

Bridging Strategy and Process Maturity: A Holistic Roadmap for Integrating BSC, ISO 9001, CMMI and ASPICE

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Abstract: Organizations that operate in fast changing markets with advanced technology and strict regulatory frameworks need to provide top quality products and services while following all relevant standards. Organizations use strategic management tools together with process and quality frameworks to handle their increasing operational demands. The research evaluates four leading frameworks which include the Balanced Scorecard (BSC), ISO 9001, Capability Maturity Model Integration (CMMI) and Automotive SPICE (ASPICE). The research evaluates each framework to determine its unique advantages and constraints and its particular value added elements. The research performs a comparative assessment to determine methods for uniting these frameworks while focusing on their implementation challenges and integration strategies. The research delivers strategic recommendations which help organizations build an integrated framework to achieve quality assurance, process enhancement and regulatory adherence for organizational excellence.

Keywords: Balanced Scorecard, ISO 9001, ISO 20000, CMMI, ASPICE, process integration, quality management, strategic alignment, organizational excellence

Capability Maturity Model and CMMI are registered in the U.S. Patent and Trademark Office by the ISACA.

Introduction

Organizations operating in today's competitive global economy must produce high quality products and services while adhering to strict regulatory standards due to rising market competition and technological advancement. The automotive sector together with aerospace, manufacturing and information technology industries must handle sophisticated technological requirements and changing customer needs. Organizations need to maintain strategic priorities through standardized processes and operational control systems to achieve their objectives and maintain ongoing business growth (Ittner & Larcker, 1997).

Organizations use multiple management and process frameworks to address their challenges by achieving strategic alignment, quality assurance, process capability enhancement and regulatory compliance. The Balanced Scorecard (BSC) serves strategic performance management needs while ISO 9001 supports quality management systems (Kopia, Kompalla, Buchmüller & Heinemann, 2017). CMMI helps organizations improve process capability and Automotive SPICE (ASPICE) delivers

automotive software process assessment and enhancement (Bella, Hörmann & Vanamali, 2008). The frameworks serve different organizational requirements by enabling strategy translation, quality system deployment and process maturity development and industry specific regulatory compliance.,

Organizations encounter multiple implementation barriers when they try to use multiple frameworks at the same time. These include employee resistance to change, redundant work, overlapping requirements and performance measurement difficulties. The implementation of these frameworks creates challenges which prevent organizations from reaching their strategic goals and achieving their strategic goals and attaining maximum operational efficiency (Cater-Steel, Tan & Toleman, 2006).

The research investigates BSC, ISO 9001, CMMI and ASPICE by showing their shared and distinct requirement, integration possibilities and real world implementation strategies. The research provides organizations with essential knowledge to create a unified system which aligns strategic alignment with quality management and process enhancement and regulatory adherence.

The main objective of this research involves performing a detailed comparison between BSC and ISO 9001 and CMMI and ASPICE to develop effective integration methods which help organizations achieve strategic and operational and regulatory excellence.

1.1 Objectives of the Study

1. The research evaluates BSC, ISO 9001, CMMI and ASPICE frameworks through an analysis of their essential requirements and industry specific objectives.

2. The analysis will demonstrate the commonalities and distinct characteristics of different frameworks.

3. The study will explore practical ways for businesses to combine frameworks to achieve optimal operations.

4. The research will present organizations with effective implementation strategies to integrate these frameworks which will enhance process enhancement and quality control and strategic alignment.

Literature Review

Organizations must balance strategy, operations and growth in today's complex environment. Research focuses on process and quality management frameworks. No single framework solves all problems. Many organizations now use multiple frameworks together. The Balanced Scorecard, ISO 9001, CMMI and ASPICE frameworks have become prominent as they help organizations achieve strategic alignment, quality standards and process improvement. The following section examines existing studies about each framework to establish their individual uses and benefits.

