- KPMG (India)
- PKT Consultant Co., Ltd. (TH)
- QAI India Limited (India)
- SGCMC Co., Ltd. (Korea)
- Software Park Thailand – NSTDA (TH)

ข้อมูลจาก: ณ วันที่ 4 กุมภาพันธ์ 2559

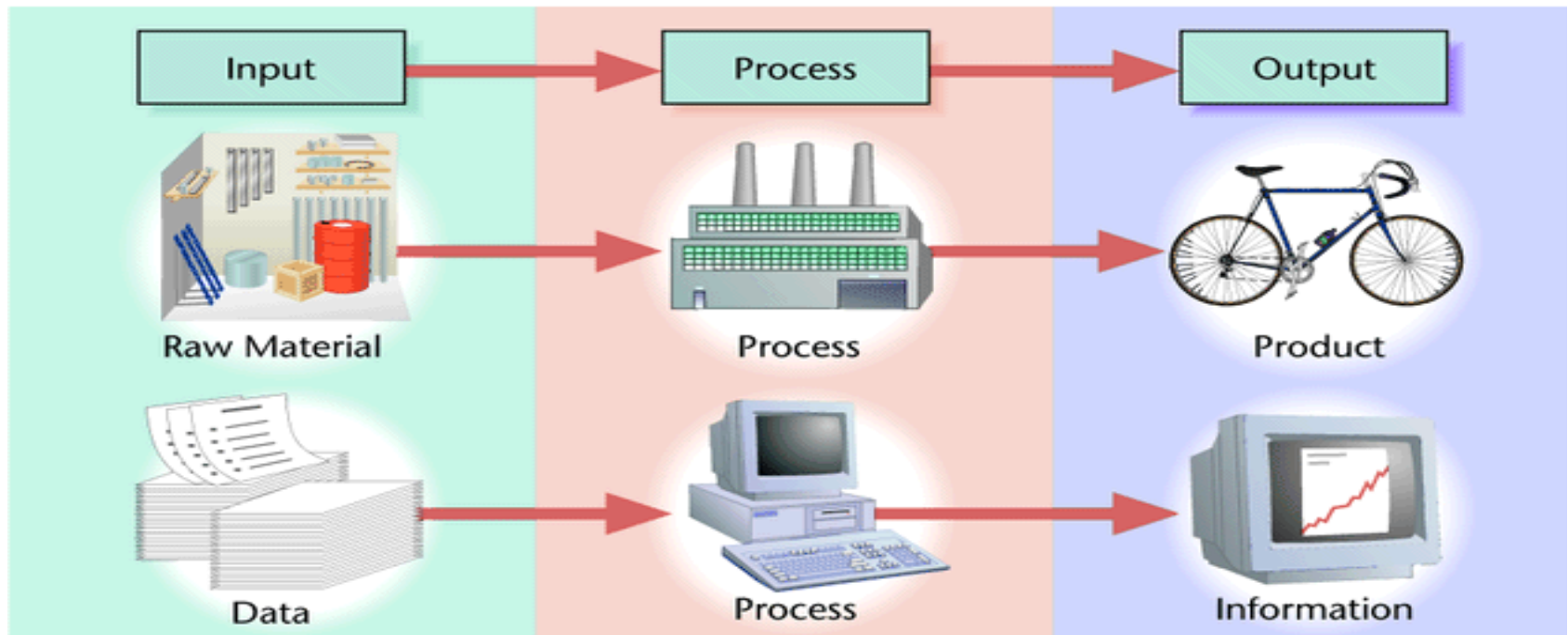
<http://partners.clearmodel.com/partner>

3. Knowledge Area of CMMI

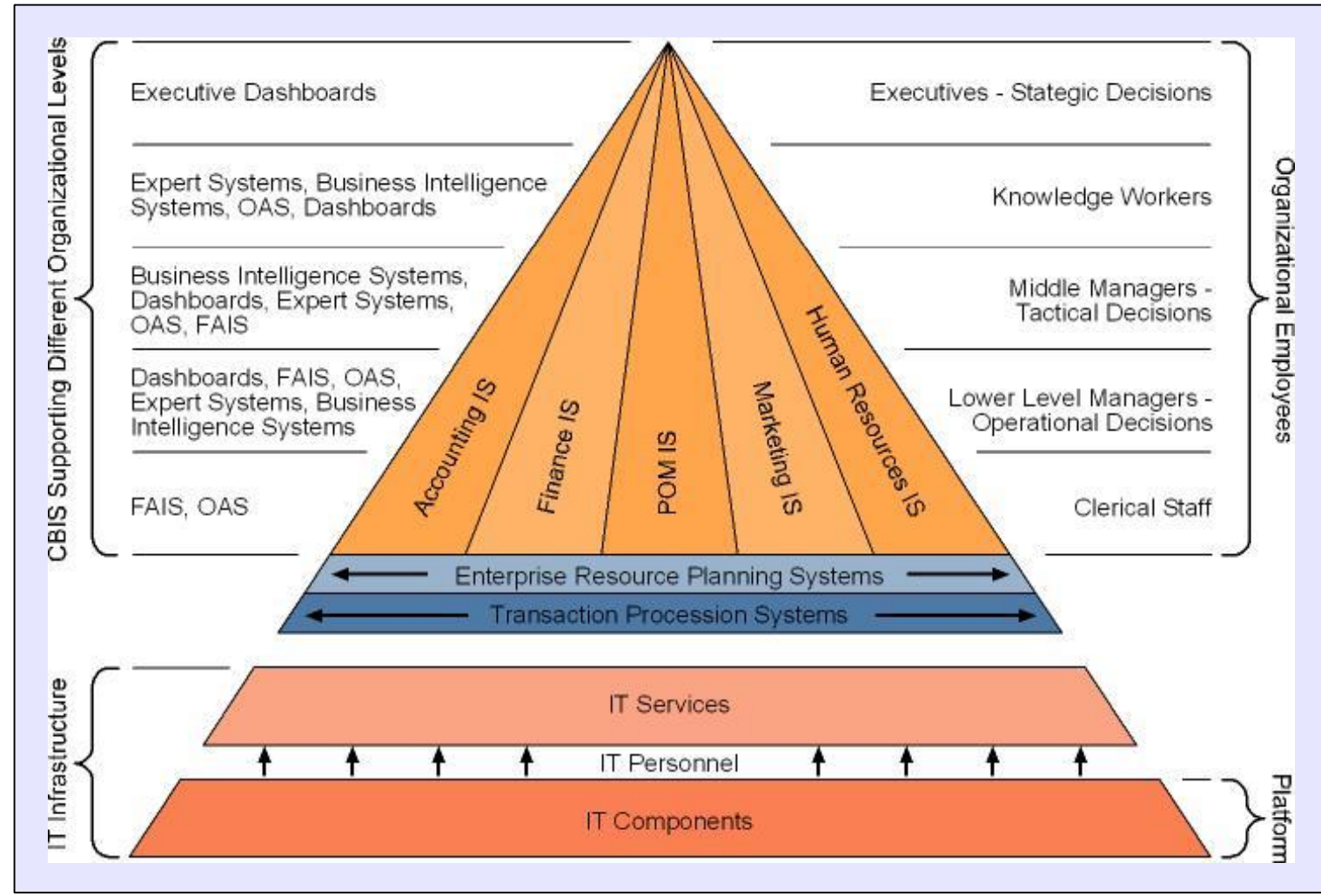
Data vs. Information

Generating Information

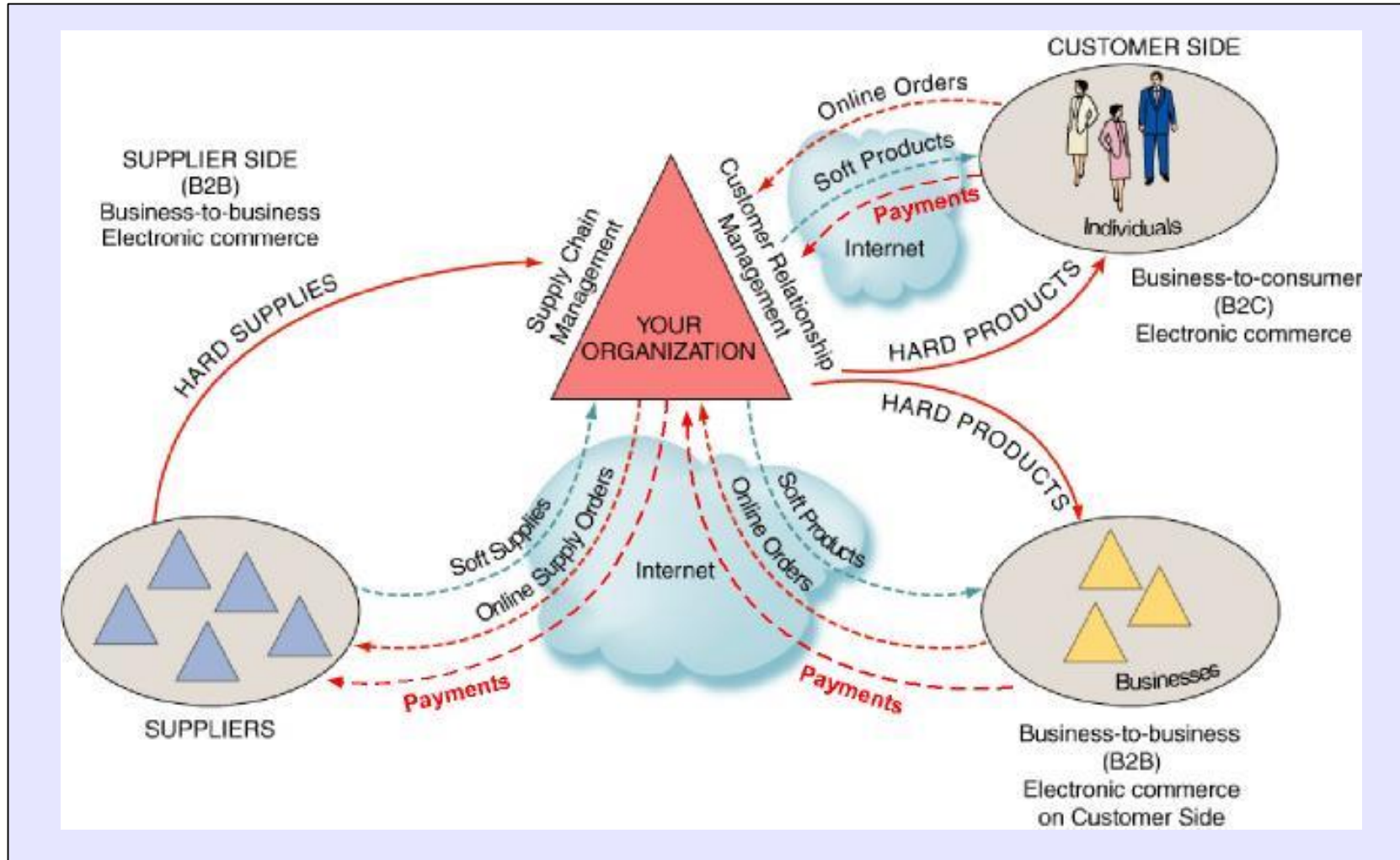
Computer-based IS take data as raw material, process it, and produce information as output.



Information Systems Inside Organization



Information Systems Outside Organization





- DATA MANAGEMENT STRATEGY**
 - Data Management Strategy
 - Communications
 - Data Management Function
 - Business Case
 - Funding
- DATA GOVERNANCE**
 - Governance Management
 - Business Glossary
 - Metadata Management
- DATA QUALITY**
 - Data Quality Strategy
 - Data Profiling
 - Data Quality Assessment
 - Data Cleansing
- DATA OPERATIONS**
 - Data Requirements Definition
 - Data Lifecycle Management
 - Provider Management
- PLATFORM & ARCHITECTURE**
 - Architectural Approach
 - Architectural Standards
 - Data Management Platform
 - Data Integration
 - Historical Data & Archiving
- SUPPORTING PROCESSES**
 - Measurement & Analysis
 - Process Management
 - Process Quality Assurance
 - Risk Management
 - Configuration Management

What: CMMI Standard Model



CMMI® Institute

CMMI® Institute helps organizations discover the true value they can deliver by building capability in their people and processes.

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94

COUNTRIES

Organizations use CMMI to elevate performance in 94 countries.



12

NATIONAL GOVERNMENTS

12 governments invest in CMMI to support economic development in their countries.

- Colombia
- US
- Bulgaria
- India
- South Africa
- Japan
- Mexico
- UK
- Qatar
- Kenya
- China
- Malaysia

10

LANGUAGES

CMMI models have been translated into 10 languages.

- Chinese, Simplified
- Arabic
- French
- Japanese
- Spanish
- Chinese, Traditional
- Dutch
- German
- Portuguese
- Korean

Capability Maturity Models - Overview

- A representation of the engineering and management “world”
- Focuses on elements of essential practices and processes from various bodies of knowledge
- Describes common sense, efficient, proven ways of doing business (which you should already be doing) - not a radical new approach
- Presents a minimum set of recommended practices and leverage points that have been shown to enhance organizational maturity and project capability
 - ❑ It defines the expectation (the “what”)
 - ❑ Without overly constraining the implementation (the “how”)
- Example implementations of CMMs:
 - ❑ People CMM: develop, motivate and retain project talent
 - ❑ Software CMM: enhance a software-focused development and maintenance capability
 - ❑ CMMI: focuses on systems and software engineering process development

Who Needs CMMI?

