

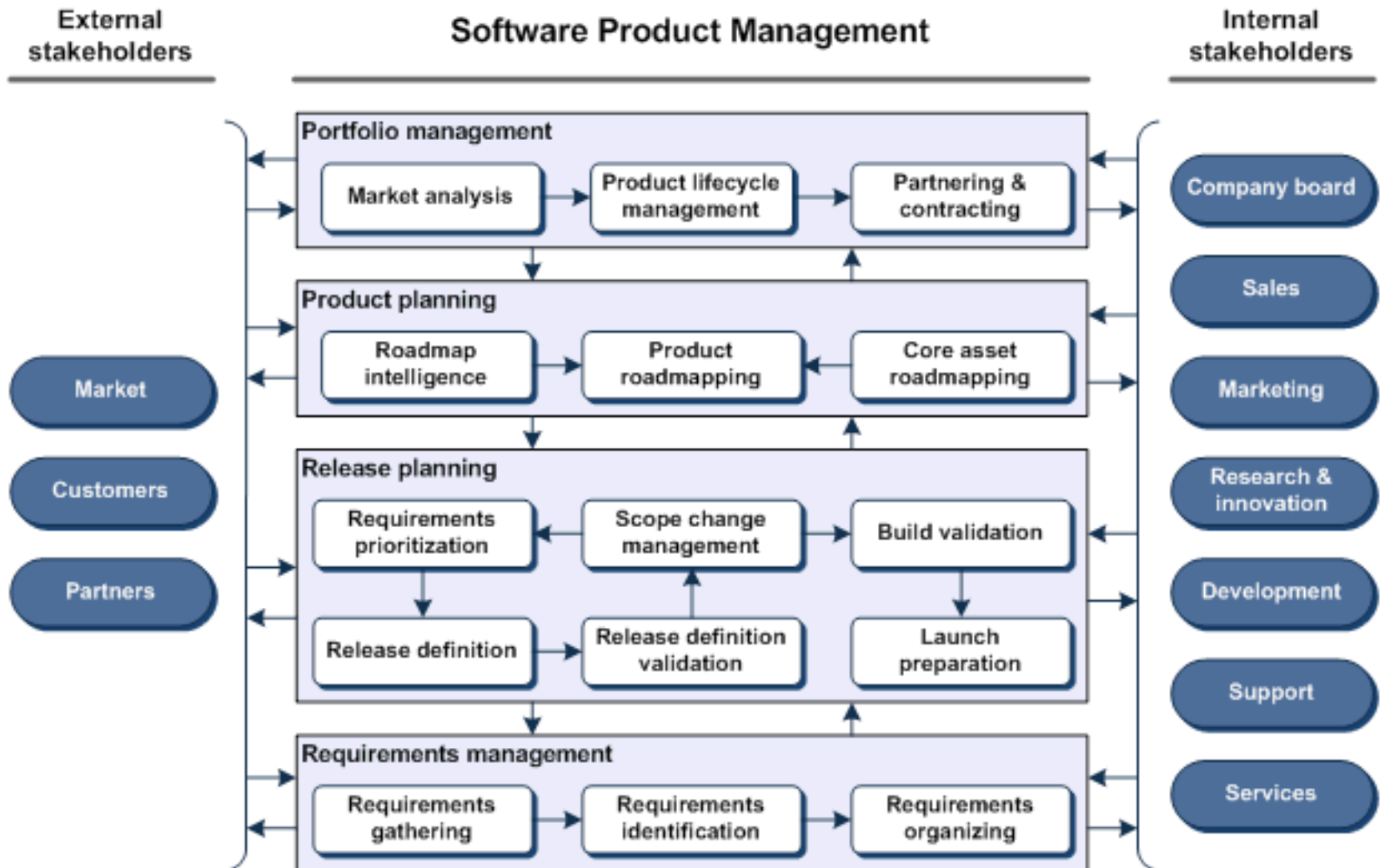
From Software Product Management to Software Platform Management

Slinger Jansen, Stef Peeters, and
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Slinger Jansen, Stef Peeters and Sjaak Brinkkemper (2013) – Software Ecosystems: From Software Product Management to Software Platform Management – From Start-up to SaaS Conglomerate: Life Cycles of Software Products (IWLCSP'13) ([pdf](#))