2.1 Balanced Scorecard (BSC)

Research studies about BSC implementation in organizations demonstrate its ability to boost organizational performance, guide decision making, identify key factors and evaluate operational learning outcomes and processes. Using BSC helps organizations grow over the long term. It also allows them to track progress toward their goals (Philbin, 2011).

Studies show that using BSC with ISO 9001 improves operations. It also helps employees understand the organization's strategic goals better. The combination of BSC with quality management

systems enables organizations to link performance indicators to their strategic direction, resulting in continuous improvement efforts (Agarwal, 2021).

The literature shows BSC functions as a strategic management approach which works together with existing quality frameworks. The system enables organizations to assess their fundamental operational processes through a structured framework that links these processes to strategic targets, thus serving as both a measurement system and a planning instrument. Ngure (2022) describes how the Balanced Scorecard can be used practically to monitor and evaluate strategic plans.

2.2 ISO 9001

ISO 9001 stands as the worldwide standard for quality management which organizations across the globe adopt (Fonseca, Cardoso & Nóvoa, 2022). The standard enables businesses to develop standardized operational procedures which fulfill customer requirements and boost operational effectiveness.

The implementation of ISO 9001 leads to quantifiable process quality improvements but financial outcomes depend on business circumstances and strategic direction (Echour & Nbigui, 2021). Organizations can monitor their process performance and strategic objectives through the implementation of ISO 9001 and BSC.

The integration of ISO 9001 with BSC enables organizations to monitor their quality management systems against their organizational objectives (Riwayadi, Murti, Cahyono & Young, 2024).

2.3 Capability Maturity Model Integration (CMMI)

The CMMI framework helps businesses improve processes and run operations more smoothly (Ruzhnikov & Prasetyo, 2024). CMMI standardizes processes and helps organizations predict outcomes (Jamison, 2025).

Research indicates that ship design and construction companies can use CMMI to standardize processes and achieve maturity development. CMMI framework also helps align technical operations with project goals. This helps identify areas needing improvement (Harkawat, 2025).

2.4 Automotive SPICE (ASPICE)

The automotive sector depends on ASPICE to improve its software development practices. The framework receives extensive academic study due to its essential value to the industry (Lingras & Basu, 2025).

A research conducted shows that organizations can achieve industry compliance through ASPICE assessments which lead to improved development methods. The research shows how ASPICE aligns with the ISO / IEC 15504 standards (Dreves, Mayer & Sechser, 2022). The framework serves two purposes by providing development guidelines and evaluation tools. Organizations can identify non-compliant areas through the mapping process to discover potential improvement opportunities.

2.5 Research Gaps

Research studies primarily concentrate on analyzing individual frameworks without investigating their combined operational dynamics.

The current understanding of framework similarities and differences in practical implementation remains limited.

The literature provides limited guidance about how to combine multiple frameworks when organizations need to implement them in actual operational environments.

Research on framework integration across various industries remains scarce as most studies focus on theoretical applications and ignore implementation obstacles.

2.6 Research Questions (RQs)

How can multiple frameworks work together in practice?

What are the key similarities and differences between these frameworks?

How can organizations effectively integrate multiple frameworks?

What challenges do organizations face when applying these frameworks in real industries?

3. Overview of Frameworks

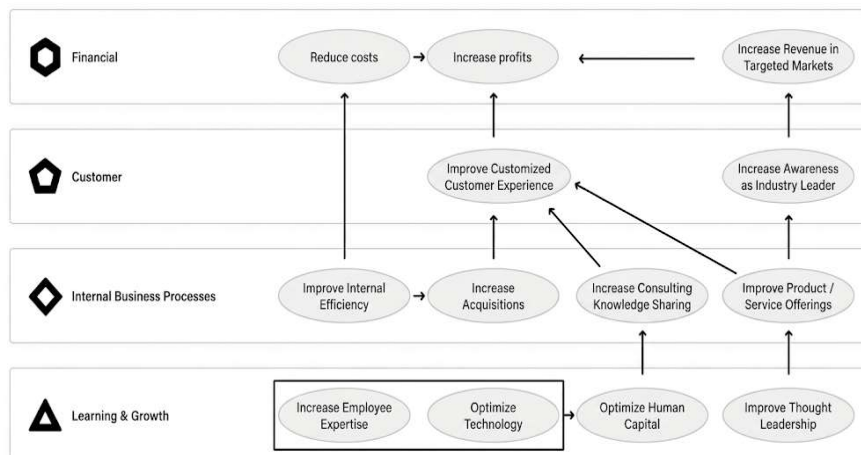
The section describes the four frameworks through their structural design and functional objectives and typical usage scenarios. The overview section explains framework design and implementation methods instead of presenting research results which the literature review section focuses on.

