

# ICSOB 2011

*June 8-10, 2011, Brussels, Belgium*

2<sup>ND</sup> INTERNATIONAL CONFERENCE  
ON SOFTWARE BUSINESS



*Organized by:*



Vrije  
Universiteit  
Brussel



Universiteit Utrecht



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### Message from the chairs

We, the Program Committee Co-Chairs are delighted to welcome you to the Second International Conference on Software Business (ICSOB 2011), this year organized in Brussels, Belgium; the heart of Europe and administrative center of the European Union. The conference theme "Managing Software Innovation for Tomorrow's Business" reflects the specific challenges in the domain of software business. The goal of the ICSOB conference series is to bring together researchers and practitioners with a specific focus on the business of software, bridging the disciplines of economics, engineering management, information systems and software engineering.

This second incarnation of ICSOB brings a program with many exciting ingredients: a scientific track with new results on software business research in areas such as software-as-a-service, open source, eco systems and software product management; an industry track on business opportunities and best-practice presentations and discussions.

## Message from the chairs

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The conference is preceded by two workshops: one focusing on software Ecosystems (IWSECO 2011) and the other one on leveraging empirical research results for software business success (EPIC 2011). We are also happy to announce our two key-note speakers, both with thought-proving messages on software business research and industrial practice.

In this year's ICSOB we put particular emphasis on interaction and promotion of stimulating intellectual exchange. Each scientific paper presentation includes pre-assigned discussants with prepared discussion items to fire off fruitful discussions. Also industry track presentations include ample time for discussion. We encourage you all to take active part in this fruitful interchange of ideas and feedback!

ICSOB 2011 was created by the hard work of committees and chairs consisting of many individuals; without your effort this conference would not have been possible. As the Program Chairs for ICSOB 2011, we thank all those involved in the preparation of this event for your invaluable dedication. Special thanks go to the local organization for making this event such a pleasant experience!

We hope you will enjoy this interesting program and we also hope to see you again in future incarnations of this important new conference series!

June 2011

Bjorn Regnell  
Inge van de Weerd

## Conference Organization

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### Program Chairs

Björn Regnell            Lund University, Sweden  
Inge van de Weerd      Utrecht University, The Netherlands

### Local Organizing Chair

Olga De Troyer            Vrije Univerisiteit Brussel, Belgium

### Industry Track Chair

Sjaak Brinkkemper      Utrecht University, The Netherlands

### Review and publication chair

Kevin Vlaanderen      Utrecht University, The Netherlands

### Publicity Chair

Eetu Luoma                University of Jyväskylä, Finland  
Oleksiy Mazhelis        University of Jyväskylä, Finland

### Steering Committee

Kalle Lyytinen            Case Western Reserve University, USA  
Sjaak Brinkkemper      Utrecht University, The Netherlands  
Pekka Abrahamsson     University of Helsinki, Finland  
Pasi Tyrväinen            University of Jyväskylä, Finland  
Slinger Jansen            Utrecht University, The Netherlands

### Program Committee

Aybuke Aurum  
Jan Bosch  
Peter Buxmann  
David Callele  
Erran Carmel  
Michel Chaudron  
Michael Cusumano  
Daniela Damian  
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Jaelson Freire De Castro  
Samuel Fricker  
Frederik Gailly  
Leah Goldin  
Tony Gorschek  
Volker Gruhn  
Thomas Hess  
Patrick Heymans  
Martin Höst  
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Epaminondas Kapetanios  
Lena Karlsson  
Marjo Kauppinen  
Olli Kuivalainen  
Patricia Lago

Casper Lassenius  
Nazim Madhavji  
Michele Marchesi  
Rod Mcnaughton  
Sten Minör  
Peter Axel Nielsen  
Oscar Pastor  
Jan Pawlowski  
Klaus Pohl  
Karl-Michael Popp  
Austen Rainer  
Per Runeson  
Motoshi Saeki  
Camile Salinesi  
Pete Sawyer  
Steve Sawyer  
Kari Smolander  
Dan Stan  
Pasi Tyrvañnen  
Marko Van Eekelen  
Hans Van Vliet  
Vasudeva Varma  
Tony Wasserman  
Claudia Werner  
Claes Wohlin  
Stan Wrycza

## Conference Overview

June 7: Workshops		
10.00	EPIC workshop Room D.3.05	IWSECO workshop Room D.3.06
12.00	Lunch	
13.00	EPIC Workshop	IWSECO Workshop
14.30	Coffee Break	
	14.35	IWSECO Workshop
	16.15	Coffee Break
	16.30	IWSECO Workshop