Goals of this Research

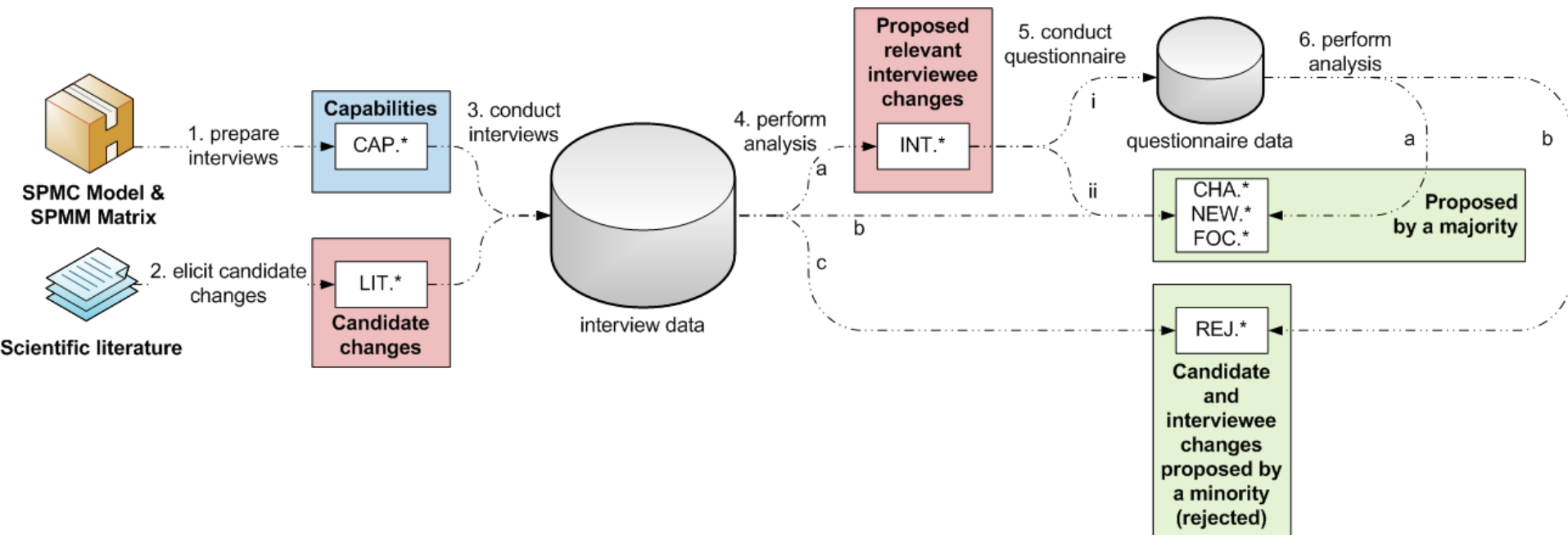
- Expand SPM to include the ecosystem perspective of
 - Partner collaboration/input
 - App stores
 - Platform strategy
 - Etc.
- By taking a red pen to the:
 - SPM Competence Model
 - SPM Maturity Matrix
- But why mess with the beautiful SPM model?
 - Many have gone before us ;-)



Inadequacies of the SPM-M

- Partner requirements in SECOs may be of a higher priority than customer requirements.
- It may affect release planning because the configurations of features in new re-releases have consequences for the externally created components. (release candidates, beating the drum)
- Each partner may have a roadmap for its solution(s).
- Externally built solutions may compete with other products built by the organization.
- Etc.

Research Approach



Interviewees

#	Experience in				Gained at
	RM	RP	PP	PM	
i1	x	x	x		Ordina, Infra Design, Unisys
i2	x	x	x	x	PinkRocade
i3	x	x	x	x	Everest
i4	x	x			NetAspect
i5	x	x	x	x	ThinkWise
i6	x	x			AFAS Personal, Yunoo
i7	x	x	x	x	Everest
i8			x	x	ANVA, Cap Gemini
i9	x	x	x	x	BackBase, SDL Tridion, Pallas Athena, Data Distilleries
i10	x	x	x	x	Everest
i11			x	x	Everest
Sum	9	9	9	8	

Interview Questions

- Which candidate changes are not relevant for a directed SECO approach?
- Which candidate changes still require additions or clarifications? Are they made in the right places of the SPM model?
- Which candidate changes are still missing in your opinion?

