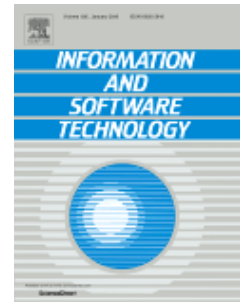




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Objective: This paper evaluates how different roles in a software development organization view different issues in software process improvement and if such differences could be used in order to provide more tailor-made process improvements within an organization and uses this as a working hypothesis.

Method: A quantitative questionnaire containing five different weighted questions related to software process improvement was developed. 84 employees from all levels of a Swedish telecommunication company were then approached, of which 63 responded.

Results: The different roles disagreed in three of the questions while they agreed in two of the questions. The disagreement was related to issues about importance of improvement, urgency of problems, and threat against successful process management, while the questions where the roles agreed focused on communication of the processes (documentation and teaching).

Conclusion: It is concluded that it is important to be aware and take into account the different needs of different roles. This will make it possible to provide improvements tailored to specific roles which will probably help to overcome resistance to process improvements. It is also important to look into other areas and companies (for example, marketing) where it could be beneficial when conducting process improvements.

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[2] Van der Geer, J., Hanraads, J.A.J., Lupton, R.A., 2018. The art of writing a scientific article. *Heliyon*. 19, e00205. <https://doi.org/10.1016/j.heliyon.2018.e00205>.

Reference to a book:

[3] W. Strunk Jr., E.B. White, *The Elements of Style*, fourth ed., Longman, New York, 2000.

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[4] G.R. Mettam, L.B. Adams, How to prepare an electronic version of your article, in: B.S. Jones, R.Z. Smith (Eds.), *Introduction to the Electronic Age*, E-Publishing Inc., New York, 2009, pp. 281–304.

Reference to a website:

[5] Cancer Research UK, *Cancer statistics reports for the UK*. <http://www.cancerresearchuk.org/aboutcancer/statistics/cancerstatsreport/>, 2003 (accessed 13 March 2003).

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