3.1 Balanced Scorecard (BSC)

The Balanced Scorecard framework, which Kaplan and Norton created in the early 1990s, serves as a strategic management tool that expands financial performance assessment into multiple dimensions (Madsen, 2025). The framework consists of four main perspectives: financial performance, customer satisfaction, internal business operations and learning and growth. Organizations use specific performance indicators in each perspective to connect their strategic targets with operational execution. The BSC supports various business sectors through its ability to assist organizations in developing strategic plans and tracking performance metrics and distributing corporate objectives to team work levels.

Figure 1

Strategy Map Perspectives and Cause-and-Effect Relationships in the Balanced Scorecard (BSC) Framework



Source: Spider Strategies, available at <https://www.spiderstrategies.com/balanced-scorecard>

3.2 ISO 9001: Quality Management System

The quality management system framework of ISO 9001 enables organizations to develop their systems through the guidelines established by quality consistency while supporting ongoing improvement initiatives. The standard contains seven fundamental principles that include leadership focused on customers, employee participation, evidence based choices and relationship building. The standard requires businesses to implement its requirements across all operations to achieve operational consistency. Organizations use ISO 9001 to create solid quality management systems and build process-oriented work environments and define specific organizational positions.

3.3 Capability Maturity Model Integration (CMMI)

CMMI provides organizations with a process improvement framework which includes five maturity levels, starting from Level 1 Initial and reaching Level 5 Optimizing (Shelat & Kumar, 2024). The framework groups its practices into three main sections: project management, process management and engineering practices. Organizations implement CMMI to evaluate their process capabilities and create improvement plans while developing uniform operational procedures. Organizations can implement CMMI through staged development of maturity levels or by concentrating on particular process areas in a continuous manner. The framework helps organisations standardise processes. It builds lasting capabilities through a structured approach. It can be applied in software development, systems engineering, manufacturing and IT services.

Figure 2

Core Capability Domains and Practice Focus Areas in CMMI v3.0



Source: Theoris Corporation, available at <https://www.theoris.com/cmmi-v3-0-a-guide-to-excellence-in-organizational-processes>

Table 1

Evolution of Organizational Process Maturity: CMMI Level Descriptions and Practice Capabilities

<p>5 Level</p>	<p>Optimising Continuous improvement. Innovation. Optimising processes.</p>	<p>Practice Areas Requirements Development and Management (RDM)</p>
<p>4 Level</p>	<p>Quantitatively Managed Statistical and quantitative technique-based data analysis for informed decision.</p>	<p>Verification and Validation (VV) Peer Review (PR) Process Quality Assurance (PQA) Technical Solution (TS)</p>
<p>3 Level</p>	<p>Defined Organization level standard processes, proactive approach</p>	<p>Product Integration (PI) Service Delivery Management (SDM) Strategic Service Management (STSM)</p>
<p>2 Level</p>	<p>Managed Project management on a project-by-project basis, reactive.</p>	<p>Incident Resolution and Prevention (IRP) Continuity (CONT)</p>
<p>1 Level</p>	<p>Initial Unpredictable, reactive, and ad hoc. individual effort ("heroics").</p>	<p>Planning (PLAN) Estimating (EST) Monitor and Control (MC) Risk and Opportunity Management (RSK) Managing Performance and Measurement (MPM) Supplier Agreement Management (SAM) Decision Analysis and Resolution (DAR) Configuration Management (CM) Governance (GOV) Implementation Infrastructure (II) Causal Analysis and Resolution (CAR) Workforce Empowerment (WE) Enabling Safety (ESAF)</p>