C M M I •

CMMI is for projects or organizations that:

- Need to manage the acquisition, development, and maintenance of products or services
- Are concerned about cost and schedule overruns or unhappy users / stakeholders
- Are concerned about costs of quality and rework
- Are seeking a competitive advantage

- It is a process improvement method that provides a set of best practices to address productivity, performance, costs, and stakeholder satisfaction. CMMI focuses on the total system problem unlike:

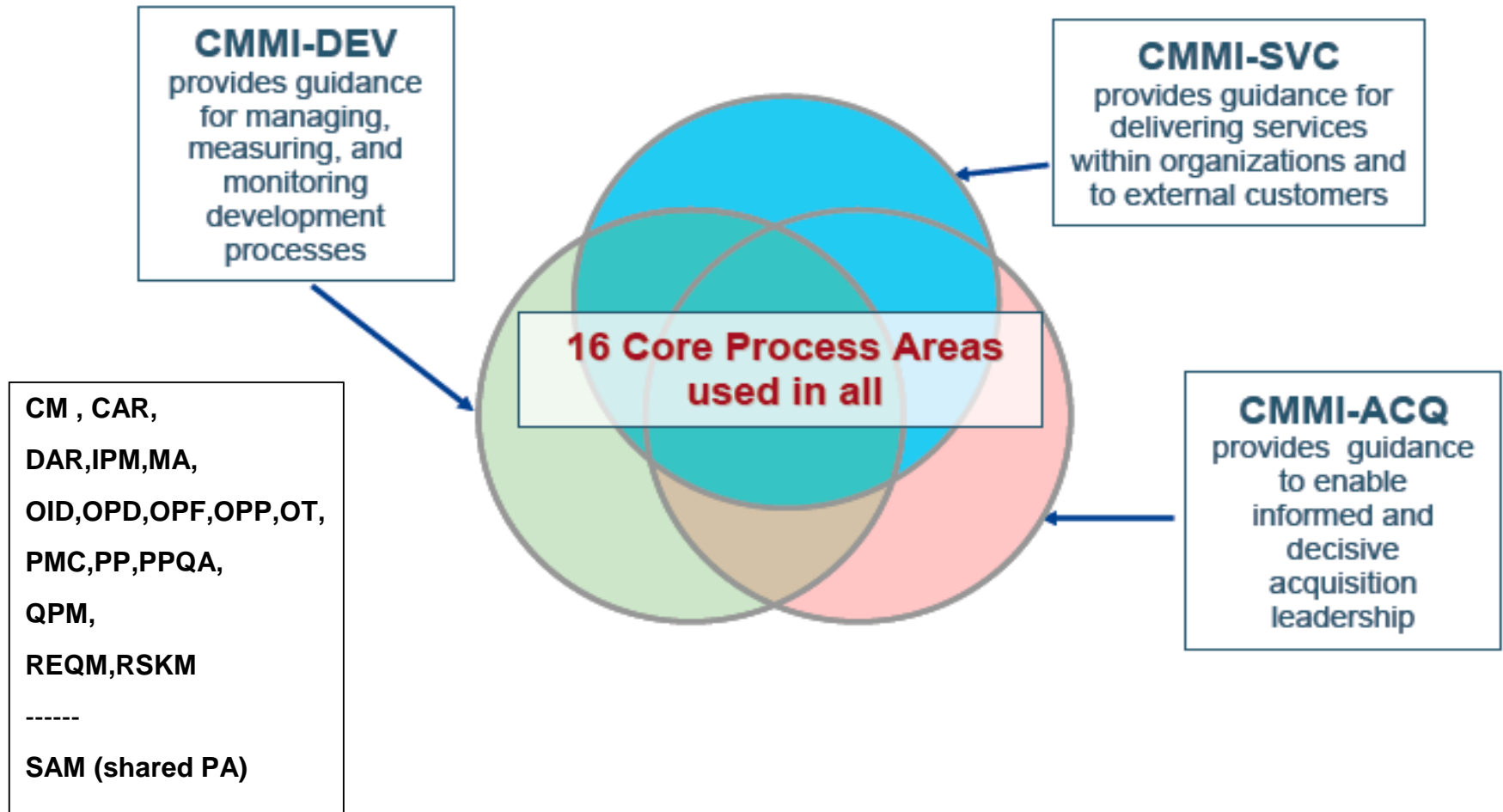
- Single-discipline models that can result in confusion and higher costs. CMMI facilitates enterprise-wide process improvement
- Asynchronous initiatives that result in bolt-ons that last only as long as the squeaking.
 - » CMMI provides a consistent, enduring framework that can accommodate new initiatives
 - » CMMI integrates well with current best practices, process improvement, or quality management strategies (ISO-9001, PMBOK, Lean Six Sigma, etc.)



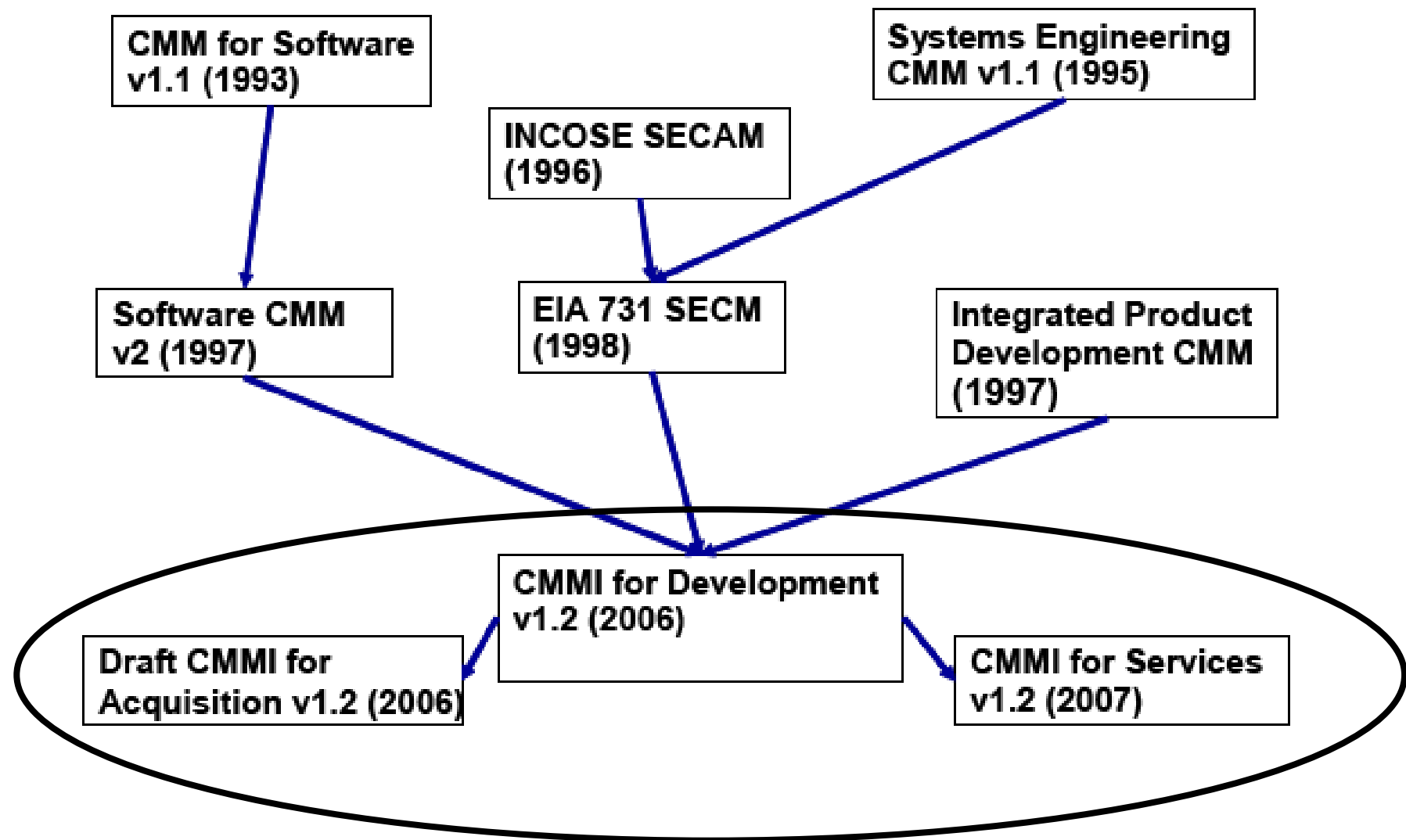
Capability Maturity Model Integration - Current

- Multiple models, based on disciplines addressed
 - CMMI - [ACQ: Acquisition](#)
 - CMMI - [DEV: Systems Engineering](#)
 - CMMI - [SVC: Technical Support Services](#)
- CMMI V1.2 incorporates lessons learned from using other standards and models (Software CMM, EIA-731, IEEE-12207)
- Developed at the DoD-sponsored Software Engineering Institute (SEI)
 - ❑ CMMI-ACQ in draft, expect release in 2007
 - ❑ CMMI-SVC in development, expect release in 2007
 - ❑ Models and information at <http://www.sei.cmu.edu/cmml/>

MUTUALLY SUPPORTIVE CMMI MODELS

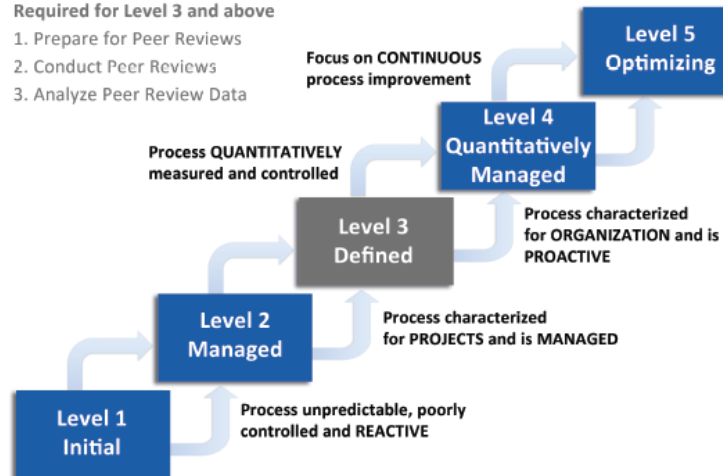


History/Relationship of CMMI Models



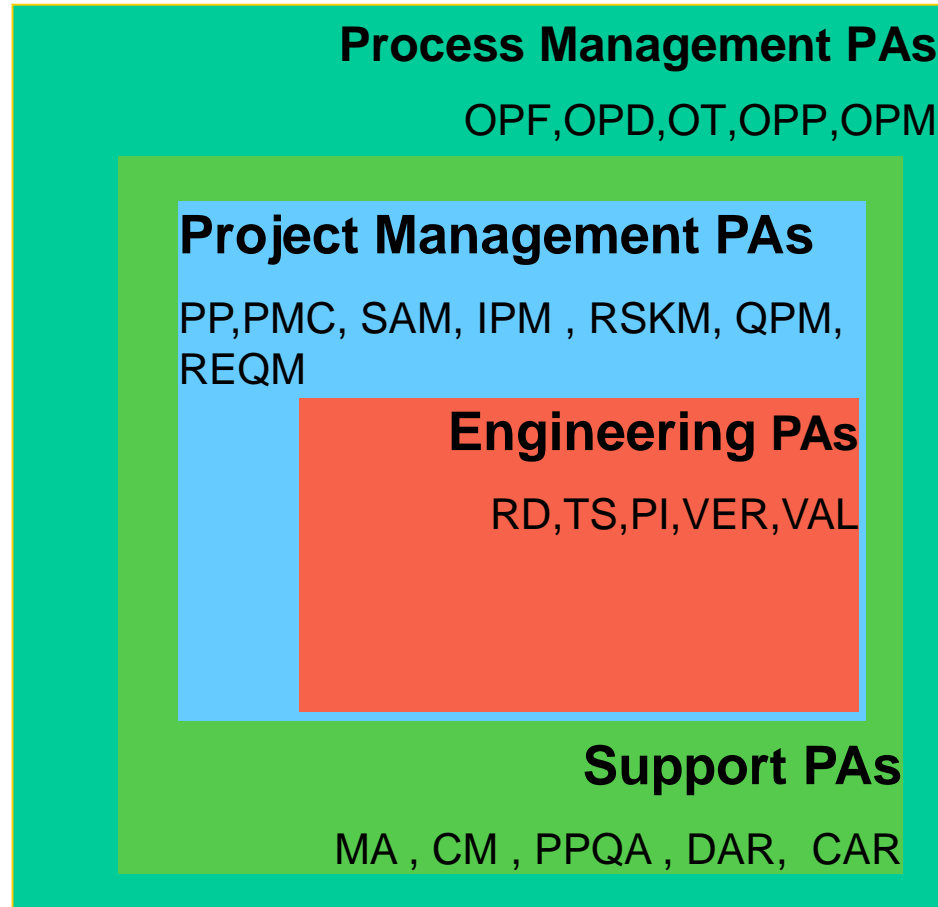
CMMI Staged Maturity Levels

- Peer Reviews Activities
Required for Level 3 and above
1. Prepare for Peer Reviews
 2. Conduct Peer Reviews
 3. Analyze Peer Review Data



5 Optimising	The previously described predictable process is continuously improved to meet relevant current and projected business goals.
4 Predictable	The previously described established process now operates within defined limits to achieve its process outcomes.
3 Established	The previously described managed process is now implemented using a defined process that is capable of achieving its process outcomes.
2 Managed	The previously described performed process is now implemented in a managed fashion (planned, monitored and adjusted) and its work products are appropriately established, controlled and maintained..
1 Performed	The implemented process achieves its process purpose..
0 Incomplete	The process is not implemented or fails to achieve its process purpose. At this level, there is little or no evidence of any systematic achievement of the process purpose

Relationships Among 22 PAs (CMMI)




Use CMMI in process improvement activities as a

- collection of best practices,
- framework for organizing and prioritizing activities,
- support for the coordination of multi-disciplined activities that might be required to successfully build a product, and
- means to emphasize the alignment of the process improvement objectives with organizational business objectives.

CMMI incorporates lessons learned from the use of the SW-CMM[®], EIA-731, and other standards and models.

CMMI-DEV PAs: Maturity Level and Continuous Representation: PAs by Category

	Process Management	Project Management	Engineering	Support	Quality Productivity
ML5	Organizational Performance Management			Causal Analysis and Resolution	
ML4	Organizational Process Performance	Quantitative Project Management			
ML3	Organizational Process Focus	Integrated Project Management	Requirements Development	Decision Analysis and Resolution	
	Organizational Process Definition Organizational Training	Risk Management	Technical Solution Product Integration Verification Validation		
ML2		Project Planning Project Monitoring and Control Requirements Management Supplier Agreement Management		Configuration Management Process and Product Quality Assurance Measurement and Analysis	

CMMI Level 2 27 PA

1. CM - Configuration Management
2. MA - Measurement and Analysis
3. PMC - Project Monitoring and Control
4. PP - Project Planning
5. PPQA - Process and Product Quality Assurance
6. REQM - Requirements Management
7. SAM - Supplier Agreement Management

CMMI Level 3 มี 11 PA แต่ต้องทำทั้งสิ้น 18 PA

(รวม PA ของ Level 2 ด้วย)

1. DAR - Decision Analysis and Resolution
2. IPM - Integrated Project Management +IPPD
3. OPD - Organizational Process Definition +IPPD
4. OPF - Organizational Process Focus
5. OT - Organizational Training
6. PI - Product Integration
7. RD - Requirements Development
8. RSKM - Risk Management
9. TS - Technical Solution
10. VAL - Validation
11. VER - Verification

CMMI Level 4 มี 2 PA แต่ต้องทำทั้งสิ้น 20 PA

(รวม PA ของ Level 2 และ 3 ด้วย)

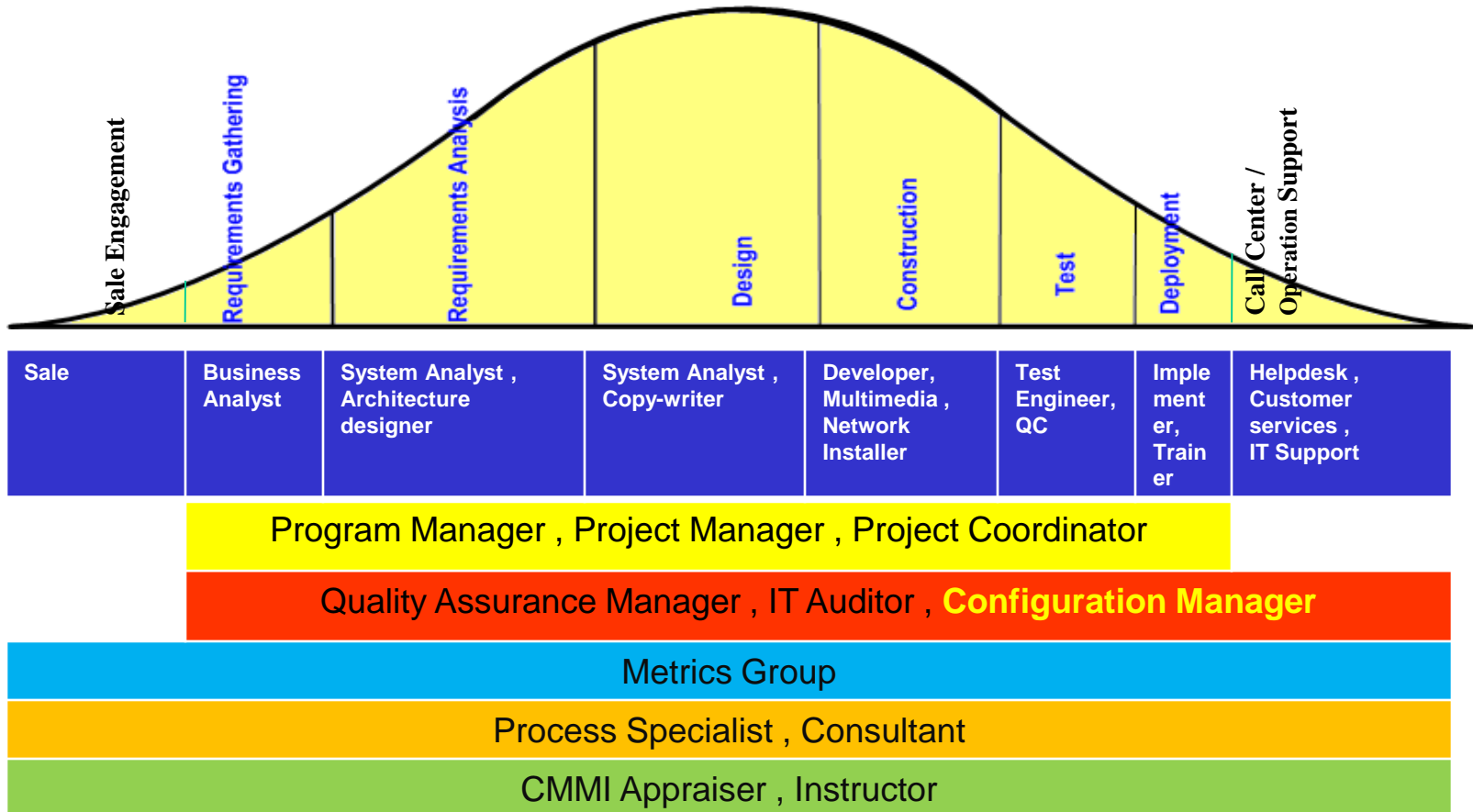
1. QPM - Quantitative Project Management
2. OPP - Organizational Process Performance

CMMI Level 5 มี 2 PA แต่ต้องทำทั้งสิ้น 22 PA

(รวม PA ของ Level 2, 3 และ 4 ด้วย)

1. CAR - Causal Analysis and Resolution
2. OID - Organizational Innovation and Deployment

SDLC VS Roles & Responsibilities



Performance Measures

The performance results in the following table are from 30 different organizations that achieved percentage change in one or more of the six categories of performance measures below.