June 8: Conference		
09.15	Opening Keynote Mark Bivens	Room D.0.02
10.30	Coffee Break	
11.00	Research session 1: Software as a Service	Room D.0.02
12.30	Lunch	
14.00	Research session 2: Software eco systems	Room D.0.02
15.30	Coffee Break	
16.00	Research session 3: Open source 1	Room D.0.02
18.00	Welcome Reception	

## Conference Overview

<b>June 9: Conference</b>		
<i>09.30</i>	Keynote Anthony Finkelstein	Room D.0.02
<b>10.30 Coffee Break</b>		
<i>11.00</i>	Research session 4: D.0.02 Software product management	Industry session 1: D.0.05 Cloud computing in China
<b>12.30 Lunch</b>		
<i>14.00</i>	Research session 5: D.0.02 Open source 2	Industry session 2: D.0.05 - SPM Certification - SaaS Benefits & Risks
<b>15.30 Coffee Break</b>		
<i>16.00</i>	Research session 6: D.0.02 Product life cycle	Industry session 3: D.0.05 - Software to the market, - From value elements to release definition
<b>20.00 Banquet Dinner</b>		

<b>June 10: Conference</b>		
<i>09.00</i>	Industry panel	Room D.0.02
<b>10.30 Coffee Break</b>		
<i>11.00</i>	Research session 7: D.0.02 Release planning	Industry session 4: D.0.05 - Eco systems - FP7 Software Services project for European ISVs

## Detailed Program Wednesday June 8: Research Track

09.15	<i>Opening of ICSOB 2011 &amp; Keynote by Mark Bivens</i>	Room D.0.02
<b>10.30 Coffee Break</b>		
<b>Research session 1: Software as a Service</b> <i>Session Chair: Sjaak Brinkkemper, Room D.0.02</i>		
11.00	<i>Pasi Tyrväinen &amp; Joona Selin: How to Sell SaaS: A Model for Main Factors of Marketing and Selling Software-as-a-Service</i> Discussant: Tommy van de Zande	
11.45	<i>Tommy van de Zande &amp; Slinger Jansen: Business Continuity Solutions for SaaS Customers</i> Discussant: Pasi Tyväinen	
<b>12.30 Lunch</b>		
<b>Research session 2: Software eco systems</b> <i>Session Chair: Karl Micheal Popp, Room D.0.02</i>		
14.00	<i>Martti Viljainen &amp; Marjo Kauppinen: Software Ecosystems: A Set of Management Practices for Platform Integrators in the Telecom Industry</i> Discussant: Jaap Kabbedijk	
14.45	<i>Jaap Kabbedijk &amp; Slinger Jansen: Steering Insight: An exploration of the Ruby Software Ecosystem</i> Discussant: Katuscia Mannaro	
<b>15.30 Coffee Break</b>		
<b>Research session 3: Open source A</b> <i>Session Chair: Rod McNaughton, Room D.0.02</i>		
16.00	<i>Luisanna Cocco, Katuscia Mannaro, Giulio Concas &amp; Michele Marchesi: Study of the Competition between Proprietary Software Firms and Free/Libre Open Source Software Firms using a Simulation Model</i> <u>Discussant: Eetu Luoma</u>	
16.45	<i>Eetu Luoma, Helander Nina &amp; Lauri Frank: Adoption of Open Source Software And Software-as-a-Service models in the Telecommunication Industry</i> <u>Discussant: Luisanna Cocco</u>	

## Detailed program Thursday - June 9: Research Track

09.30	Keynote by Anthony Finkelstein	Room D.0.02
<b>10.30</b>	<b>Coffee Break</b>	
	<b>Research session 4: Software product management</b> Session chair: Samuel Fricker, Room D.0.02	
11.00	Mikko Rönkkö, Juhana Peltonen & Christian Fruehwirth: Examining the Effect of Agile Methods and Process Maturity on Software Product Development Performance <u>Discussant: Rod McNaughton</u>	
11.45	Rod Mcnaughton & Shuangzeng Hu: Online Distribution of Packaged Software <u>Discussant: Christian Fruehwirth</u>	
<b>12.30</b>	<b>Lunch</b>	
	<b>Research session 5: Open source B</b> Session chair: Slinger Jansen, Room D.0.02	
14.00	Eetu Luoma, Mikko Rieppula & Lauri Frank: Scenarios on Adoption of Open Source Software in the Communication Industry <u>Discussant: Fulvio Frati</u>	
14.45	Fulvio Frati, Ernesto Damiani, Luigi Buglione, Gabriele Ruffatti & Sergio Oltolina :Improving Quality and Cost-effectiveness in Enterprise Software Application Development <u>Discussant: Eetu Luoma</u>	
<b>15.30</b>	<b>Coffee Break</b>	
	<b>Research session 6: Product life cycle</b> Session chair: Krystof Wnuk, Room D.0.02	
16.00	Marko Komssi, Marjo Kauppinen, Matti Ropponen & Pirkka Palomäki: Transformations of a Solution Strategy: A Case Study <u>Discussant: Slinger Jansen</u>	
16.45	Slinger Jansen, Peter Buxmann & Karl Popp: The Sun also Sets: Ending the Life of a Software Product <u>Discussant: Marko Komssi</u>	