		<p>Enabling Security (ESEC)</p> <p>Managing Security Threats & Vulnerabilities (MST)</p> <p>Enabling Virtual Work (EVW)</p> <p>Process Management (PCM)</p> <p>Organizational Training (OT)</p> <p>Data Management (DM)</p> <p>Data Quality (DQ)</p>
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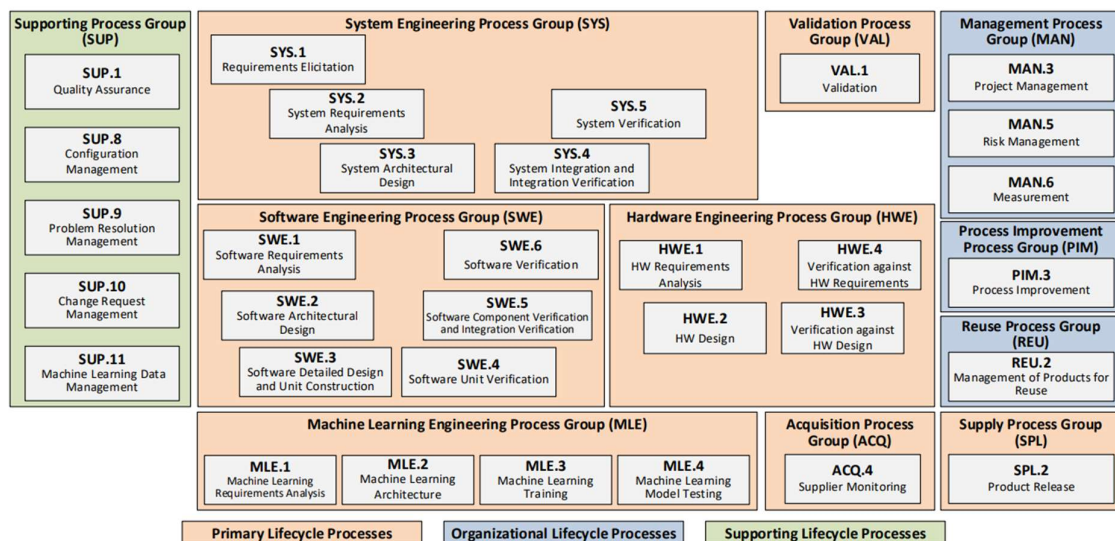
Source: Compiled by the authors based on framework documentation from The Process Group, Project Management Institute, and The Core Solution.

3.4 Automotive SPICE (ASPICE)

The automotive industry uses ASPICE as its process assessment framework. ASPICE draws from ISO / IEC 15504 standards (Dakic, Todorovic & Vranic, 2023). The framework divides processes into three categories: primary and supporting and organizational while assessing them at capability levels ranging from CL0 (incomplete) to CL5 (optimizing). The framework enables organizations to evaluate supplier software development processes while standardizing operations and directing process enhancement initiatives. The framework exists to support automotive software and system development by enabling quality standard compliance with ISO 9001 / IATF 16949. The framework enables organizations to establish a systematic method for maintaining disciplined processes while supporting ongoing improvement programs.

Figure 3

Process Reference Model (PRM) and Component Process Groups in Automotive SPICE (ASPICE) v4.0



Source: Verband der Automobilindustrie Quality Management Center [VDA QMC], available at <https://oda-qmc.de/wp-content/uploads/2023/12/Automotive-SPICE-PAM-v40.pdf>

Comparative Analysis

The evaluation of BSC, ISO 9001, CMMI and ASPICE reveals distinct features of each framework while showing common goals for organizational performance improvement and process maturity and quality and strategic alignment. The frameworks operate in separate domains yet they work together to create an integrated system for organizational excellence.