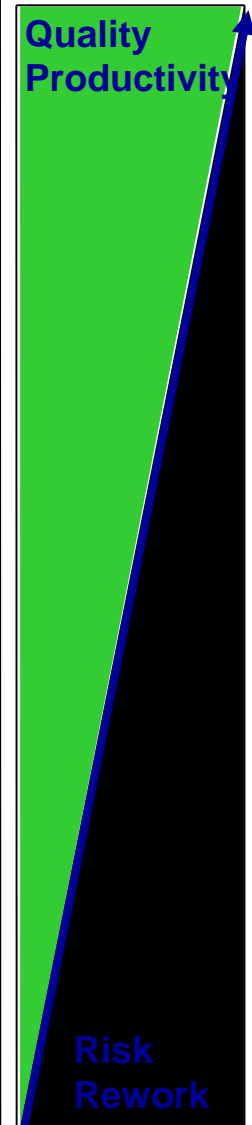
Performance Category	Median Improvement
Cost	34%
Schedule	50%
Productivity	61%
Quality	48%
Customer Satisfaction	14%
Return on Investment	4:1

CMMI for Development

CMMI DEV Staged Representation

C M M I

Level	Focus	Process Areas
5 Optimizing	Continuous Process Improvement	Organizational Innovation and Deployment Causal Analysis and Resolution
4 Quantitatively Managed	Quantitative Management	Organizational Process Performance Quantitative Project Management
3 Defined	Process Standardization	Requirements Development Technical Solution Product Integration Verification Validation Organizational Process Focus Organizational Process Definition (+ IPPD extras) Organizational Training Integrated Project Mgmt (+ IPPD extras) Risk Management Decision Analysis and Resolution
2 Managed	Basic Project Management	Requirements Management Project Planning Project Monitoring and Control Supplier Agreement Management Measurement and Analysis Process and Product Quality Assurance Configuration Management
1 Initial		



CMMI-DEV Process Areas

(22 process areas)

- Causal Analysis and Resolution (CAR)
- Configuration Management (CM)
- Decision Analysis and Resolution (DAR)
- Integrated Project Management + Integrated Process and Product Development (IPM + IPPD)
- Measurement and Analysis (MA)
- Organization Innovation and Deployment (OID)
- Organization Process Definition + IPPD (OPD + IPPD)
- Organization Process Focus (OPF)
- Organization Process Performance (OPP)
- Organizational Training (OT)
- Product Integration (PI)
- Project Monitoring and Control (PMC)
- Project Planning (PP)
- Process and Product Quality Assurance (PPQA)
- Quantitative Project Management (QPM)
- Requirements Development (RD)
- Requirement Management (RM)
- Risk Management (RSKM)
- Supplier Agreement Management (SAM)
- Technical Solution (TS)
- Validation (VAL)
- Verification (VER)

CMMI for Acquisition

CMMI For Acquisition Organizations (CMMI-ACQ)

- CMMI-ACQ is being developed as a joint effort between General Motors and the Software Engineering Institute
- Provides process improvement guidance for organizations engaged in acquisition
- “Adopting CMMI for Acquisition Organizations: A Preliminary Report” published in June 2006
 - ❑ Contains the draft CMMI-ACQ model
- Model will be piloted and further developed before official acceptance by Government and industry
- Based on CMMI V1.2 architecture and model framework
- SEI developing CMMI V1.2 for Acquisition Organizations, Development Organizations, and Services Organizations

CMMI-ACQ Process Areas

(22 process areas)

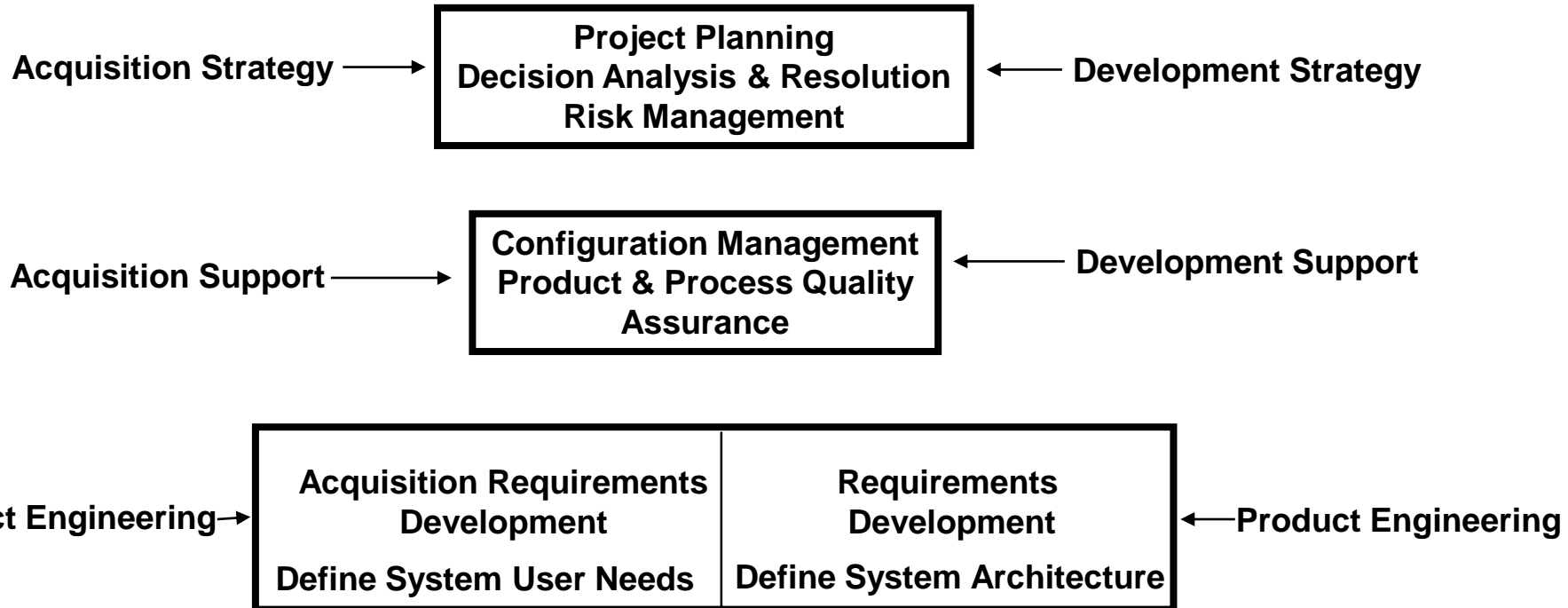
- Acquisition Management (AM)
- Acquisition Requirement Development (ARD)
- Acquisition Technical Solution (ATS)
- Acquisition Validation (AVAL)
- Acquisition Verification (AVER)
- Causal Analysis and Resolution (CAR)
- Configuration Management (CM)
- Decision Analysis and Resolution (DAR)
- Integrated Project Management (IPM)
- Measurement and Analysis (MA)
- Organization Innovation and Deployment (OID)
- Organization Process Definition (OPD)
- Organization Process Focus (OPF)
- Organization Process Performance (OPP)
- Organizational Training (OT)
- Project Monitoring and Control (PMC)
- Project Planning (PP)
- Process and Product Quality Assurance (PPQA)
- Quantitative Project Management (QPM)
- Requirement Management (RM)
- Risk Management (RSKM)
- Solicitation and Supplier Agreement Development (SSAD)

CMMI-ACQ Complements CMMI-DEV

Acquirer

Process Areas

Developer

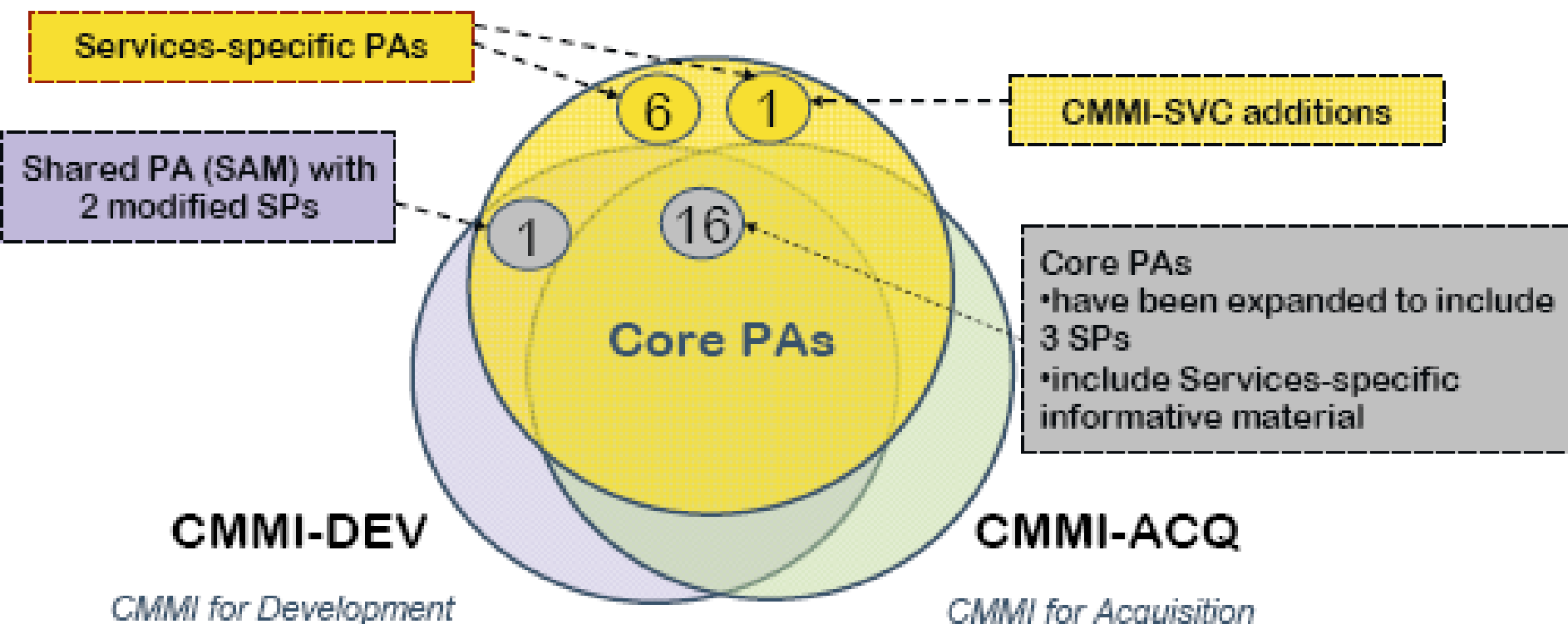


CMMI for Service



Relationships to Other Constellations

CMMI-SVC (24 PAs)

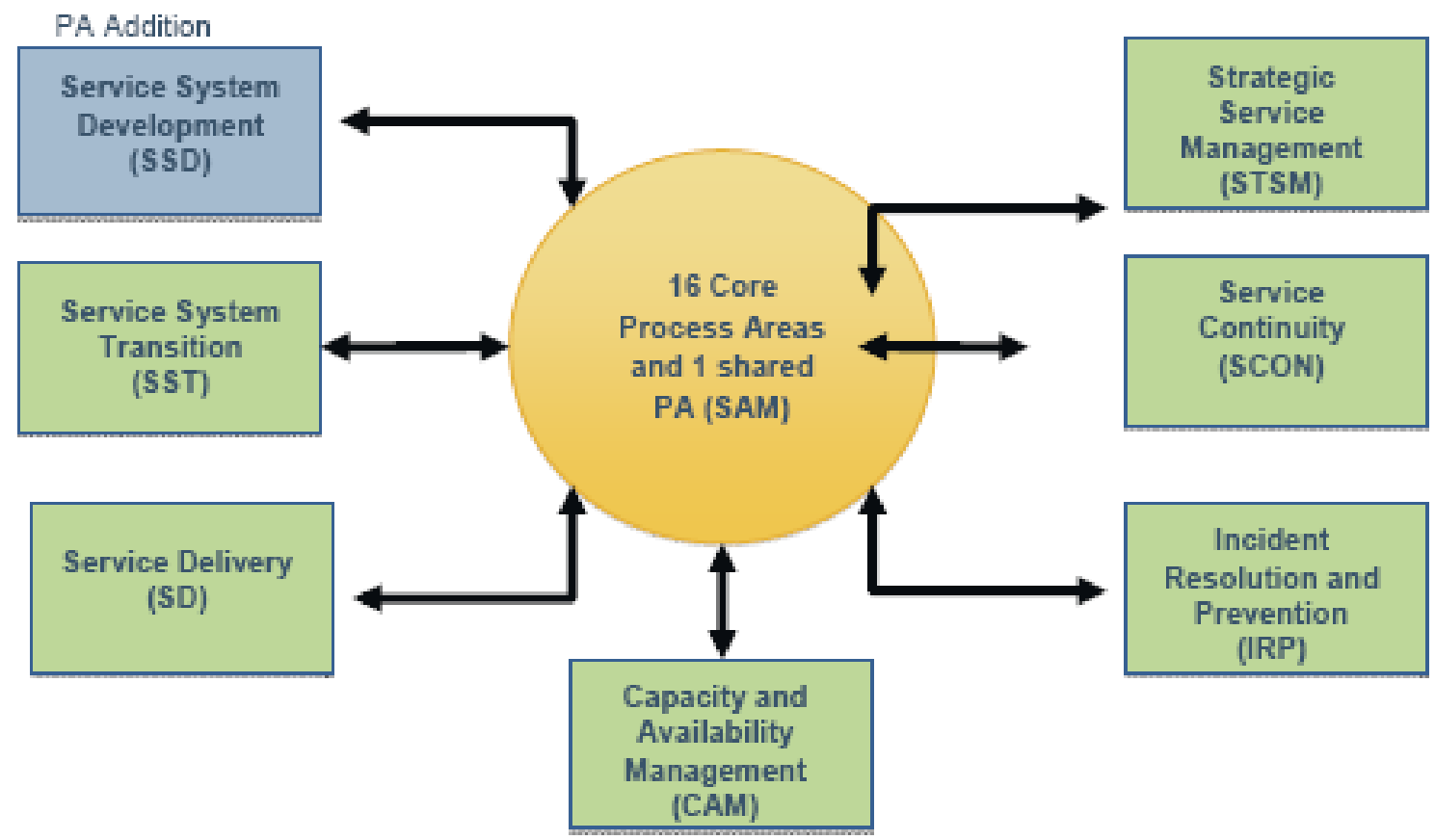




Carnegie Mellon
Software Engineering Institute



CMMI-SVC v1.2 Process Areas



What Types of Services Does CMMI-SVC Cover?



