

# Relevance, Simplicity, and Innovation: Stories and Takeaways from SE Research

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ACM SIGSOFT Outstanding Research Award Keynote • ICSE 2018, Göteborg, Sweden • June 1, 2018

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## Relevance, Simplicity, and Innovation: Stories and Takeaways from Software Engineering Research

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Andreas Zeller, CISPA / Saarland  
University



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**Abstract.** The year is 1993, and I give my very first talk at a big software engineering conference. Right in the middle of my example, a professor stands up and exclaims with a mocking smile “To me, this looks like a solution looking for a problem!”. The audience erupts in laughter, and my advisor sits in the first row, grinning. How would I get out of there? And why would this experience shape all of my career from now? Telling three stories around three conference events, I unfold lessons on impact in software engineering research: Do relevant work – strive for simplicity – keep on innovating.

# Relevance, Simplicity, and Innovation: Stories and Takeaways from SE Research

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Thank you very much, everyone. I know this has been a great conference, but now you're eager to get to your planes, to get back to your offices, to get back to friends and family. So in the next couple of minutes,



I am going to restrict myself to three short stories. Not more, not less. All three of them are connected to some conference talk, so I guess I'm in the right place to share them.



All these stories revolve around talks at conferences, and here's my first one, almost 25 years ago. This is in 1993



at the German national conference for Software Engineering, in Dortmund, Germany. Anyone from Dortmund, here? At this time, I am a PhD student, and this



Is my first talk ever.

my first talk ever

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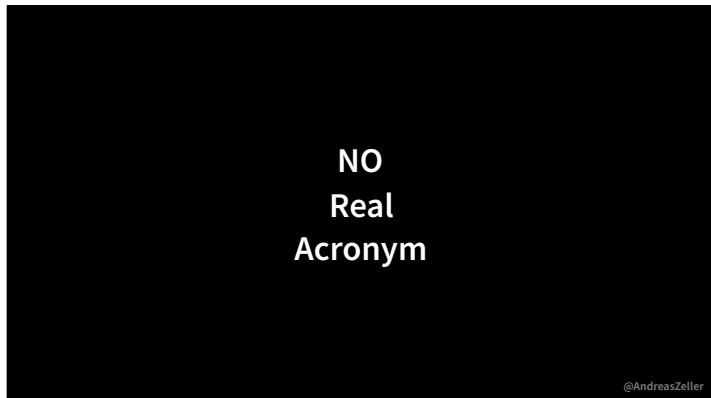


I am presenting an experimental  
programming environment called  
NORA. NORA stands

NORA

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---



for no real acronym, so it's pretty  
generic, but what this is about is  
actually

NO  
Real  
Acronym

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one of the first uses of theorem provers in Software Engineering.

## Theorem Provers in SE

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## Configuration Management with Feature Logic

@AndreasZeller

My own topic would be configuration management with feature logic, using features to represent variability and changes

## Component Search

@AndreasZeller

Our key example that day, however, would be component search.

The idea is that you'd have a huge library of components, and you'd be able to find a sorting function

## Find a sorting function

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## using postconditions

@AndreasZeller

by specifying the pre- and postconditions of the function you're searching for.

$$\forall i, j: i < j \Rightarrow a'[i] \leq a'[j]$$

@AndreasZeller

So, here's the postcondition. You want the resulting array  $a'$  to be sorted.

$$\begin{aligned} & \forall i, j : i < j \Rightarrow a'[i] \leq a'[j] \\ & \wedge \forall x \in a \cup a' : |\{i : x = a[i]\}| = |\{j : x = a'[j]\}| \end{aligned}$$

@AndreasZeller

But then, the output array also has to be a permutation of the input array, so you have to add that little extra. So, after entering all this, I was showing how our system would now retrieve the sorting function, when right in the middle of my talk, a guy stands up and shouts

**“When I search a sorting function,  
I do *grep sort*”**

@AndreasZeller

"When I search for a sorting function, I do grep sort!" – to the great laughter of all attendees, maybe 100–150 people.

$$\begin{aligned} & \forall i, j : i < j \Rightarrow a'[i] \leq a'[j] \\ & \wedge \forall x \in a \cup a' : |\{i : x = a[i]\}| = |\{j : x = a'[j]\}| \end{aligned}$$