4.1 Commonalities

The four frameworks share identical core principles which include standardized processes, continuous enhancement and organizational goal alignment. The BSC and ISO 9001 systems both require performance assessment and improvement yet they focus on strategic and operational aspects (Echour & Nbigui, 2021). The process maturity and capability assessment of CMMI and ASPICE ensures that defined processes become measurable and repeatable (Frank, 2024). The three frameworks of ISO 9001 and CMMI and ASPICE prioritize regulatory compliance and risk management (Barmayoun & Kemeter, 2024).

4.2 Unique Features

BSC converts strategic goals into quantifiable performance metrics which focus on financial aspects and customer needs and internal operations and learning development (Ekowati & Sierita, 2022). The main focus of ISO 9001 lies in quality management systems and process compliance as it establishes a system to fulfill customer needs and regulatory standards (Astrini, 2021). CMMI provides organizations with maturity levels and practice areas that guide step-by-step process development across different business domains (Astridita, Raharjo & Nur Fitriani, 2024). The Automotive Software Process Improvement Capability dModel (ASPICE) focuses on automotive software development through its capability model which includes functional safety and supplier process assessment but the other frameworks lack this feature (Schlager, Macher, Messnarz, Ekert & Brenner, 2023).

4.3 Integration Challenges

Multiple framework integration efforts by organizations face three main obstacles which include duplicated documentation, conflicting requirements and different assessment methods and terminology. Exact matching is necessary when connecting ASPICE software process categories to ISO 9001 quality processes in order to prevent redundant documentation (VDA QMC Working Group 13 & Automotive SIG, 2017). The compatibility of operational and strategic measurement systems is necessary for the integration of BSC metrics with CMMI process improvement KPIs (CMMI Institute, n.d). Data collection, performance tracking and cultural preparedness issues are all part of any integration project.

4.4 Practical Use Cases

Automotive manufacturers use ISO 9001 as their quality management base while implementing ASPICE for software process evaluation and CMMI for complete process development and BSC for strategic performance measurement. The IT / ITES sector uses ISO 9001 to create project delivery standards while CMMI maintains process consistency and BSC enables operational performance to meet strategic targets. All organizations need executive backing and complete process and objective mapping and thorough training to achieve successful integration. Table 1 shows comparative dimensions of BSC, ISO 9001, CMMI, and ASPICE.

Table 2

Comparative Dimensions of BSC, ISO 9001, CMMI, and ASPICE

Framework	Focus	Overlaps	Considerations
BSC	Links strategy and performance	Shares process focus with ISO 9001	Needs committed leadership, clear KPIs and a supportive culture
ISO 9001	Quality management system	Supports improvements in CMMI and ASPICE	Requires regular audits, proper documentation and continuous reviews
CMMI	Improving process maturity	Shares some processes with ASPICE	Needs staff training, tools and alignment with BSC goals
ASPICE	Automotive software processes	Complements ISO 9001 and CMMI	Resource intensive, requires certified assessors and coordination across units

Source: Compiled by authors

Discussion

Multiple management frameworks adoption by organizations benefits from the comparative analysis which reveals essential findings and operational recommendations. Combining BSC with ISO 9001, CMMI and ASPICE will benefit organisations. Complete operational excellence is attained by organisations that combine BSC strategic alignment with ISO 9001 quality assurance, CMMI process maturity and ASPICE domain compliance. The combined framework enables organizations to make better decisions while minimizing risks and delivering improved performance through strategic and operational and compliance-based objective alignment.

Each framework contains specific constraints which organizations must assess thoroughly. The BSC system depends on precise data and defined KPIs and sustained leadership backing. The quality management framework of ISO 9001 establishes solid structures but fails to monitor strategic performance and innovation by default. The implementation of CMMI demands major financial resources to develop process assessment methods and train staff members and transform organizational culture for achieving higher maturity levels. The framework of ASPICE operates specifically for automotive software and safety-critical processes which restricts its application to industries with minimal software content.