How: Agile Methodology

Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Golden Rules for Agile Process Improvement

- **Dare to share** – As early as possible and frequently
- **The result depends on the team** – Not the individual members
- **The one who checks out a task is not necessarily the one who has to finish it**
- **The one's working on a task are the right people**
- **You may critique anything, but you may never criticize anyone**

Conclusions

These golden rules are something that my team members have learned in the project, and are still using in their current work. For them it is a way to collaborate effectively and efficiently in a team. Your rules will (and should) be different, depending on your needs and the situation at hand. But my expectation is that you can re-use from the principles that we have used to define our rules:

- **The Agile Manifesto, EVO, Open Space Technology, Solution Focused, and Retrospectives.**

Agile SDLC

1. Agile SDLC Agile aims to **reduce risk** by breaking projects into small, time-limited modules or timeboxes ("iterations")
2. **Each iteration** being approached like a small, self-contained mini-project, each lasting **only a few weeks**. Each iteration has its own **self-contained stages** of analysis, design, production, testing and documentation.
3. **In theory**, *a new software release could be done at the end of each iteration*, but **in practice** the progress made in one iteration may not be worth a release and it will be carried over and incorporated into the next iteration.
4. The project's priorities, direction and progress are *re-evaluated at the end of each iteration*.

Agile SDLC property

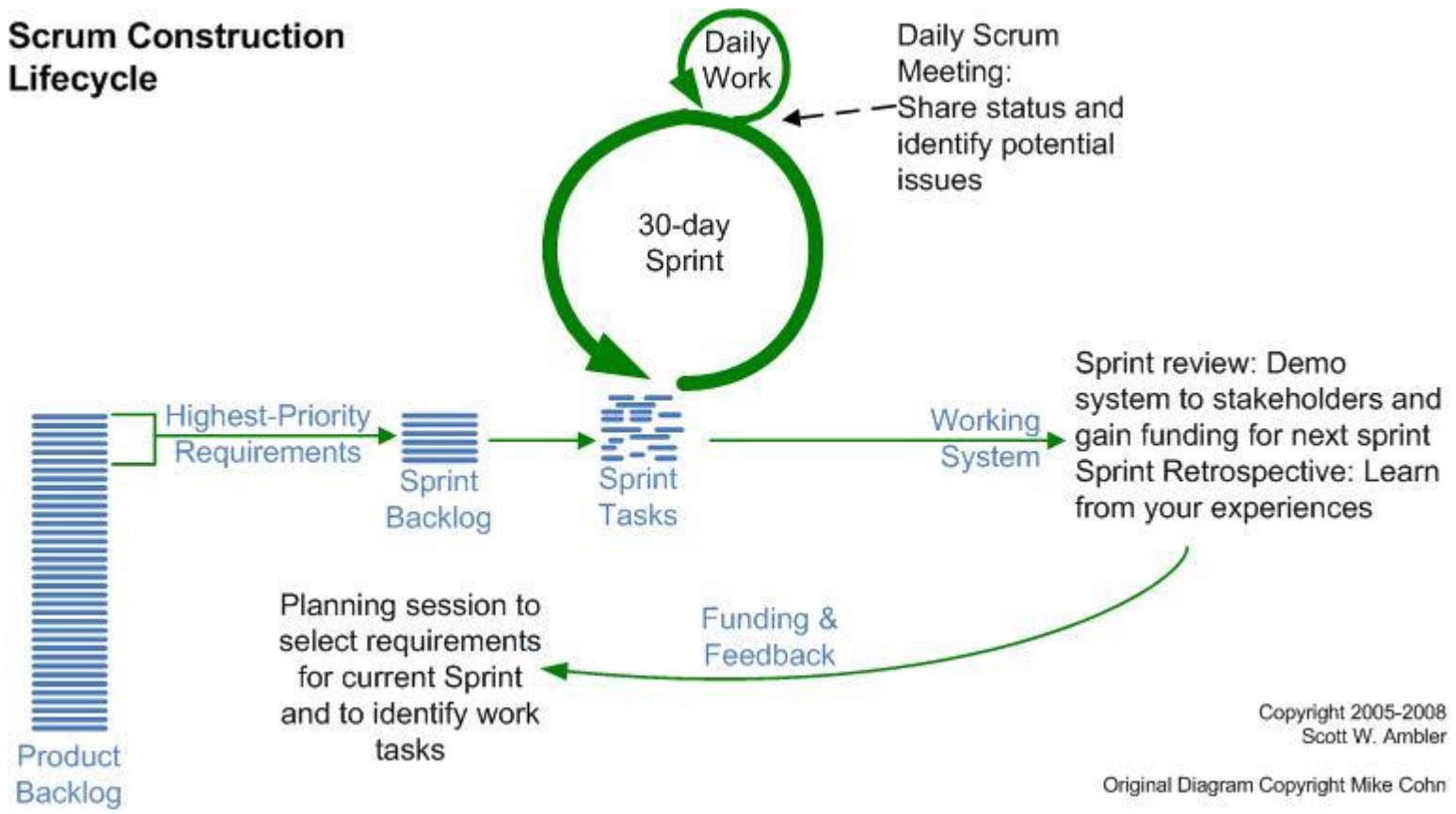
- **Speed up** or bypass one or more life cycle phases
- Usually **less formal and reduced scope**
- Used for **time-critical** applications
- Used in organizations that **employ disciplined method**

Agile Methods

- Adaptive Software Development (ASD)
- Feature Driven Development (FDD)
- Crystal Clear
- Dynamic Software Development Method (DSDM)
- Rapid Application Development (RAD)
- Scrum
- Extreme Programming (XP)
- Rational Unify Process (RUP)

Agile SDLC: The Scope of Life Cycles

Scrum Construction Lifecycle



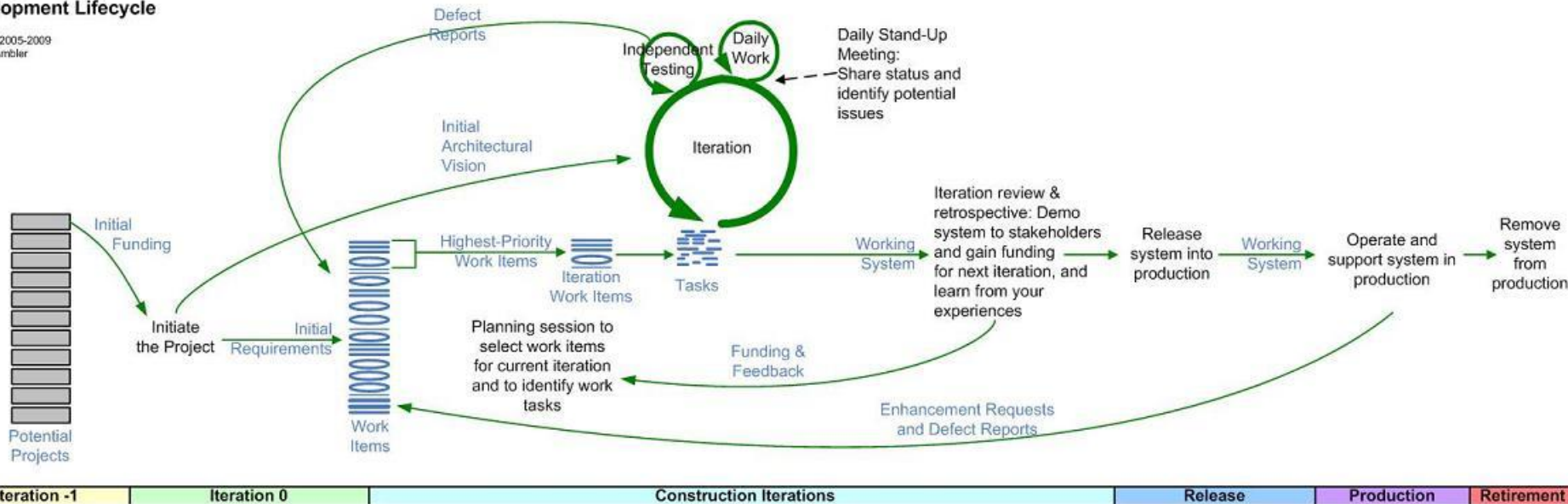
Copyright 2005-2008
Scott W. Ambler

Original Diagram Copyright Mike Cohn

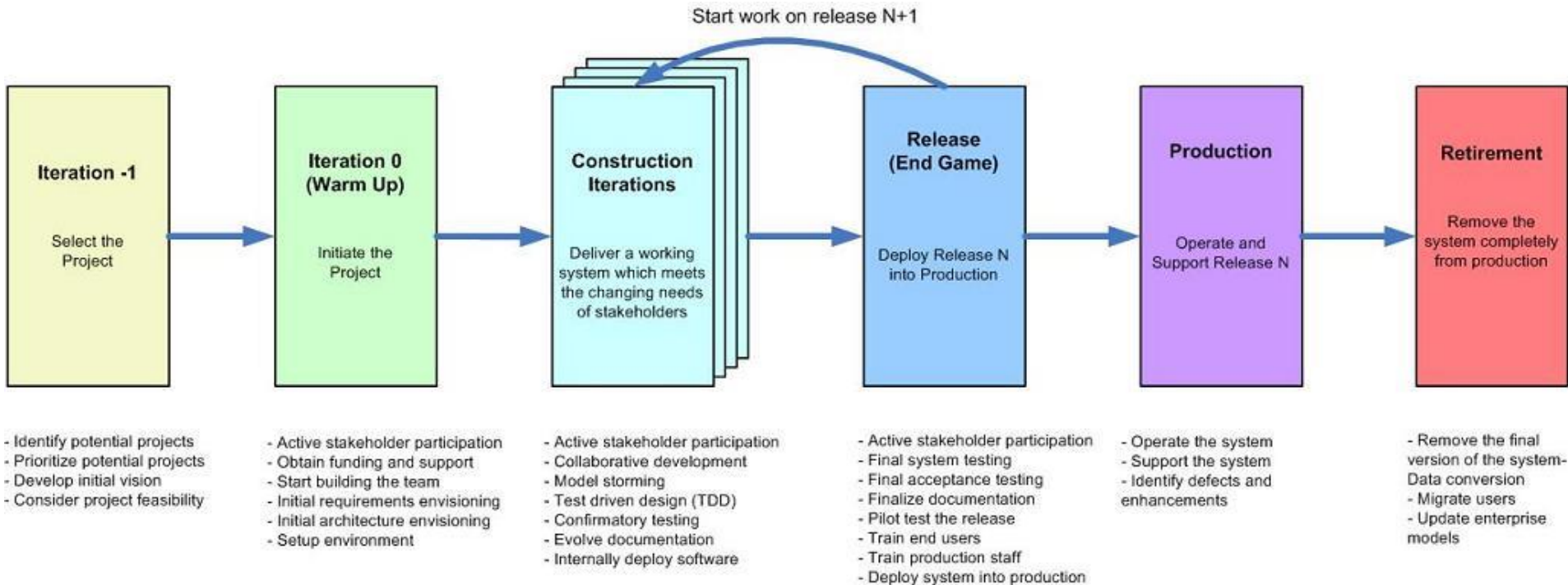
Agile SDLC: The Scope of Life Cycles

Agile System Development Lifecycle

Copyright 2005-2009
Scott W. Ambler



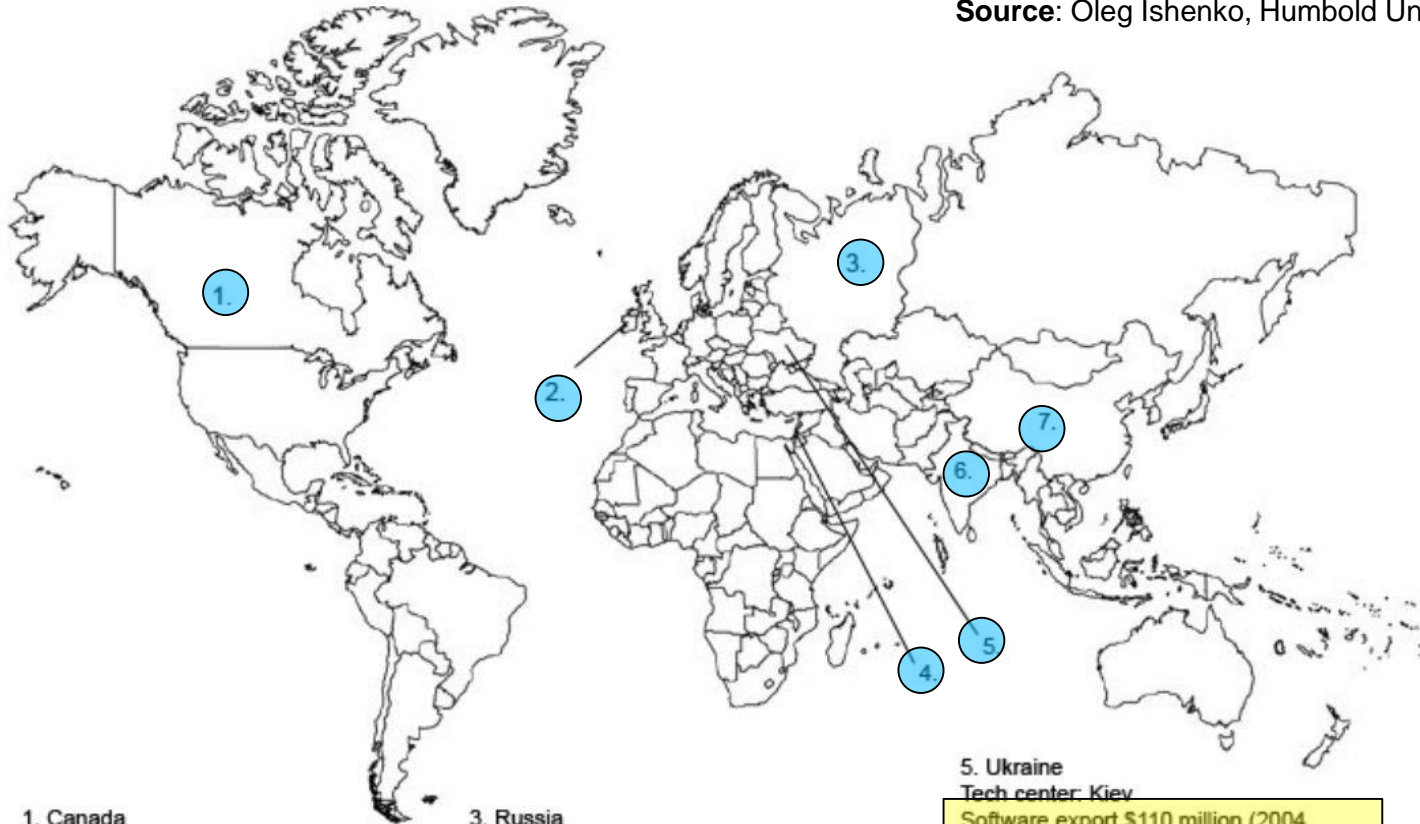
Agile SDLC: The Scope of Life Cycles



4. CMMI in practices

International IT Outsourcing

Source: Oleg Ishenko, Humboldt Universität zu Berlin



1. Canada
Tech centers: Ottawa, Montreal, Toronto
Vancouver
Software exports approx. \$6 billion (2004)

2. Ireland
Tech centers: Dublin
Software exports \$18.2 billion (2004)
Annual growth 20%

3. Russia
Tech centers: Moscow, St. Petersburg
Novosibirsk, Nizhny Novgorod
Software exports \$500 millions (2004)
Annual growth 60-70%

