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Context: Throughout an organisation, people have different responsibilities and worktasks, hence,
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within a company. This has been found in previous studies in marketing, but is this true for software
improvement as well?

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
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