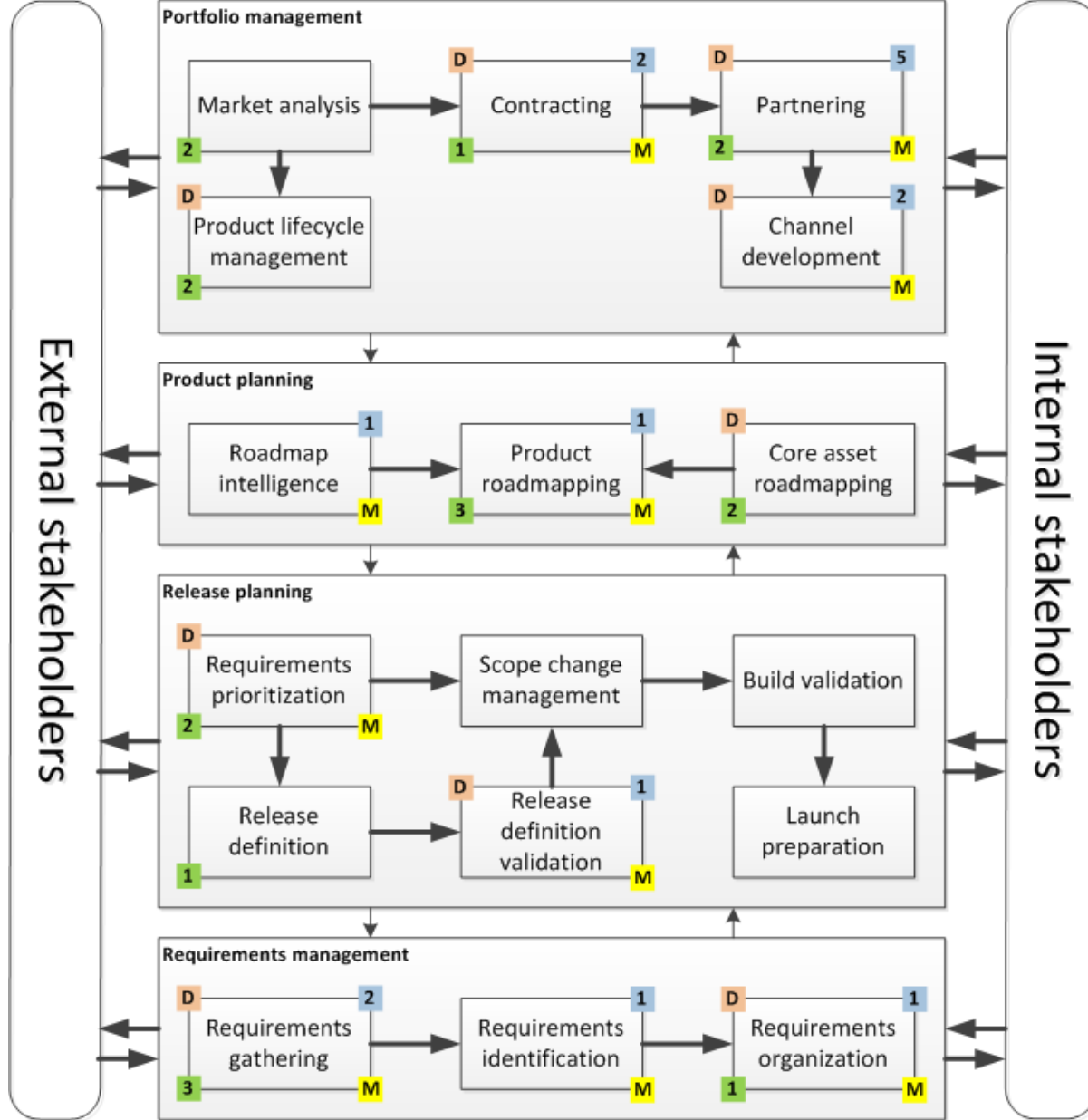
Table 2. Candidate change core asset identification.

focus area	candidate change	processed as
Core asset roadmapping	Common components/functionality (core assets) is systematically identified among the ecosystem's products and deliverables surrounding these products.	Expand capability b. Core asset identification with this candidate change or add it as a new capability.