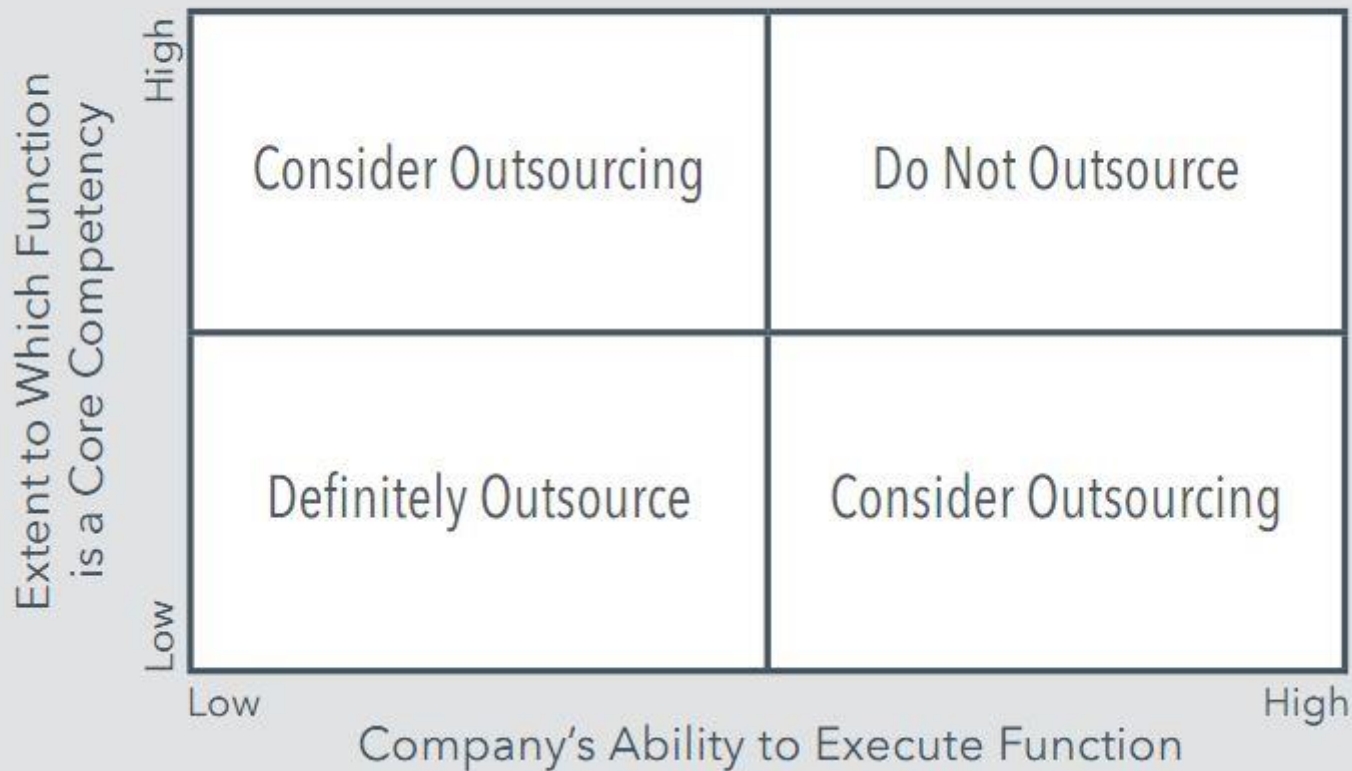
4. Israel
Tech centers: Tel-Aviv, Haifa, Jerusalem
Software exports \$3 billion (2004)
Annual growth 40%

5. Ukraine
Tech center: Kiev
Software export \$110 million (2004)

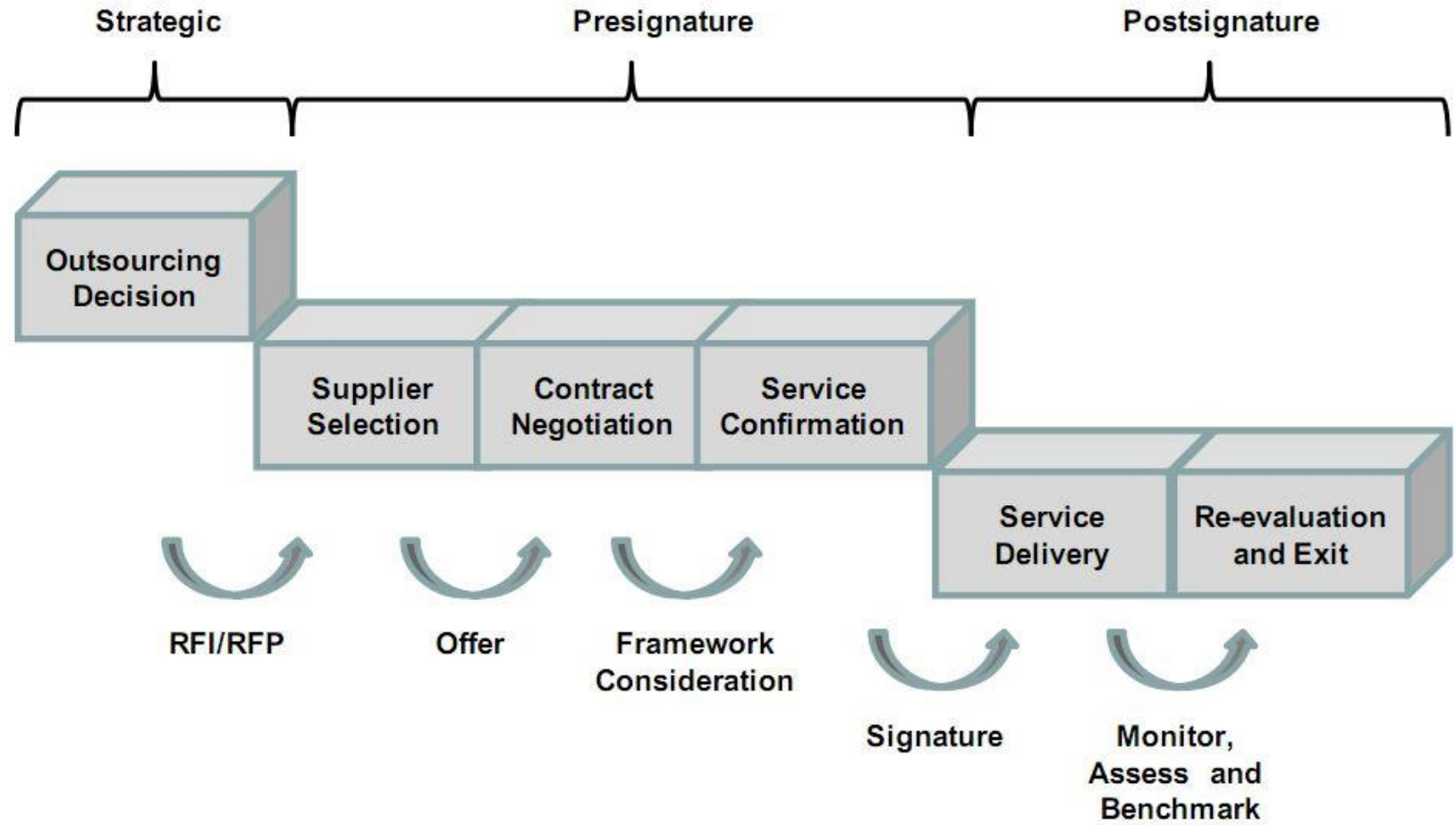
6. India
Tech centers: Delhi, Bangalore,
Hyderabad, Mumbai etc.
Software exports: \$12 billion (2004)
Annual growth: 40%