## Detailed program Thursday - June 9: Industry Track

09.30	Keynote by Anthony Finkelstein	Room D.0.02
<b>10.30 Coffee Break</b>		
<b>Industry session 1</b> Room D.0.05		
11.00	Forrest Lin Business Opportunities through Cloud Computing in China	
11.30	Timo Nyberg China Cloud Computing Scenario 2015	
<b>12.30 Lunch</b>		
<b>Industry session 2</b> Room D.0.05		
14.00	Samuel A. Fricker & Hans-Bernd Kittlaus International Software Product Management Association: Working Towards SPM Certification	
14.50	Hans-Bernd Kittlaus & Marc D. Hilber SaaS: Benefits and Risks for Vendors and User Companies	
<b>15.30 Coffee Break</b>		
<b>Industry session 3</b> Room D.0.05		
16.00	Hans Peter Bech Getting software to the market	
17.00	Peter Verhasselt From Value elements to Release definition in the Context of B-to-B Software Product Lines	

## Detailed Program Friday - June 10: Research Track

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09.00	Industry Panel: What the Software Industry can do for the research community, or the other way round? <i>Room D.0.03</i>
10.30	<b>Coffee Break</b>
	<b>Research session 7</b> <i>Session chair: Pasi Tyrväinen, Room D.0.03</i>
11.00	<i>Krzysztof Wnuk &amp; David Callele: Requirements Scoping Visualization for Project Management</i> <u>Discussant: Samuel Fricker</u>
11.45	<i>Samuel Fricker &amp; Susanne Schumacher: Variability-based Release Planning (short paper)</i> <u>Discussant: Krzysztof Wnuk</u>
	<i>Closing</i>

## Detailed Program Friday - June 10: Industry Track

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09.00	Industry Panel: What the Software Industry can do for the research community, or the other way round? <i>Room D.0.03</i>
10.30	<b>Coffee Break</b>
	<b>Industry session 4</b> <i>Room D.0.05</i>
11.00	<i>Rett Crocker</i> Large Ecosystems and How Free Means More Revenue
11.45	<i>Michiel Kuijper</i> Towards an FP7 Software Services project for Small to Medium Independent Software Vendors in Europe
	<i>Closing</i>

### June 8: Mark Bivens from Truffle Capital

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Mark Bivens is an investment manager at Truffle Capital. He is an experienced entrepreneur: he created three software companies in the U.S. and managed a successful trade sale. His venture capital experience prior to joining Truffle Capital includes Third Coast Capital (San Francisco), IDI Asset Management and Air Liquide Ventures (Paris). He holds an MBA from Kellogg (2000) and BS/MS in Electrical Engineering from the Northwestern University (1994). He is board member of the following portfolio companies: Boostermedia, Equitime, Keyyo, LeadMediaGroup, MoMac, NetMediaEurope, PeopleCube.

### June 9: Athony Finkelstein from University College London

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Athony Finkelstein is professor of Software Systems Engineering at University College London (UCL), a leading UK research university. He is currently Dean of the Faculty of Engineering Sciences. He has provided consultancy advice to a very large number of high profile companies and government organisations. He has established three successful “spinout” companies providing respectively professional services, product software, and an innovative software service. Athony Finkelstein will give a keynote on “Engineering Challenges of New Business Models in Software”.

### Business Opportunities through Cloud Computing in China

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*Forrest Lin, Cloud Computing Experts Committee, China*

China attaches high importance to cloud computing and its development. Believing cloud computing to be a major part of the next-generation information technology, it is eager to promote R&D and software business environment development. Leading research institutes and enterprises in China's software field are making amazing progress in R&D of core technologies of cloud computing, and innovations of application and service models. To further the cooperation in software business with foreign markets, and to promote new applications, software business environment, and improve the industrial chain, China is looking for cooperation with international institutions and software companies.