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I look to my advisor, he's sitting in the first row, crossing his arms and grinning: How would I get out of that? So, I explain that this of course would not be sorting alone, you could even find a sorting function when you did not even have a name for sorting, and I restart – when another guy pops up and shouts:

"You know, to me this looks like a solution looking for a problem"

**"A solution  
looking for a problem"**

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"looking for a  
problem"  
"do grep sort"  
"haha"  
"grep sort" "ha ha"  
"haha" "wooo"  
"ha ha ha" "A solution  
looking for a problem"  
"ha ha ha"  
"woohaha" "What a joke" "haha"

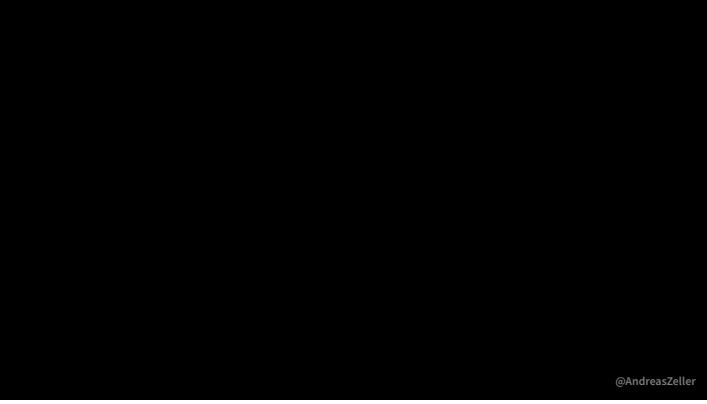
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This closes it. I am done; I go through the remaining slides, but nobody listens anymore, and for the rest of the day, there's people laughing and pointing when they see me,

*a joke*

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and I am eager to get the train home.  
All the way back, I am still enraged.



So that was the story of my first talk.  
Is the story over yet? Not quite.  
There's a couple of ways I can spin  
the remainder of the story.

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## Rise from the ashes

I could tell how after being utterly devastated, I finally managed to find my path, and still make a great career in computer science. Guys, girls – don't listen to what old white farts say, follow your dreams, and in the end, you'll get married and have many children tenured and have many papers accepted.

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## Today, I am right

I could also spin this from the angle of how important and ubiquitous theorem provers are today, how all of verification, testing, analysis depends on constraint solvers, model checkers, you name it. We were among the first, and today, I am right.

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**Relevance**

But the spin I'd like to give this story is yet another one, namely the question of relevance. Today, when I think back of this story,

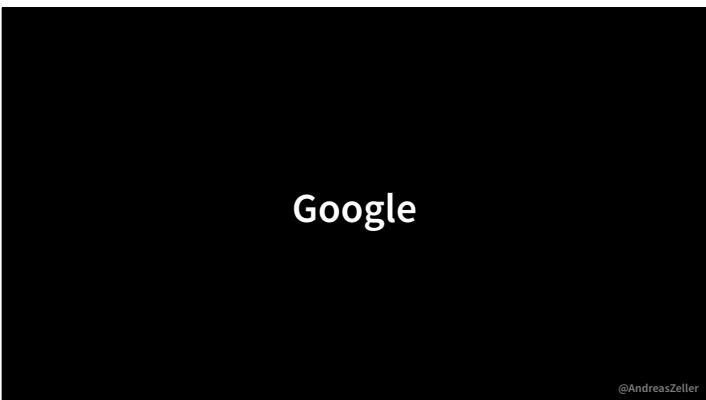
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**They were right**

It turns out that these guys shouting into my talk were right all along. Think of how programmers work when they search for some function.

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**Google**

They go to Google

@AndreasZeller



They go to StackOverflow

StackOverflow

@AndreasZeller

---



So much of programming is searching today. It is "grep sort" everywhere.

*grep sort* is everywhere

@AndreasZeller

---



They were right

@AndreasZeller

So, the essence of the story is that they were right all along – developers want simple tools that work, not some made-up formalism that only PhD students understand.