7. China
Tech centers: Beijing, Dalian, Shanghai etc.
Software exports \$2.8 billion (2004)
Annual growth: over 30%

When to Outsource a Function

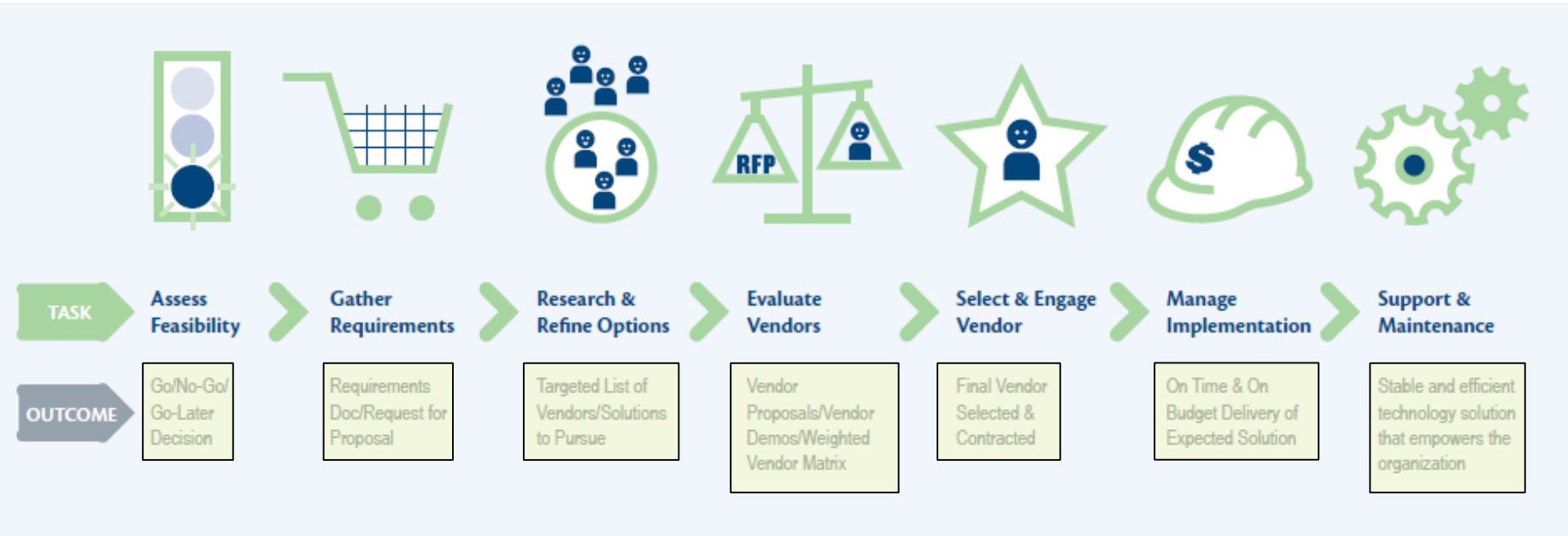


Outsourcing Lifecycle



Source: ITGI-2005

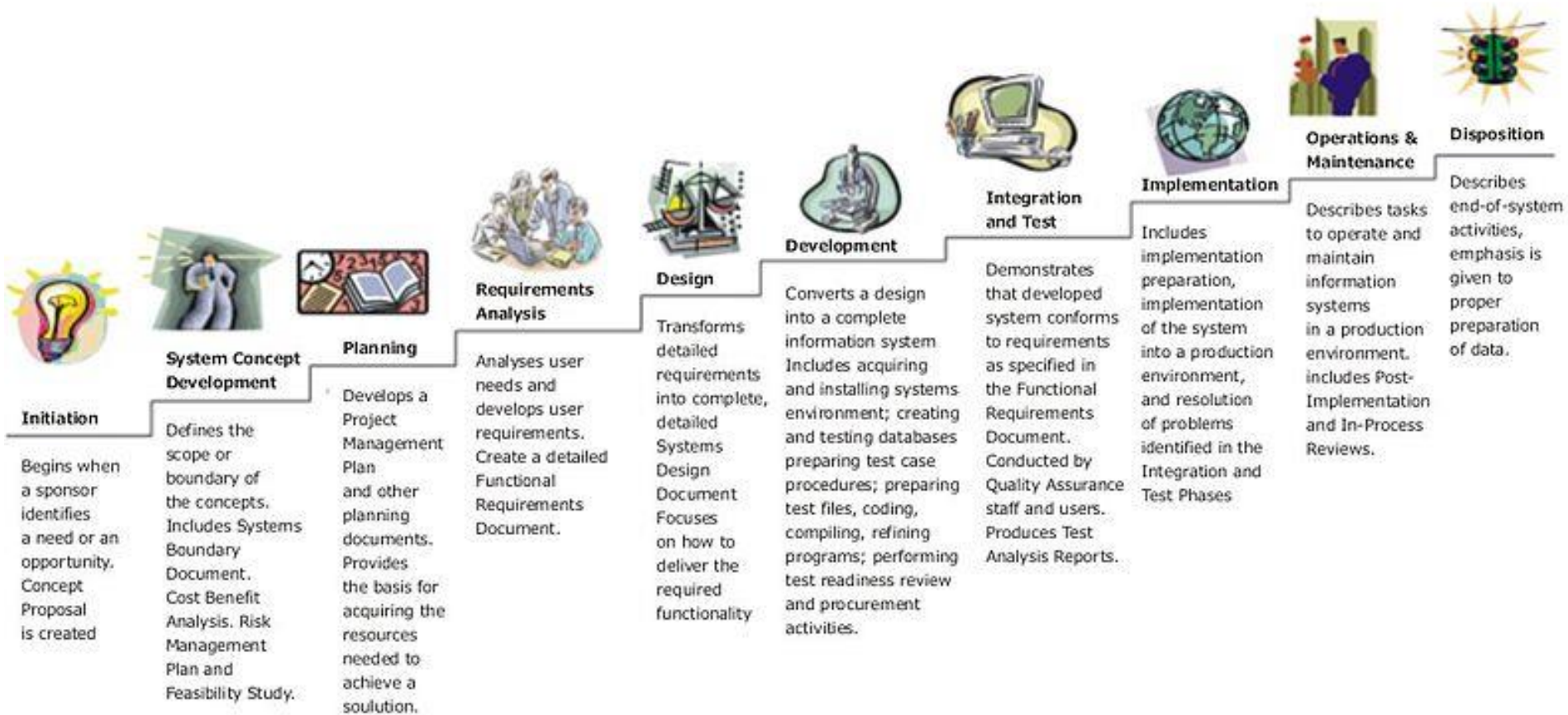
Select the right technology vendor



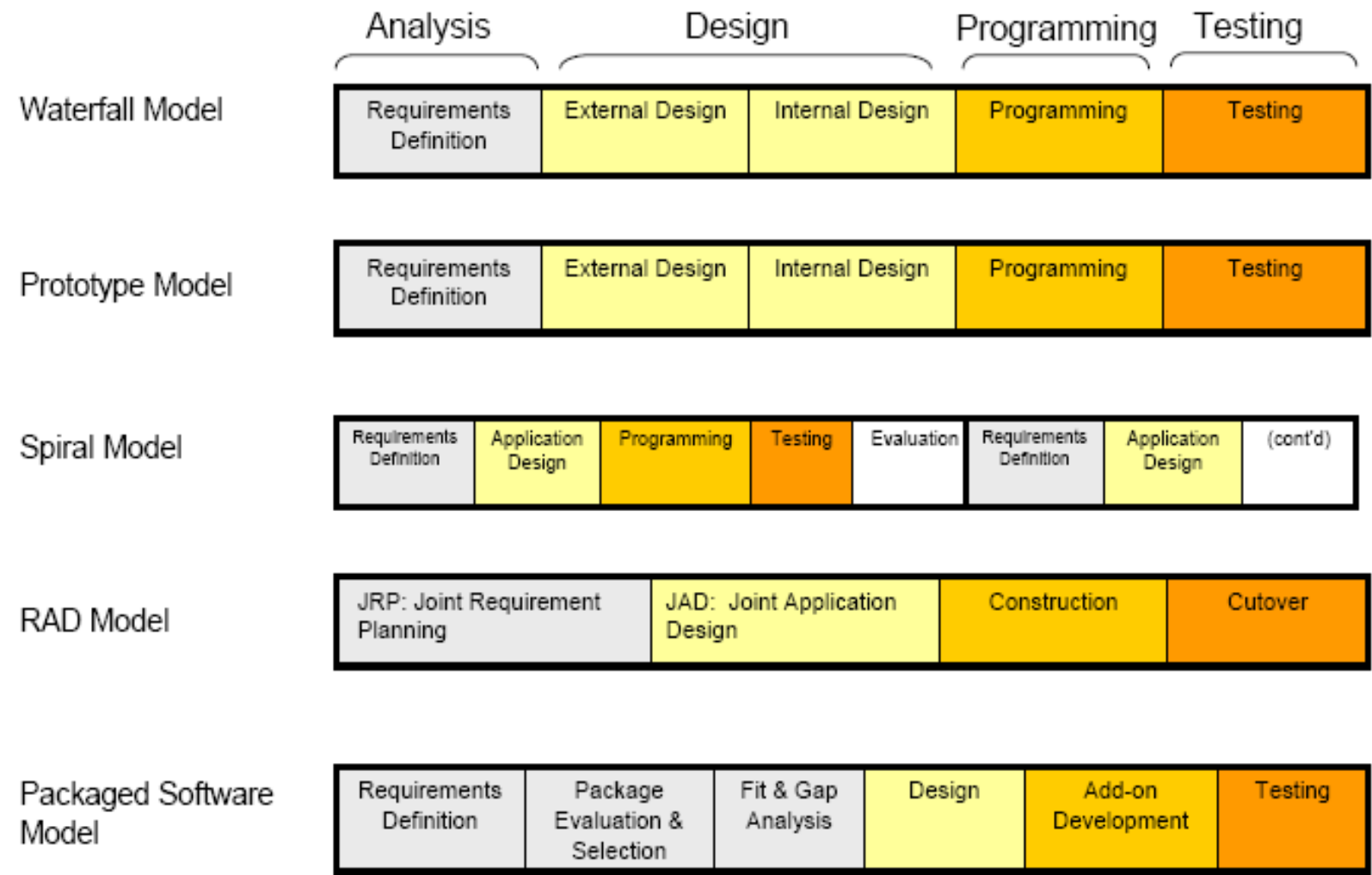
1. Go/No-Go/Go-Later Decision
2. Requirements Doc/Request for Proposal
3. Targeted List of Vendors/Solutions to Pursue
4. Vendor Proposal/ Vendor Demos/ Weighted Vendor Matrix
5. Final Vendor Selected & Contracted
6. On Time & On Budget Delivery of Expected Solution
7. Stable and Efficient technology solution

Systems Development Life Cycle (SDLC)

Life-Cycle Phases



System Development Methodology



CMMI Asia conference 2014-2015
organized by CMMI Institute



 **CMMI[®] Institute**
Conference
China 2014

10-11 December 2014
Shenzhen, China
JW Marriott Hotel

[More information](#)

 **CMMI[®] Institute**
Conference
EMEA 2015

26-27 March 2015
London, England

[More information](#)

 **CMMI[®] Institute**
Global
Congress
Seattle 2015

12-13 May 2015
Seattle, Washington, USA
The Westin Seattle Hotel

[More information](#)

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CMMI®
 通过发展人员和过程的能力，帮助组织发掘所能提供的真正价值。
 CMMI helps organizations discover the true value they can deliver by building capability in their people and processes.


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12个国家政府
 12个国家政府投资 CMMI®, 支持国家经济发展。
 12 NATIONAL GOVERNMENTS
 12 governments invest in CMMI to support economic development in their countries.

CMMI®
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94个国家和地区
 使用 CMMI® 评估绩效的组织遍布全球94个国家和地区。
 94 COUNTRIES
 Organizations use CMMI to elevate performance in 94 countries.


CMMI Institute



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Case Study

CMMI Implementation Guideline & Roadmap

ลำดับ	กิจกรรม	ระยะเวลา
1	วินิจฉัยเบื้องต้น(Gap Analysis)	3 เดือน
2	จัดทำกระบวนการและเอกสารที่เกี่ยวข้อง(Process Defintion)	4-5 เดือน
3	นำกระบวนการไปใช้จริง	5-6 เดือน
	3.1 นำกระบวนการไปทดลองใช้ในโครงการนำร่อง (Pilot Project)	1 เดือน
	3.2 Mini Appraisal สำหรับโครงการนำร่องและปรับแก้กระบวนการให้เหมาะสม	0.5 เดือน
	3.3 นำกระบวนการไปใช้ในโครงการที่จะนำมาประเมินCMMI (Candidate Project Implementation)	3-4 เดือน
	3.4 Mini Appraisal สำหรับโครงการที่จะนำมาประเมินและปรับแก้กระบวนการให้เหมาะสม	0.5 เดือน
4	Mini Appraisal เพื่อตรวจสอบความพร้อมในการเข้าประเมินจริง(Appraisal Readiness Check)	0.5 เดือน
5	Format Appraisal	1 เดือน

หมายเหตุ : สำหรับ CMMI Level 3-5 จะมีกิจกรรมที่คล้ายกันแต่จะใช้ระยะเวลาดำเนินการนานกว่าขึ้นอยู่กับวุฒิภา วะของแต่ละบริษัทและจำนวน Process Area (PA) ที่เพิ่มขึ้นด้วย

Level 2 ใช้เวลาประมาณ 12 เดือน Level 3 ใช้เวลาประมาณ 16 เดือน Level 4 และ 5 ใช้เวลาประมาณ 24 เดือน

Sample Level 1 Organization

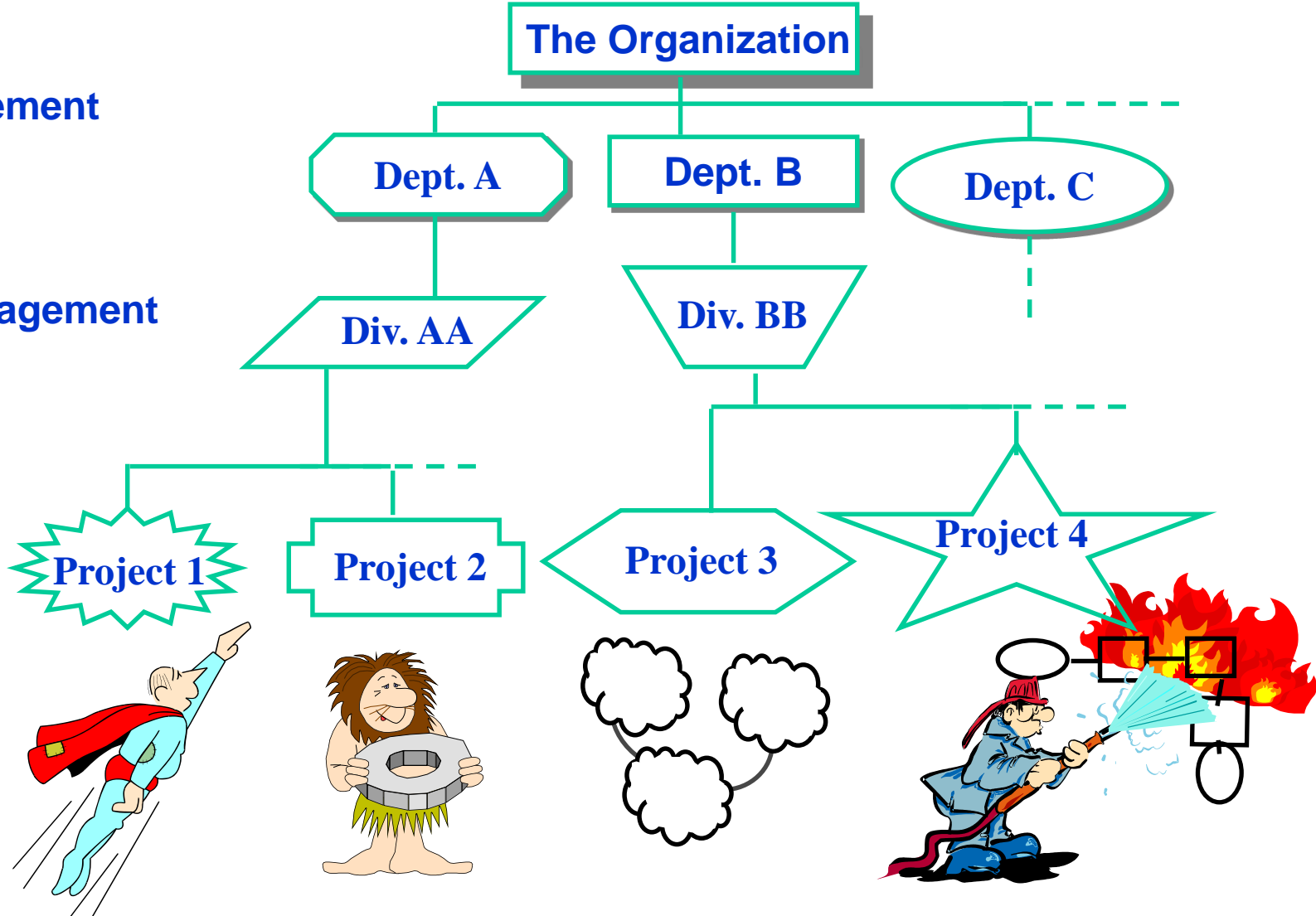
few processes in place

Top Management

Middle Management

Projects

Processes



Level 1: the “Initial” Level

Success depends on heroes

Good performance is possible - but

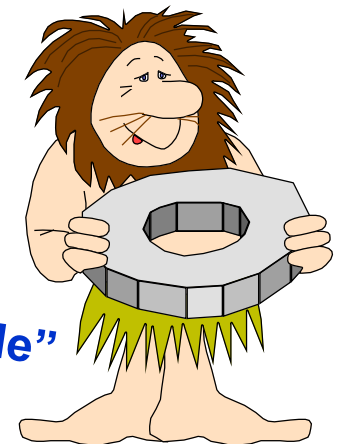
- Requirements often misunderstood, uncontrolled
- Schedules and budgets frequently missed
- Progress not measured
- Product content not tracked or controlled
- Engineering activities nonstandard, inconsistent
- Teams not coordinated, not trained
- Defects proliferate

“Schedules
run everything”

“Just send in
the Tiger Team”

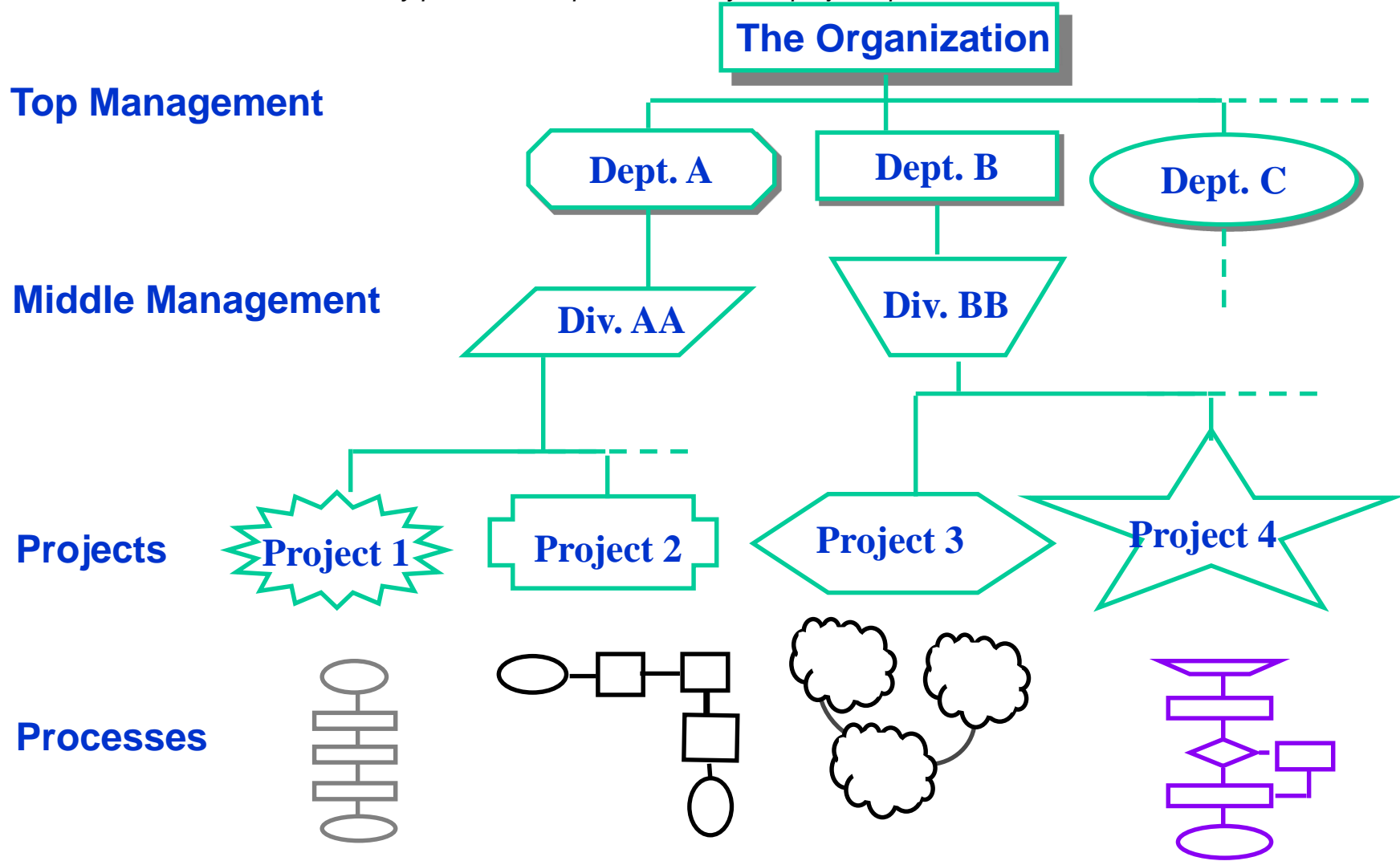
“Processes limit my creativity”

“Processes don’t help my delivery schedule”



Sample Level 2 Organization

many processes in place; but they are project-specific



CMMI Level 2: the “Managed” Level - Establishing basic project management controls

7 Process Areas

DETERMINE REQUIREMENTS

- **Baseline the product requirements**

- **Requirements Management (REQM)**

DOCUMENT PLANS

- **Estimate project parameters,**
- **Develop plans and processes**

- **Project Planning (PP)**

TRACK PROGRESS

- **Measure actual progress to enable timely corrective action**
- **Measure for mgmt. info needs**
- **Verify adherence of processes and products to requirements**

- **Project Monitoring and Control (PMC)**
- **Measurement & Analysis (M&A)**
- **Process & Product Quality Assurance (PPQA)**