Mr. Forrest Lin is the deputy Secretary General of Chinese Institute of Electronics (CIE), affiliated to Ministry of Industry and Information Technology (MIIT) of China. He is the Executive Chair of the IFIP World CIO Forum 2011, the secretary of CIE Cloud Computing Experts Committee, and the main organizer of the 2011 China Cloud Computing Conference. Mr. Lin plays a key role in technological innovation and development of information systems and cloud computing in China.

### China Cloud Computing Scenario 2015

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*Timo Nyberg, Aalto University, Finland*

In this session, a scenario is presented that addresses the trends and optional developments affecting state of Cloud computing business in China, as well as the outcomes of the anticipated developments. We reflect the outcomes in selected three developments using four trends and four uncertainties. The time frame for the scenario elaboration is roughly five years finally illustrating the new order in the year 2015.

### International Software Product Management Association: Working Towards SPM Certification

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*Samuel Fricker, Blekinge Institute of Technology, Sweden*  
*Hans-Bernd Kittlaus, InnoTivum Consulting, Germany*

Software Product Management (SPM) excellence is recognized as a key success factor for software organizations – both in industries delivering software as a product, software and IT as a service, or software embedded in other products. The International Software Product Management Association (ISPMA, [www.ispma.org](http://www.ispma.org)) is a group of SPM experts from academia and industry that aims at fostering software product management excellence across industries by establishing software product management as a discipline of its own in both academia and industry.

This presentation will report on the progress towards establishing, disseminating and maintaining a curriculum and a certifiable body of knowledge on SPM (SPM BoK) that is recognized as the premier source on SPM by all stakeholders.

### SaaS: Benefits and Risks for Vendors and User Companies

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*Hans-Bernd Kittlaus, InnoTivum Consulting, Germany*  
*Marc D. Hilber, Oppenhoff & Partner, Germany*

SaaS (Software as a Service) enjoys a lot of attention as a rather new computing paradigm. Beyond the hype, there are significant advantages for both software vendors and companies using SaaS. However there are also risks, in particular in the legal realm that software product managers need to take into account. New contractual constellations between vendor, user company and possibly hosting partner differ significantly from traditional contracts, e.g. software license contracts.

In this presentation the drivers towards Cloud Computing and SaaS and their benefits and risks will be discussed. Special emphasis will be put on the legal aspects of SaaS in both Europe and the US, in particular considering the requirements of EU data privacy law and other restrictive regulation.

### Getting software to the market

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*Hans Peter Bech, TBK Consult, Denmark*

The objective of this session is to attract focus to the challenges associated with getting software to the market. Especially the issues related to get international market coverage are discussed. The session will focus on B2B software with long value chains. Such software is typically characterized by high price/low volume and is delivered together with consulting services required to make the software working in a specific customer context. The challenge of bringing software products (and services) to the market is associated with five fundamental characteristics:

- Software is invisible.
- Software has no value per se (the value is derived from using the software and the service).
- The value of the software will often depend on how well we deliver the services required to apply the software to current or new business practices.
- The customer's implementation, training and adoption levels of the software has a major impact on the value derived from the product.
- The scrap value of obsolete software is nil.

Software with high price/low volume is typically embedded in a change of business processes and procedures. The decision making process is time consuming, complex and risk mitigation is a major driver in the evaluation process.

The Industry Track Session will review the challenges and offer two case studies, which illustrate how these challenges can be overcome.

This session will include an introduction to the challenges of getting software to the market, 2 case studies of successful go-to-market approaches, and a round table discussion.

### From Value elements to Release definition in the Context of B-to-B Software Product Lines

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*Peter Verhasselt, Wim Codenie, Stefaan Vermael (Sirris Brussels)*

Sirris Brussels is the collective centre of the Belgian Software Industry. In this session, a case is presented from one of Sirris' customers: a company that is in transition from a project driven "one-off" solution organization to a market driven product organization. The case focuses mainly on new product management and release definition roll-out. Both activities were foreseen by the management to be drastically impacted by the new focus on market driven product lines.

During the first discussions, the critical nature of the challenges showed to be the requested variability of the product lines towards the different customer segments. In this view, the following strategic challenges were identified:

- Transition of a project organization to a product organization and related processes
- The innovation potential of new market driven software developments was unidentified due to the unclear market segmentation for the current product portfolio.
- To tackle these strategic challenges, Sirris presents an innovation plan based on (1) the Blue Ocean strategy by Kim and Maubogne, (2) the Practice areas of Release definition by Sirris, and (3) Personas for a relevant segmentation of the different software users.