DDD

One important consequence for me was that I started a sideline these days, together with a student of mine, Dorothea Lütkehaus. Already in my master's thesis, I had built a library that could visualize data structures. We thought of building this into a debugger, and built a tool, called DDD

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## Data Display Debugger

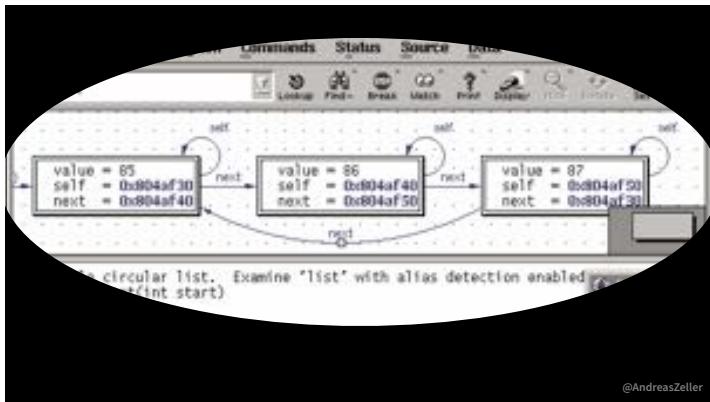
for Data Display Debugger

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This is it

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And at the top, you can see DDD nicely visualizing a linked list



DDD

Now, it turned out that DDD was among the first debuggers with a decent graphical user interface. People loved it.

It became a GNU program – I got a nice letter by Richard Stallman –

GNU DDD

– and developers from all over the world sent in postcards to thank us for making it available.

## postcards

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## postcards vs. citations

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These postcards at the time were far more important to me than citations I would get. People were actually *using* my stuff.

## tool vs. paper

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This is because DDD was a *tool* that would get things done, with immediate usefulness.

A concrete benefit, not just some abstract concept that may or may not be adopted.

## concrete vs. abstract

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The key metric here is usefulness. DDD was clearly useful. And this usefulness was

**useful**

@AndreasZeller

---

that made it better than the state of practice. Usefulness is the key metric in Software Engineering, so this experience prompted me to ask questions like

**useful = better**

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Is my research useful?

Is my research useful?

@AndreasZeller

---

And for whom?

for whom?

@AndreasZeller

---

What is it that developers – our customers, our key audience – actually need?

What do developers need?

@AndreasZeller

where I was

where I should be

@AndreasZeller

So here I was with my research, feature logic, theorem provers – but I felt out of place.

What do developers need?

@AndreasZeller

What is it that developers actually need? We can ask them.

## Analyze This! 145 Questions for Data Scientists in Software Engineering

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**ABSTRACT**  
In this paper, we present the results from two surveys related to data science applied to software engineering. The first survey solicited questions that data scientists would like data scientists to investigate about software, about software processes and practices, and about software engineers. Our analyses resulted in a list of 145 questions. The second survey asked professional software engineers at a different pool of software engineers to rate these 145 questions and identify the most important ones to work on first. Responses to both surveys were used to curate a list of questions that help researchers, practitioners, and educators to more easily focus their efforts on topics that are important to the software industry.

**Categories and Subject Descriptors:** D.2.9 [Management]  
**General Terms:** Management, Human factors, Measurement

"I'm giving a talk on Monday to a room full of software engineers, researches who are specialists in data science. I don't know anyone who has done that. If they could get them to tackle any questions at all (well, any related to software or software development), what do you want them to do, and why?"  
In a presentation to an audience of software engineers panel at ESEC/FSE 2013, Bertrand Meyer emphasized the need for the software engineering community to become more data-driven, and to move toward more concrete advances in the field. He presented a list of 11 questions, trying for evidence [10] whether answers could be empirical, credible, and useful. By useful, Meyer meant, "providing answers to *questions of interest to practitioners*".

In this paper, we present a ranked list of questions that software engineers want to have answered by data scientists. The list was compiled from two surveys that we deployed among professional software engineers at Microsoft (Section 3).

1. In the first survey, we asked a random sample of 1,500 Microsoft engineers a question similar to Greg Wilson's. We

\* Do people ever write loop invariants?

Does it help?

\* How do we measure the productivity of our engineers?

\* How do users typically use my application?

There's this extremely nice survey by Andy Begel and Tom Zimmermann at Microsoft from ICSE 2014, including questions such as the above



**recruiters?**

Now, the word "recruiter" does not occur in that paper.