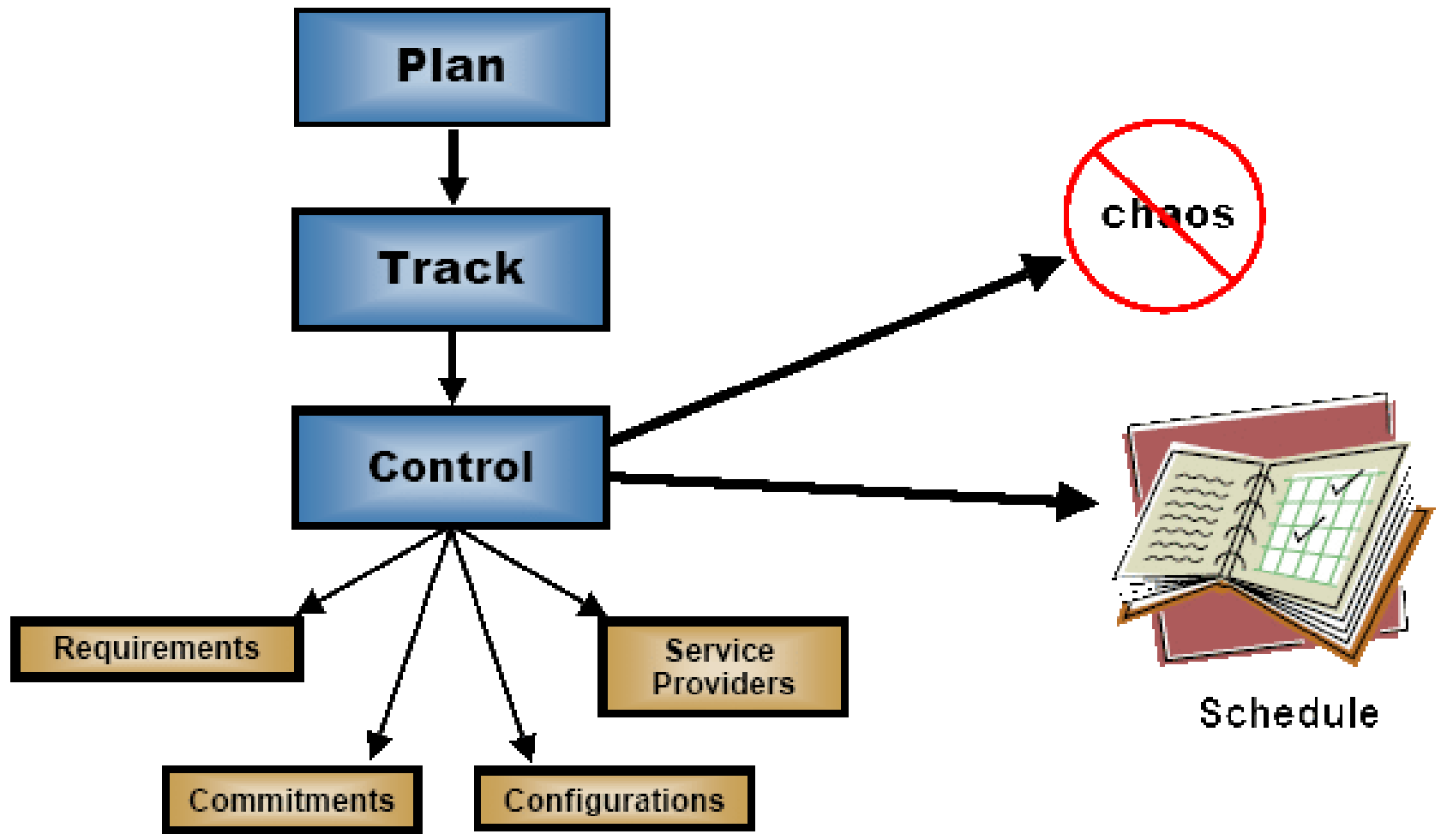
CONTROL PRODUCTS

- **Identify and control products, changes, problem reports**
- **Select qualified suppliers / vendors; manage their activities**

- **Configuration Management (CM)**
- **Supplier Agreement Management (SAM)**



ML2

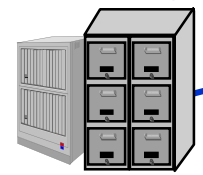


Sample Level 3 Organization

processes based on organization's Process Asset Library (PAL)

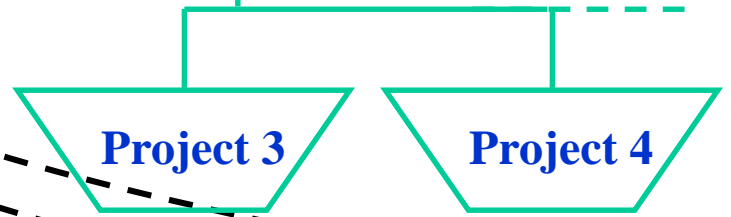
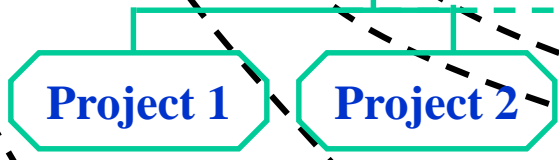
Process Asset Library

- Approved life cycles
- Standard processes
- Tailoring guidelines
- Process database
- Related documents



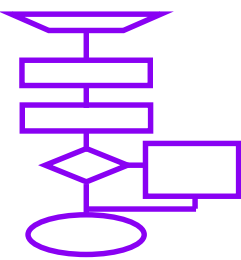
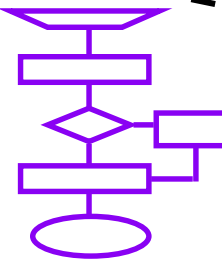
The Organization

SEPO



Projects

Processes



CMMI Level 3: the “Defined” Level - Standardizing the organization’s process

11 Process Areas*

ENGINEER THE PRODUCT

- Clarify customer requirements
- Solve design requirements; develop implementation processes
- Assemble product components, deliver
- Ensure products meet requirements
- Ensure products fulfill intended use
- Analyze decisions systematically

- Requirements Developmt (RD)
- Technical Solution (TS)
- Product Integration (PI)
- Verification (Ver)
- Validation (Val)
- Decision Analysis & Resolution (DAR)

MANAGE THE PROJECT

- Follow integrated, defined processes
- Identify and control potential problems

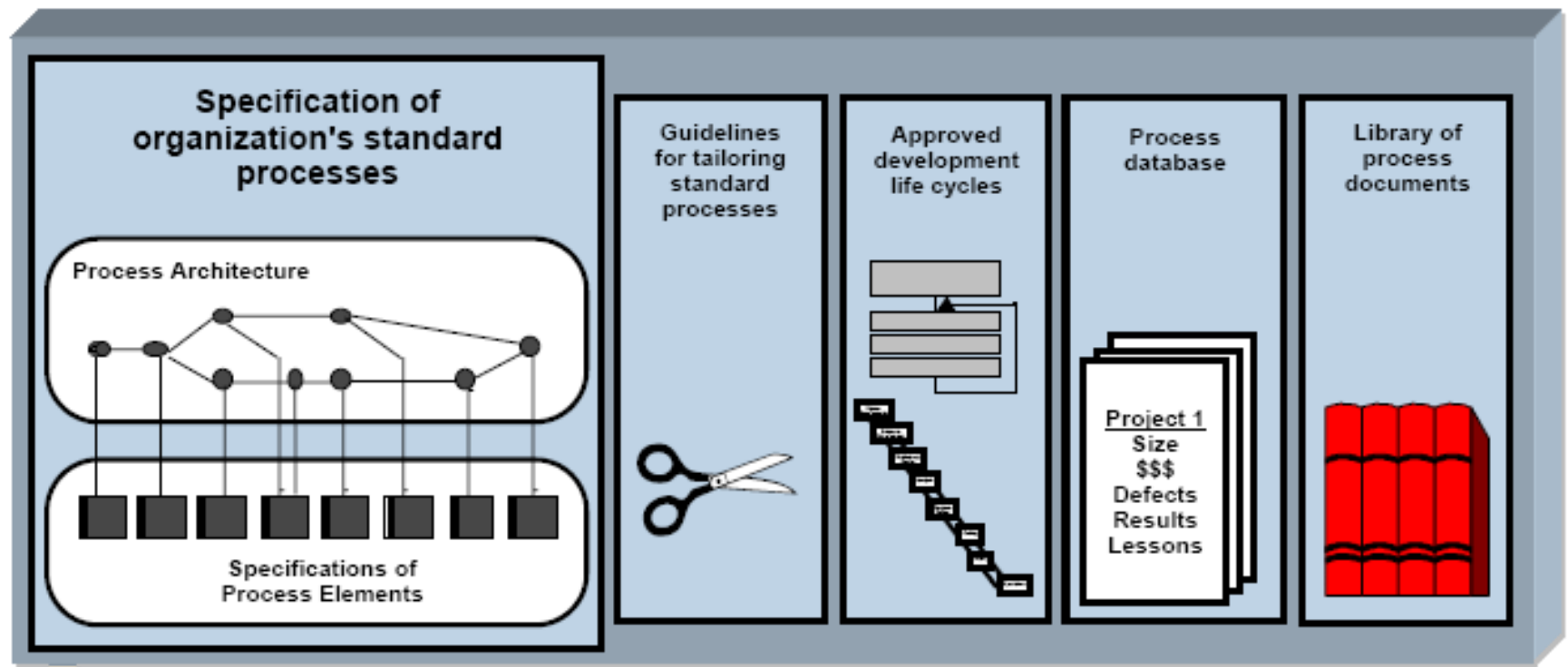
- Integrated Project Mgmt (IPM)
- Risk Management (RSKM)

PROVIDE ORG. INFRASTRUCTURE

- Establish org. responsibility for PI
- Define the org’s best practices
- Develop skills and knowledge

- Org. Process Focus (OPF)
- Org. Process Definition (OPD)
- Org. Training (OT)





- best practices
- consistent work products
- comparable measurements
- transfer of learning



Cost
Function
Quality

Benefit ML3 -Managers

Organization supports managers

- processes already defined from best practices
- templates for planning and managing
- history from similar projects

Estimates are more accurate

- common measures across projects
- better negotiating position—data on a defined process

Cost, schedule, and functionality in control

Quality improves

- most defects detected before the start of integration test
- large reductions in defects delivered to customers

Benefit ML3 -Developers

Common foundation for professional work

- processes built from best practices
- well understood roles

Foundation for technology benefits

- more effective selection of tools
- trusted processes produce reusable components

Transfer among projects is enhanced

- lessons learned
- people

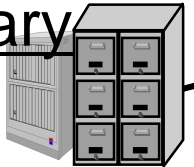
A common engineering culture emerges

Sample Higher-Level Organization

processes based on organization's Process Asset Library (PAL)

Process Asset Library

- Approved life cycles
- Standard processes
- Tailoring guidelines
- Process database
- Related documents



The Organization

DB

Dept. A

Dept. B

Dept. C

Div. AA

Div. BB

Project 1

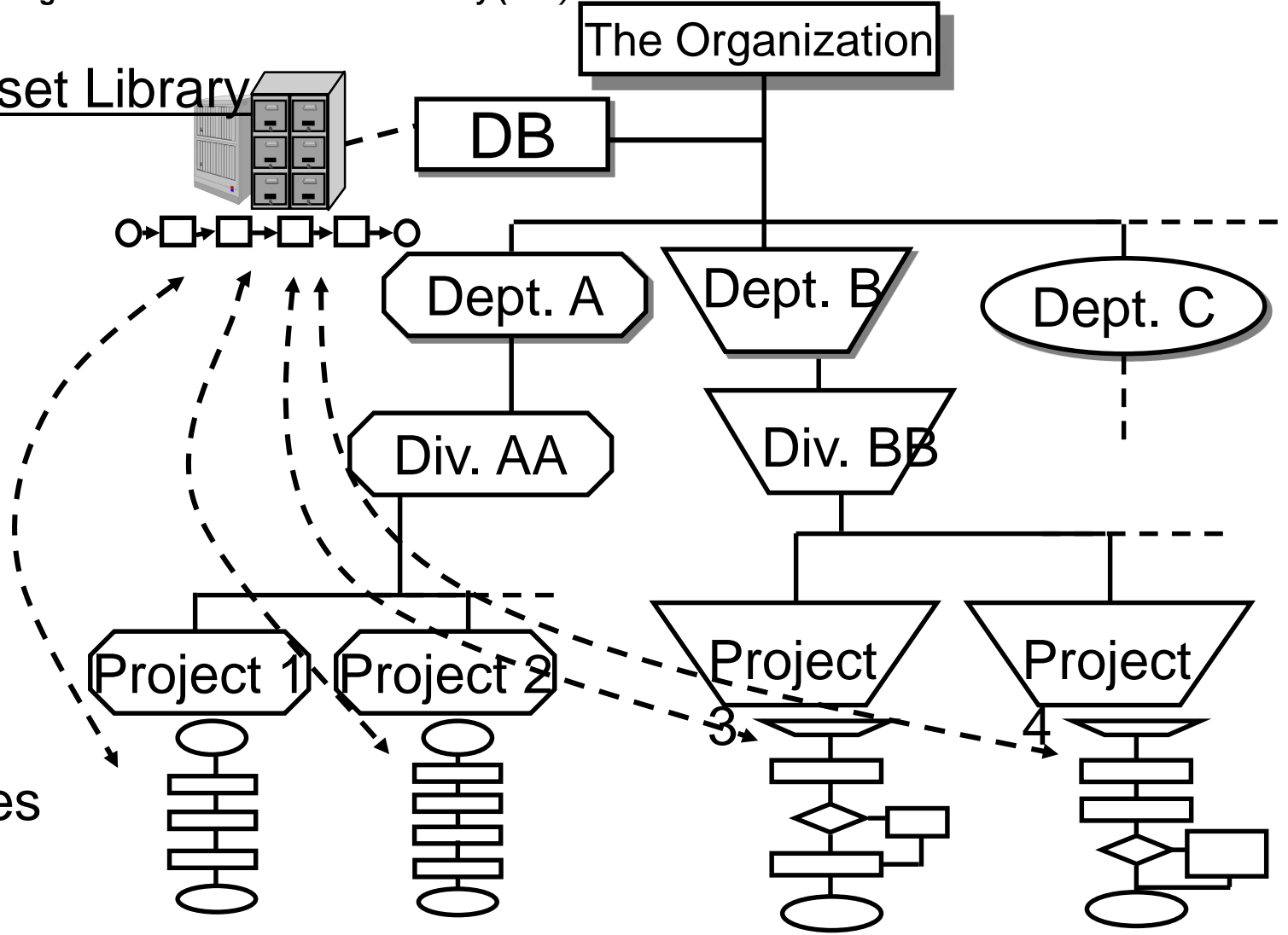
Project 2

Project

Project

Projects

Processes



CMMI Higher Maturity Level Concepts

OPTIMIZE PERFORMANCE

- Identify and eliminate the cause of defects early

ADOPT IMPROVEMENTS

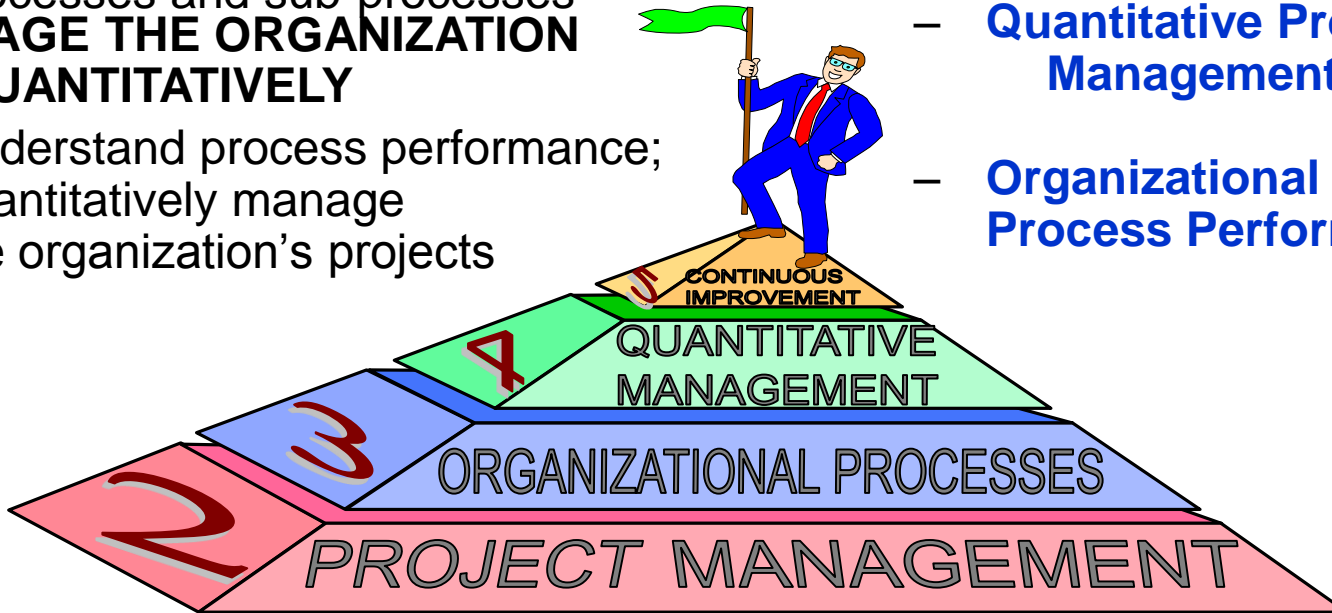
- Identify and deploy new tools and process improvements to meet needs and business objectives