### Large Ecosystems and How Free Means More Revenue

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*Rett Crocker, Z Shift Inc.*

With the advent of large software ecosystems like the iPhone App Store, software prices have seen a dramatic drop to free or nearly free. At first, this seems like an unsustainable approach, but business models notably used in the video game space prove otherwise. Freemium video games result in more revenue than their premium counterparts, and this model is just beginning to be explored. What happens when the freemium model is applied to traditional software spaces? Is SaaS just an example of the freemium model or does it stop short of the real promise? This session explores exactly these questions.

### Towards an FP7 Software Services project for Small to Medium Independent Software Vendors in Europe

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*Michiel Kuijper, Utrecht University*

Cloud-based Software Services shift the accents in many software value chains. The big industrial players have the research labs to find out what this means for them. Small to Medium Independent Software Vendors have not. Yet taken together they represent the majority of the software industry on all economic indicators ranging from employment, through productivity to innovation in ICT and with ICT. They are the target group of the ICT Innovation Platform Software Production. The platform is working on a proposal for the coming 70K euro FP7 Call on Software Services. For this proposal the platform is looking for partners. This session presents the outline of the proposal.

Two workshops are held to encourage the exchange of ideas between academia, industry, and government participants, as well as providing a forum to discuss challenging research issues in the business of software. Workshops are scheduled held before the main conference: on Tuesday June 7, 2011. Both workshops start at 10.00h.

### EPIC 2011 (room D.3.05)

*Third workshop on Leveraging Empirical Research Results for Software Business Success*

Organizers:

- Maya Daneva, University of Twente, The Netherlands
- Andrea Herrmann, Avixion, Germany

Website: <https://sites.google.com/site/epic2011workshop/>

### IWSECO 2011 (room D.3.05)

*Third International Workshop on Software Ecosystems: Managing Innovation Networks through Openness*

Organizers:

- Slinger Jansen, Utrecht University, The Netherlands
- Jan Bosch, Intuit, USA
- Faheem Ahmed, United Arab Emirates University, UAE
- Piers Campbell, United Arab Emirates University, UAE

Website: <http://iwseco10.wordpress.com/>

### Welcome reception

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The welcome reception takes place on Wednesday, in the building of the ICAB, an incubator that accommodates and coaches start-up companies in the ICT and Engineering sector. You will be offered a range of Belgium beers and snacks.

Address: ICAB NV, Arsenal Site  
Witte Patersstraat / Rue des Pères Blanc 4, 1040  
Brussel

Starting time: 18.00

### How to get there

Walk via from the Vrije Universiteit Brussels, via the Vrijwiligerslaan / Avenue des Volontaires to the Witte Patersstraat / Rue des Pères Blanc 4. We will leave from the VUB to walk to the welcome reception at appr. 17.45,



### Banquet dinner

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The banquet dinner will take place on Thursday evening, in the Royal Belgian Institute of Natural Sciences. The museum has several permanent exhibitions, such as the Dinosaur hall (Europe's largest dinosaur gallery), the Whale hall, and the Mammal Gallery with recent and extinct mammals.

The banquet will take place in the beautiful Dinosaur hall, where we will enjoy a delightful dinner. The banquet will be preceded by a free guided tour to the museum.

Adress:           Royal Belgian Institute of Natural Sciences rue  
                      Vautier 29,  
                      1000 Brussels

Starting time: 20.00





### Conference location

Address: Vrije Universiteit Brussel  
Pleinlaan 2, 1050 Elsene

Subwaystations "Petillion" and "Delta" are closest to the Campus (+/- 15 minute walk).

Below, a map of the campus is presented. The conference takes place in building D, rooms D.02 and D.05. The lunches are being served in the VUB cafeteria, in building R.



Figure 2. Campus map



Figure 3. VUB and welcome reception location

### Internet Access

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The Vrije Universiteit Brussel offers two separate wireless networks for guests.

#### **Urbizone**

The first one is the publicly available Urbizone. This is the same network that you can find outdoors, although the SSID is written with a capital 'U' (Urbizone), whereas the outdoors SSID is written with a lowercase 'u' (urbizone). Please be aware that this connection is unencrypted. Furthermore, you need to register via your browser in order to be able to use it.

#### **Eduroam**

The latest addition to the wireless networks is eduroam access. Eduroam, short for "educational roaming", is an international project which allows users visiting another institution to log on to the wireless network with the username and password they would use at their home institution.

Technical setup:

- SSID: Eduroam
- Network Authentication: WPA2
- Data Encryption: AES
- EAP type: Protected EAP (PEAP)
- Authentication Method: Secured password (EAP-MSCHAP v2)

Your login for Eduroam is your NetID@domain. If John Doe were a VUB student with jdoe as NetID, his login would be jdoe@vub.ac.be. If he were ULB staff, it would be jdoe@ulb.ac.be.