**models?**

Nor does the word "model" occur.



**repair?**

Nor "repair".

**where I was**

**where I should be**

Remember this slide, when I had my doubts?

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**where we are**

process  
human factors  
machine learning  
security  
bias  
training

cyber-physical systems  
privacy  
reliability  
safety

scientific software

**where we should be**

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I think that given the number of problems we are facing today – or still facing after all these years – we still are very much where the light is bright, where we know our strengths. Yet, maybe, we should venture out a bit more into the darkness. Talk to developers, talk to industry, find out where the real challenges are – and face them.

**assume nothing**

But when talking to developers, do not assume they will change anything because of you. They will not adopt your formal method just because you say so.

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Make sure that they can adopt your approach with minimal effort. And pave a way toward this transition.

**pave a way**

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**paper culture**

And here, I am not sure whether our paper-centric culture is the best way to achieve this. You are literally asking the reader to rebuild everything you describe.

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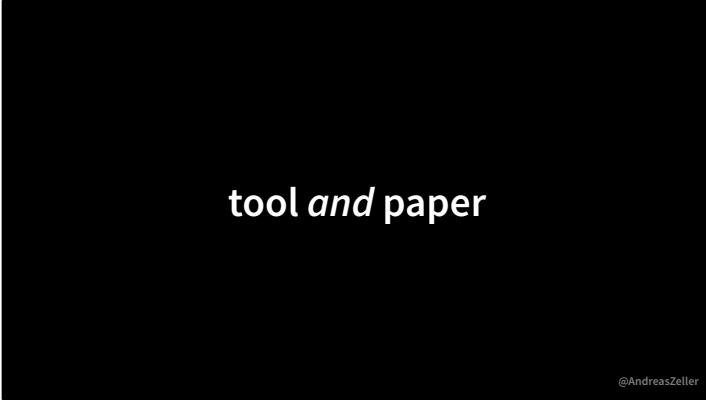
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**tool vs. paper**

Actually, I think that tools are a much better way to achieve impact and relevance.

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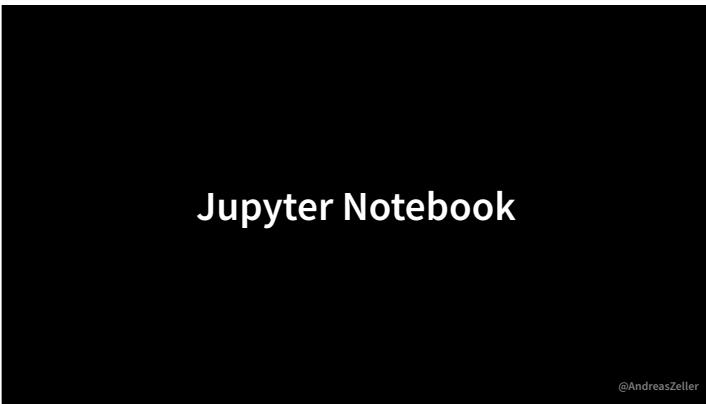


And even better, I think that we  
should go and bring both together.  
I'd like to show an example.

**tool and paper**

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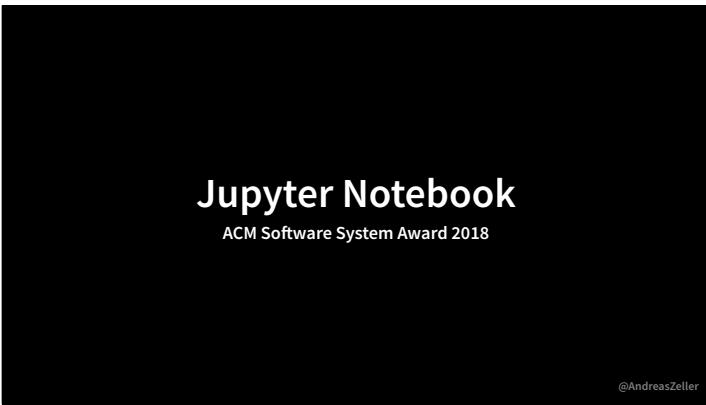


You may have heard of the Jupyter  
Notebook

**Jupyter Notebook**

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And if you haven't – they just got the  
software system award from ACM

**Jupyter Notebook**

ACM Software System Award 2018

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## Fuzzing 101

We'll start with a simple fuzzer. The idea is to produce random characters, adding them to a buffer string variable (`out`), and finally returning the string.

