Motivation

- [Rifkin99]: process refinement (classic telecom) vs. product innovation (Web-companies).
- Have we given industry the “wrong” SPI paradigms and methods?
- Cannot apply the same methods in small and large projects / companies.
- Recent trends on incremental / component-based development -- unfit to “classic” SPI?
Disciplined vs. Creative work

- **Disciplined**: following a preplanned / prescribed formal process (“military” way). *Positivist/objective*: hard data, data analysis.
- **Creative**: cooperation, negotiation w/ customers and managers, not all preplanned, much improvisation (“Italian” way). *Constructionist/subjective*: influence, find out what really happens, action research.
- “Odd couple” [Glass95] must be combined.

Procurer-oriented vs. Customer-oriented

- **Procurer**: minimize risk -- so certification à la ISO-9000, CMM etc. Same procedure fits all, disciplined process?
  => Internal and formalistic, top-down?
- **Customer/user**: want quality -- needed functionality at optimal time/price. Specific to need, creative process?
  => External gains, quality chain, bottom up?
- How to combine internal/external view?