	SECO		mainly internal changes, some components and process changes.
<i>Product lifecycle management</i>	[description]	n	Widened to the entire SECO
	<i>SECO product lifecycle analysis</i>	c	The original <i>Product lifecycle analysis</i> capability is expanded to the whole ecosystem and by using information from external stakeholders as well. At least once per year the current life phase of each product in the SECO is determined based on technical and financial aspects. Plus, information is gathered from internal and external stakeholders. It is important to determine if the keystone still want to support the creation of certain niche solutions and therefore external stakeholders have to provide information on externally created products.
	<i>SECO portfolio scope analysis</i>	c	The scope of the original <i>Portfolio scope analysis</i> capability is widened to all products in the SECO. A product scope analysis is performed to identify overlaps and gaps between the products in the whole SECO, because it is important to create a healthy (i.e. diverse) SECO product portfolio.

<i>Contracting</i>	[description]	n	Focuses on establishing relations with external stakeholders by creating proper and clear agreements with them.
	<i>Service level agreements</i>	c	SLAs are set up for customers and partners. It is expanded to partners since they will ask for specific services on which agreement have to be made.
	<i>Contract negotiation process</i>	n	A contract negotiation process is set up in which (e.g.) realistic objectives, agreements on earnings, intellectual property rights, termination clauses, penalties for bad performance and arbitration procedure are determined.
	<i>Determine information profiles</i>	n	Information profiles are determined for each (type of) partner(s) (according to their role), it makes clear which partner has access to which information to simplify the sharing of information.

<i>Partnering</i>	[description]	n	Focuses on managing relations with external stakeholders and supporting them in creating the biggest possible value for the ecosystem.
	<i>Register partners</i>	n	All partners are registered in a central database which all (relevant) internal stakeholders can access, to create an overview of all partners and share knowledge (e.g. best practices and experiences) with regard to the partners.
	<i>Set up partner network</i>	c	The original <i>Monitored partner network</i> capability is split up in this capability and the new capability <i>Partner performance analysis</i> . Partner networks and/or portals are used to regulate and promote partnering.
	<i>Cluster partners</i>	n	Partners are clustered into groups with specific goals, functions, etcetera to simplify the management of them.
	<i>Coordinate partner alliances</i>	n	Partner(s) (alliances) are coordinated to avoid conflicts and to foster synergy to create a stronger and more coherent SECO.
	<i>Partner performance analysis</i>	c	The original <i>Monitored partner network</i> capability is split up in this capability and the new capability <i>Set up partner network</i> . A partner analysis is performed on an organizational level to analyze what partners have to offer, what their strengths and weaknesses are, and are going to offer. To create a clear and correct picture of the performance of partners which is the basis on which decisions can be made about maintaining or ending partner relations.
	<i>Certify partner</i>	n	Partners are certified divided over different ranks with different obligations and privileges to make clear what is expected to raise quality.
	<i>Certify external components</i>	n	Certify external created components on standard quality rules to raise the quality of niche solutions.



Legend (clockwise)

- 1** : indicates the number of new capabilities
- M** : indicates changed maturity levels
- 1** : indicates the number of changed capabilities
- D** : indicates a changed focus area description

Product Manager Evaluation (1/3)

- Why is partner management becoming such a large part in the new SPM-M?
- The most positively evaluated addition is **certification of partners**: *“It provides stakeholders with an unmatched transparency. Customers will know that this is a trusted party and that their extensions are at least ok’d by us.”*

Product Manager Evaluation (2/3)

- *“There exists a significant danger in opening up the requirements database to anyone.”*
- *“Even if you intensely collaborate with partners, you don’t want them to be able to delete requirements from your data-base.”*
- *“It’s utopian to think that partners will not compete amongst themselves. You can try all you want, there is always competition and you do not want to be an arbiter in an endless fight.”*

Product Manager Evaluation (3/3)

- *“Sometimes you don’t even know your customer base is interested in a specific feature until one proposes it and others get to comment on the feature. Sometimes the customers themselves don’t even know until they see the idea from another customer.”*

Validity Threats

- Only Dutch
- Criteria of two SPMs agreeing fairly arbitrary

Contribution

- Extended the SPM-m with ecosystem concerns
 - 14 new capabilities
 - 16 changed

Future Work

- Develop Extendable SPM model, as many have proposed plug-ins, extensions, alterations, etc.
- Do case studies of SPlaM
- Evaluate SPM maturity matrix with new practices