This implementation uses the following Python features and functions:

- `random.randrange(start, end)` - return a random number [`start`, `end`]
- `range(start, end)` - create a list with integers from `start` to `end`. Typically used in iterations.
- for elem in list: body executes body in a loop with `elem`, taking each value from list.
- for i in range(start, end): body executes body in a loop with `i` from `start` to `end - 1`.
- `chr(n)` - return a character with ASCII code `n`

```
In [2]: import random
```

```
In [20]: def fuzzer(max_length = 100, char_start = 32, char_range = 32):
    """A string of up to `max_length` characters
    in the range [char_start, `char_start` + `char_range`]."""
    string_length = random.randrange(0, max_length)
    out = []
    for i in range(i, string_length):
        out.append(chr(random.randrange(char_start, char_start + char_range)))
    return out
```

With its default arguments, the `fuzzer()` function returns a string of random characters:

```
In [21]: fuzzer()
```

```
Out[21]: ')#4==3489350 *6!54659.68\$^*?~?72)1'
```

We can also have `fuzzer()` produce a series of uppercase letters. We use `ord(c)` to return the ASCII code of the character `c`.

```
In [14]: fuzzer(100, ord('A'), 26)
```

```
Out[14]: 'ETMAVESTGIVN2ZTOM.GFCJW.PONKMANVTFDQHDXXVYUJ.VHJPAZEEKUICOTCNEEYDOITXOZPQFVII/C0'
```

With Jupyter, you have a mix of text and code; you can edit both, and you can execute the code to immediately see the results of your actions. You have math typesetting, you have plots, you even have interactive elements such as sliders. All updated in real time.

Now, this is great for teaching, for students, for instructors. But if *this* were a scientific paper, what would it mean?

## Small programs

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You could have small programs that embody the gist of your algorithm. Small programs

can be examined

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that can be examined

that can be assessed and  
experimented with

**can be experimented with**

@AndreasZeller

---

that can be taught

**can be taught**

@AndreasZeller

---

that can be *used* by others –

**can be used**

@AndreasZeller



used

*used*

@AndreasZeller

---



and reused.

*reused*

@AndreasZeller

---



You'd have both: the tool and the paper.

*tool and paper*

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Actually, why still have paper?

paper?

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---

That was my first story – on relevance.



123  
Three Stories

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---

My second story is on simplicity. Six years later, it is 1999



September 9, 1999  
2

@AndreasZeller

And we are at ESEC/FSE, Toulouse,  
France

September 9, 1999  
ESEC/FSE • Toulouse

2

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PhD on version control

I have completed my PhD on version  
control

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DDD debugger

and the experience with DDD had  
raised my interest in debugging.

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So I had come up with an idea that combines both: Version control and debugging

## delta debugging

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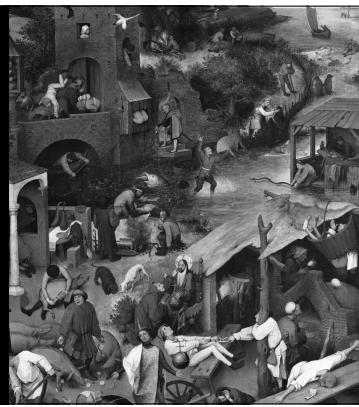
The core idea of delta debugging is very simple. You have a big set of possible influences (here's one big set of things), and in there, there's a small set that causes what you're looking for.



---

You can test, though, whether what you're searching for is in the set. So you try out one half





And another half. Turns out the cause is in here, so you keep it.



You repeat the process. Remove one half – hey, the effect is still there.



Again



And again



---

Turns out that now, it's in the other half



---

You keep on narrowing

And narrowing



And narrowing



And narrowing further. That's a bit  
small, right?