MANAGE PROJECTS QUANTITATIVELY

- Statistically manage the project's processes and sub-processes

MANAGE THE ORGANIZATION QUANTITATIVELY

- Understand process performance; quantitatively manage the organization's projects



Level 5 Process Areas

- Causal Analysis and Resolution (CAR)
- Organizational Innovation and Deployment (OID)

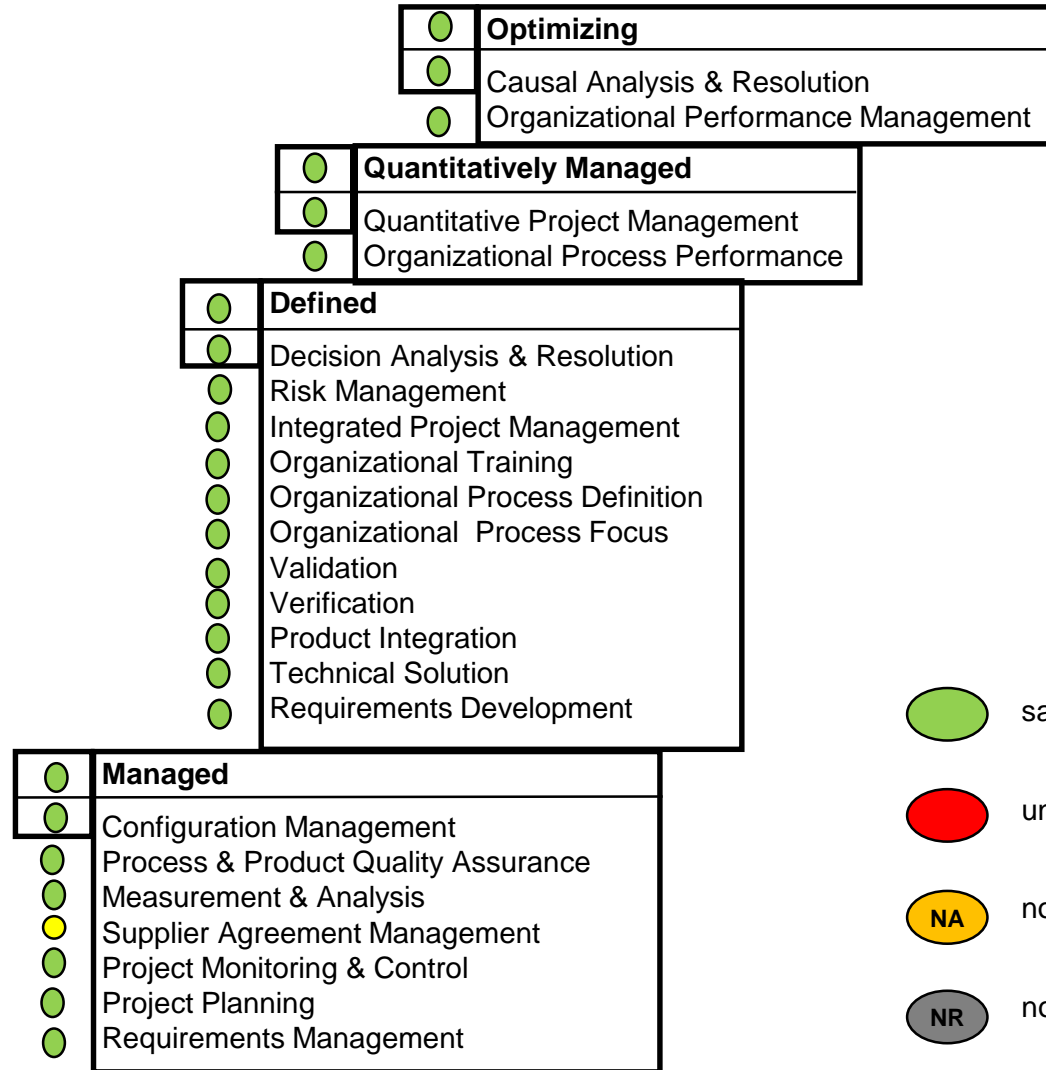
Level 4 Process Areas

- Quantitative Project Management (QPM)
- Organizational Process Performance (OPP)

Process Area Profile (Staged)

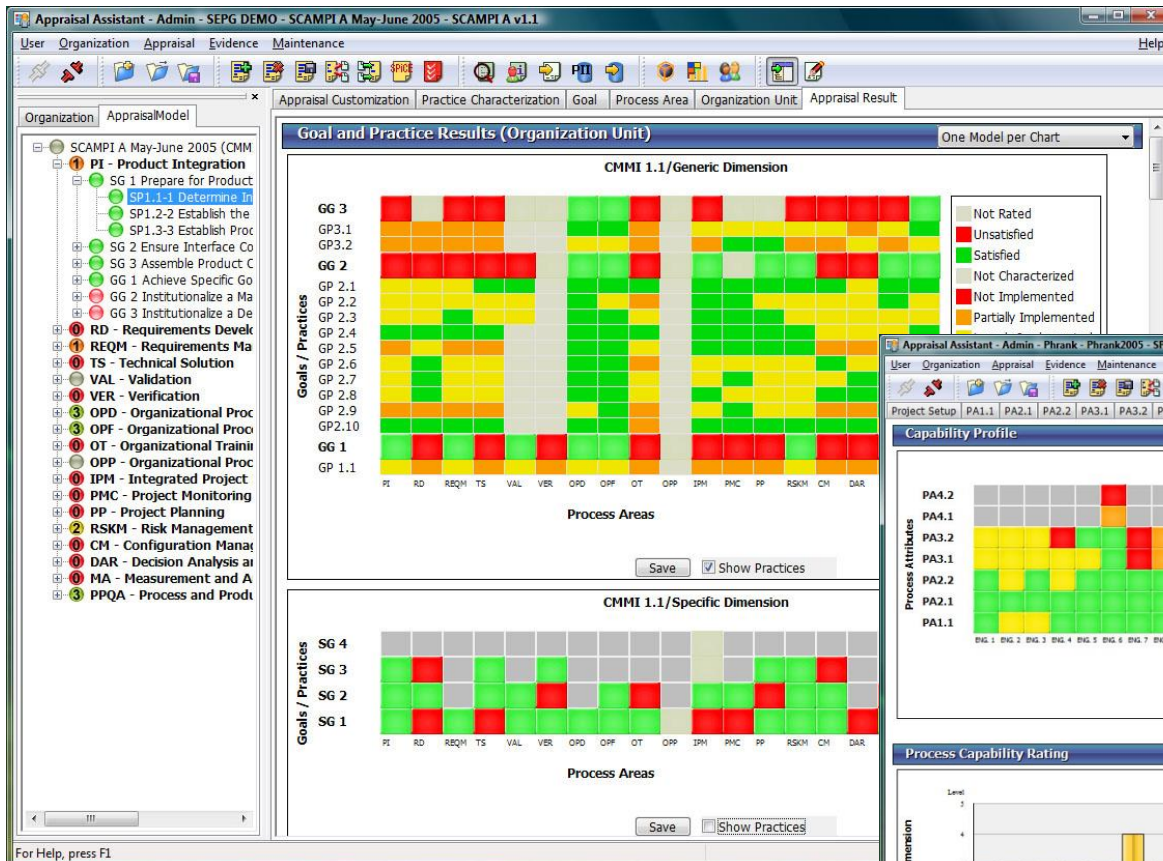
Maturity Level:

5



- satisfied
- unsatisfied
- not applicable
- not rated

Software for Appraisal

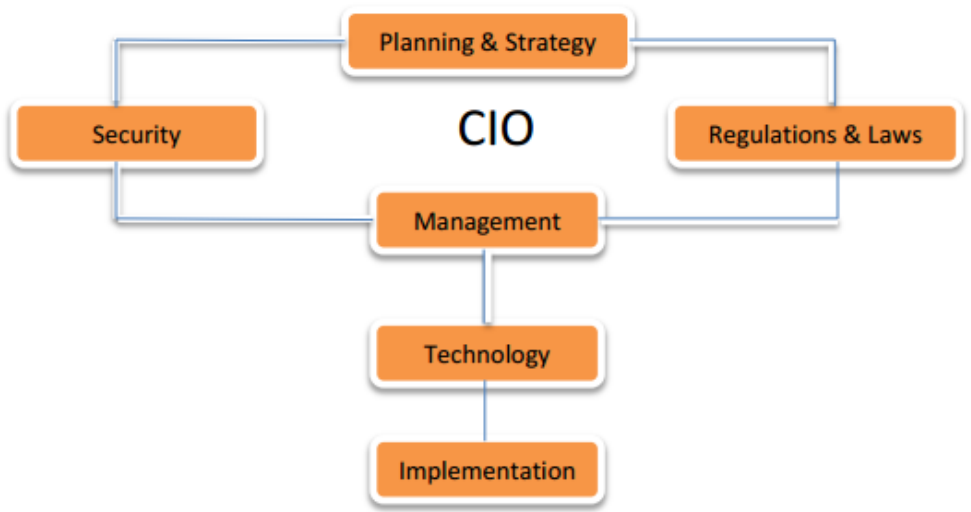


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The CIO Academy's mission is the education and training of information technology and operations staff, supervisors and managers with the objective of developing a state of the industry technology professional.

The academy is committed to providing education services in a classroom environment to information technology and operations management level individuals and/or potential candidates in the financial industry. Participants will gain the valuable skills needed to understand what it takes to be an effective chief information officer, chief operations officer, or IT manager in the context of today's community financial institutions. Enroll in our academy and begin expanding your skills...today!

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In this class, you will develop skills in the following areas:

- Understanding regulations versus guidance and your responsibilities
- Establishing technology standards
- Developing a plan through consensus
- Vendor management
- Contract negotiations

Level 2: Intermediate

Build on what you know. This class is aimed at information and operations management professionals who are in pursuit of excellence and continuous improvement. This training is applicable to individuals in their technology or operations position for two plus years or have completed Level 1: Introductory.

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U.S.-U.K. Digital Government Partnership



January 16th, 2015
Adam Hughes

Shaun Donovan is the Director of the White House Office of Management and Budget.
Megan Smith is the U.S. Chief Technology Officer in the White House Office of Science and Technology Policy.

Today, we are building on a long history of innovation and collaboration on digital technologies with the United Kingdom. The President and Prime Minister Cameron just announced a commitment to strengthen and expand the ongoing digital partnership between our two countries. Both countries have made real progress in working to improve how our governments use digital services to better serve citizens and businesses, and to build a stronger digital economy. We will expand our already existing collaborations in these areas as well as continue to support open data and open government initiatives for our own countries as well as for all countries.

U.S.-U.K. innovation and collaboration on digital technology dates back to WWII, when both countries were in need of extraordinary amounts of mathematical computation capacity. Teams from both countries did the seminal work that created modern digital computing. Breakthrough work included the United Kingdom's [Bletchley Park](#) code breakers, the [ENIAC](#) ballistics calculation advances in the United States, and many other groundbreaking programs in both countries.

The U.S. and U.K. have also been ongoing innovators of open government and open data; from very early releases and collaborations on weather and mapping data to full data portals now hosted at the United Kingdom's [data.gov.uk](#), and [data.gov](#) in the United States, which host hundreds of thousands of government data sets released to the public. And for decades, United States and United Kingdom innovators have been at the forefront of including children in learning computer coding – from early work at Dartmouth to MIT Media Lab's Seymour Papert's seminal work on Logo in the 1970s and 80s, to the UK's [BBC Micro](#) from Acorn, a computer designed with an emphasis on education created during those same early years.



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Message from the President



Firstly I would like to thank all chapter members of IAC for honoring me to be President of IAC. From now on, I think, we will have to meet more often since I will need closer cooperation from all of you. Our mission we have resolved in Tokyo, Japan in late June 2006 will not be able to accomplish without chapter members' uniqueness.

[Read More Details](#)

About IAC

IAC or International Academy of CIO was founded in 2006 in Japan by co-founders included Japan, USA, Indonesia, Philippines, Switzerland and Thailand. Members and alliances are evolving to include economies in all regions such as China, Cambodia, Holland, India, Korea, Laos, Hong Kong, Macao, Peru, Singapore, South Africa, Taiwan, UK, Viet Nam, Italy, Russia and etc. Its mission includes, firstly to establish academic standards based on its research on ...

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International Academy of CIO 7th Anniversary edition Message from Presidents of IAC Chapters
On this the seventh anniversary of founding of the International Academy of CIO, I would like to briefly look back on the IAC's history and some of IA...

APEC-OECD Workshops were concluded successfully

The APEC workshop "Information Communication Technology (ICT) Applications for People with Special Needs

IAC Meeting and Activities During APEC-OECD Workshops

IAC Extra General Meeting The meeting, chaired by Professor Toshio Ohi

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Ministry of Technology, Innovation and Citizens' Services

CIO Council

The Chief Information Officer Council (CIO Council) of the Province of British Columbia offers strategic advice and recommendations regarding the management of information and technology (IM/IT). The council is chaired by [Bette-Jo Hughes](#), Chief Information Officer (CIO) for the Province of British Columbia, and its members include ministry representatives.

Purpose

The purpose of the CIO Council is to support the Chief Information Officer's authority for standards setting, oversight and approvals for the Province's information and communications technology, including the implementation of the direction and evaluation measurements as described in [Chapter 12 of the Core Policy and Procedures Manual](#). For more information about IM/IT policies, please visit our related legislation, policy and standards web pages.

Mandate

The CIO Council:

- Provides cross-government leadership and maximizes investments
- Provides structure and processes for related areas of accountability, authority and responsibility
- Provides an effective business and IM/IT environment
- Promotes the [Ministry Chief Information Officer's](#) as executive business and service leaders
- Provides advice on major IM/IT strategic planning and policy issues



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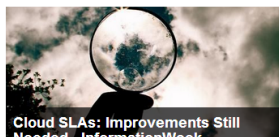
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Programme

CIO Summit 2015 Advisory Panel

The agenda and theme of the CIO Summit are drawn up in close consultation with a panel of Asia's leading enterprise IT leaders assembled by Executive Networks Media and IDC Asia/Pacific. In short, it's a programme for CIOs by CIOs.



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Chayakorn Piyabunditkul – D.Eng, CSPM

Chayakorn.piyabunditkul@nstda.or.th

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