Multiple essential elements determine the success of integration efforts. The first step involves precise mapping of overlapping processes and metrics to prevent duplicate work while maintaining strategic and operational goal alignment. The alignment of KPIs between different frameworks enables organizations to track performance through standardized measurement systems. The success of cultural transformation depends on executive backing and organizational dedication to enforce

compliance and sustain ongoing development. Staff members need training and sufficient resources to learn and execute these frameworks successfully.

The discussion shows that organizations need to be flexible when implementing their frameworks in actual business operations. A single framework lacks the ability to solve all operational and strategic and compliance requirements on its own. Organizations need to adapt framework implementation based on their specific industry needs and their available resources and organizational scale. Business environments that change frequently require organizations to conduct regular assessments and make continuous enhancements to their frameworks which maintain alignment with strategic objectives.

The discussion proves that organizations can successfully implement integrated frameworks which generate substantial value. Organizations that combine strategic and quality and process and domain-specific frameworks in a thoughtful manner will obtain a balanced system which delivers resilience and continuous improvement for enduring business success.

Limitations

The study fails to deliver a complete evaluation of ISO 20000 although it contains the framework title and specific keywords. The study lacks empirical evidence and case studies which makes it necessary to conduct additional research research evaluates secondary data from ASPICE and CMMI and ISO 9001 and BSC frameworks about the actual effects and measurement outcomes of framework integration.

Recommendations

Organizations need to establish a single framework that unites all their operational systems. The framework integrates strategic elements with quality standards and process management and domain-specific requirements. The combination of BSC with ISO 9001 and CMMI and ASPICE enables organizations to achieve maximum benefits from these frameworks. The proposed model consists of four distinct interconnected levels.

The first step in building a quality management system requires organizations to establish ISO 9001 as their base framework. The system enables organizations to maintain standardized procedures while ensuring regulatory compliance and uniform operational practices throughout their entire business. The second step involves using CMMI to assess and enhance process maturity levels. The framework identifies essential practice domains which enhance organizational performance and operational reliability and efficiency. The framework requires ASPICE integration for software-based projects and automotive development initiatives. The system focuses on functional safety and reliability and follows both supplier and industry-specific process standards. The fourth step of BSC requires organizations to transform strategic objectives into measurable performance indicators. The system allows all organizational levels to monitor their performance improvement through ongoing assessment and enhancement activities.

Organizations need to create governance systems which span across different functional areas to achieve successful framework integration. Organizations need to create standardized terminology, documentation systems and establish performance metrics and maintain continuous employee training programs. The framework needs periodic audits, continuous feedback mechanisms and regular assessment cycles to maintain operational efficiency.

Conclusion

The research study conducts an extensive evaluation of BSC and ISO 9001 and CMMI and ASPICE by showing their individual strengths and shared elements and potential integration points. The frameworks serve distinct organizational requirements because BSC enables strategic alignment and performance evaluation while ISO 9001 delivers quality management and regulatory compliance and CMMI enhances process maturity and ASPICE provides automotive software development domain-specific standards. The analysis shows that implementing these frameworks through a systematic layered integration system enables organizations to achieve their best operational results and strategic direction and risk management capabilities.

The research-developed framework enables organizations to select the most beneficial elements from each model while addressing their respective limitations. The framework requires organizations to align their metrics and harmonize their processes and needs executive support and continuous training and audit programs. The implementation of this approach enables organizations to build a continuous improvement environment which results in standardized processes and enhanced adaptability to industry and regulatory changes.

The research provides a systematic approach to understand how different management frameworks enhance organizational excellence through their combined strengths. The research provides managers with a practical framework to deploy multiple frameworks which avoids operational waste and duplicate work. The proposed integrated model requires future research to validate its effectiveness through empirical studies that investigate framework adaptations for specific industries and digital transformation and artificial intelligence impacts on framework integration.

The research confirms that organizations need multiple frameworks to handle their complete set of challenges because no single framework provides complete solutions. Organizations need to combine strategic alignment with quality assurance and process maturity and domain-specific compliance for achieving sustainable organizational performance and long-term success..

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