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---

Okay, we'll go and enlarge things



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---

This is what a process like delta debugging finds – the small subset that causes the bug. Can be in your input, in your version history, in your configuration



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And it's typically a very tiny element or difference



in a big, big set.



```
def dd(c_pass, c_fail):
    n = 2
    while True:
        delta = listminus(c_fail, c_pass)
        deltas = split(delta, n); offset = 0; j = 0
        while j < n:
            i = (j + offset) % n
            next_c_pass = listunion(c_pass, deltas[i])
            next_c_fail = listminus(c_fail, deltas[i])
            if test(next_c_fail) == FAIL and n == 2:
                c_fail = next_c_fail; n = 2; offset = 0; break
            elif test(next_c_fail) == PASS:
                c_pass = next_c_fail; n = 2; offset = 0; break
            elif test(next_c_pass) == FAIL:
                c_fail = next_c_pass; n = 2; offset = 0; break
            elif test(next_c_fail) == FAIL:
                c_fail = next_c_fail; n = max(n - 1, 2); offset = i; break
            elif test(next_c_pass) == PASS:
                c_pass = next_c_pass; n = max(n - 1, 2); offset = i; break
            else:
                j = j + 1
        if j >= n:
            if n >= len(delta):
                return (delta, c_pass, c_fail)
            else:
                n = min(len(delta), n * 2)
```

And if you have, say 2,000 lines of  
nroff input, it will reduce these to just  
two characters

\302\n

@AndreasZeller

---

**first talk on delta debugging**

So, this is what I presented in Toulouse in 1999, and it was very well received, big applause and all. But after the talk, right as I get out of the room, there's a senior professor from France who is very agitated. He shouts at me (with French accent)

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---

**“I would never have thought**

”I would never hav sought

@AndreasZeller

zat somesing so simple

**that something so *simple***

@AndreasZeller

---

could be accepted at a scientific  
conférence!"

**could be accepted at a scientific  
conference"**

@AndreasZeller

---

Yeah. Here we were. How could I  
continue this story?

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## Intellectual superiority

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Maybe on how the scientific styles differ from country to country. If I wanted to impress my audience with my intellectual prowess, filling the talk with formulas and special terms such that nobody can follow and everyone recognizes my superiority (I hear they do this in France), well, then delta debugging would not be it.

## Impostor syndrome

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I could also talk on how this raised doubts in me on whether I'd done the right thing. Anybody could have come up with this! How did I deserve to be called a scientist? And how does the audience not see I am a fraud?

Impostor syndrome

@AndreasZeller

I could also talk on how this raised doubts in me on whether I'd done the right thing. Anybody could have come up with this! How did I deserve to be called a scientist? And how does the audience not see I am a fraud?

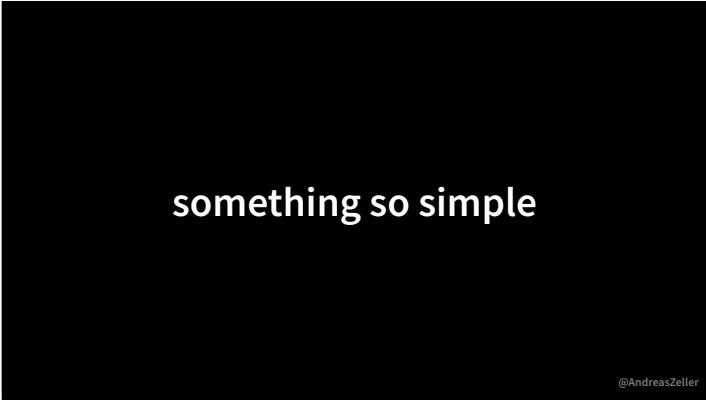


However, the way I'd like to spin the story here is simplicity.

**Simplicity**

@AndreasZeller

---



**something so simple**

Remember: "somesing so simple".

@AndreasZeller

---



**complexity**

What's the alternative to simplicity?  
Well, complexity. And complexity

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Is our enemy.

**complexity is our enemy**

@AndreasZeller

---

which we have to control

**control complexity**

@AndreasZeller

---

As put forward in this wonderful quote  
by Pamela Zave

**The purpose of software engineering  
is to control complexity, not to create it.”**

- Pamela Zave

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So let this be the essence of SE. and,  
by the way, of delta debugging.

Making complex things simpler

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one year

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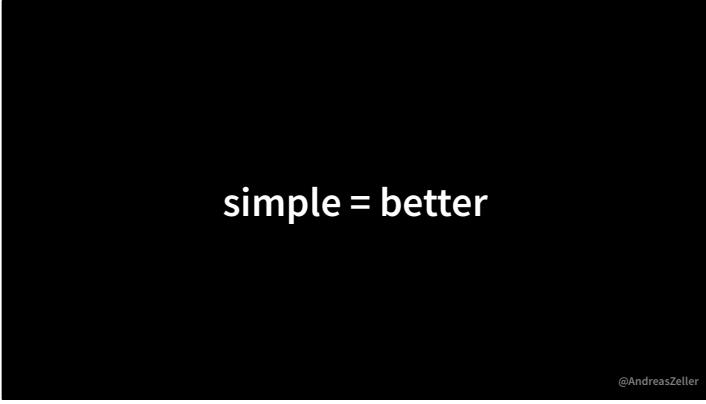
And I'd like to point out that it had  
taken me *one year* to make delta  
debugging as simple as it was

---

simple = hard

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So making things simple is hard work



But simplicity makes all of our lives  
much better

**simple = better**

@AndreasZeller

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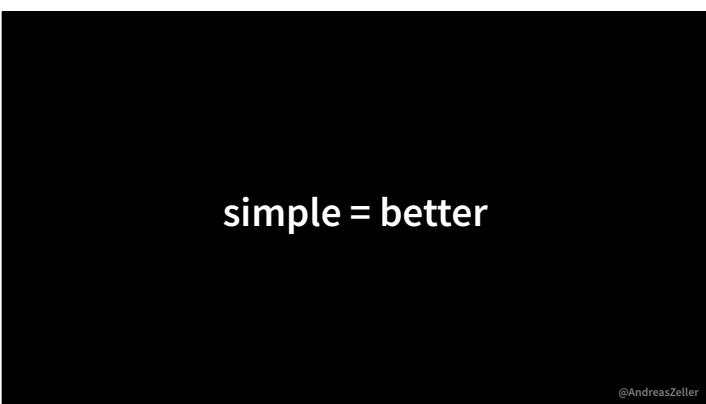


**Debugging Reinvented**

@AndreasZeller

And by the way, while praising  
simplicity, I'd like to take the  
opportunity to honor Andy Ko and  
Brad Myers, whose approach to  
debugging is for me the epitome of  
simplicity.

---



**simple = better**

@AndreasZeller

But then, such simplicity is hard to  
find.



**graduate school**

A few years ago, I visited a high-profile graduate school. One of the best universities in the country, extremely selective, extremely ambitious. So there's 20, 25 students in the room, and they tell me they are expected

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**one paper per year**

---

to publish *one paper per year*. But not anywhere,

@AndreasZeller



**one paper per year  
at a flagship conference**

---

but not anywhere – at ICSE, FSE, ASE.

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Now remember: I spent one year refining delta debugging. I don't think I had a paper in 97 or 98.

**one year making things simple**

@AndreasZeller

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**getting a paper accepted is easy**

But then, fortunately, it turns out that getting a paper accepted is easy. All you need

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**a recipe**

is a recipe – for doing research that will get accepted. One such recipe is

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a simple approach

to take a simple approach

@AndreasZeller

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say, something we use every day. A napkin, for instance.

Picture source: Wikipedia

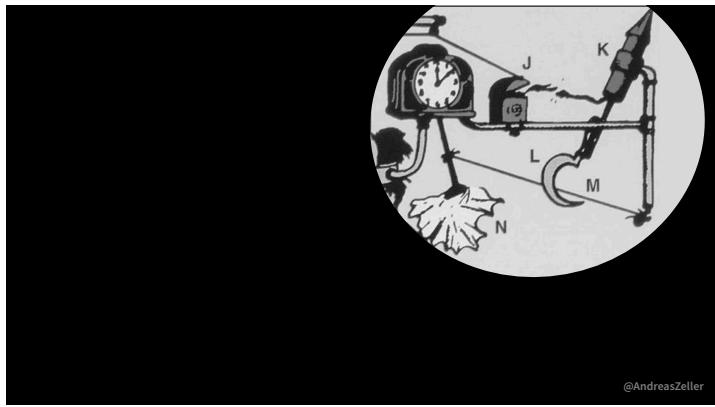
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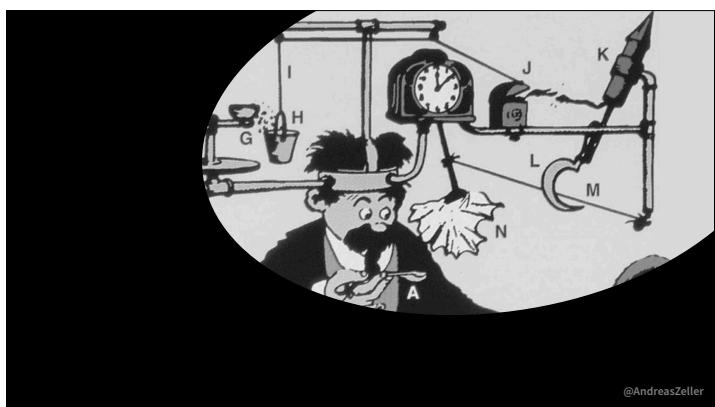
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You then add some increment to it. Make it more automated. Say, add machine learning.

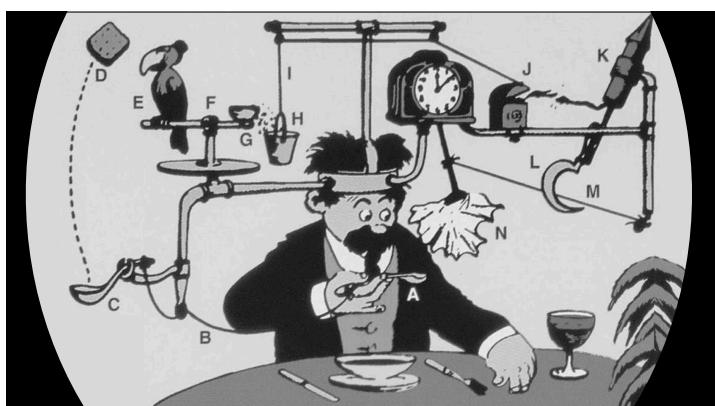
@AndreasZeller



Make it dependent on context, such that it will work well in that context. If not, cut it off.



Integrate all this into the user's environment. Just continue adding and adding



Until it gets better. Say, 2% more precision. 5% more area under the curve. Errors found.



**Reviewers get this**

This is so great, because even if reviewers do not understand your approach at all, they will understand the improvement.

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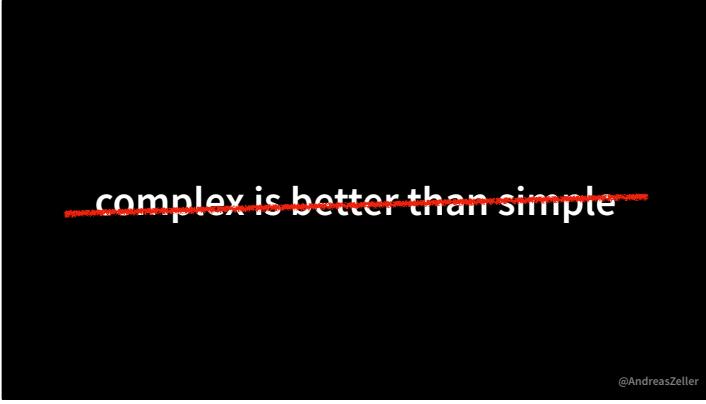


**a complex approach that is better**

What you then have is a complex approach that is better

@AndreasZeller

---



~~**complex is better than simple**~~

But then, is this really the case? With such complexity, who wants to re-implement your approach? Who wants to *use* it?

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Maybe it is time to apply our principles to our own research.

The purpose of software engineering is to control complexity, not to create it.”

- Pamela Zave

@AndreasZeller

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more recipes

@AndreasZeller

There's more such recipes, of course; and you may argue: So what? Who cares about a paper too complex getting in? Well, the problem is that such papers

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obstruct scientific progress

@AndreasZeller

obstruct the scientific progress – because the only way to get even better results

is to build something that is even more complex. This helps nobody.

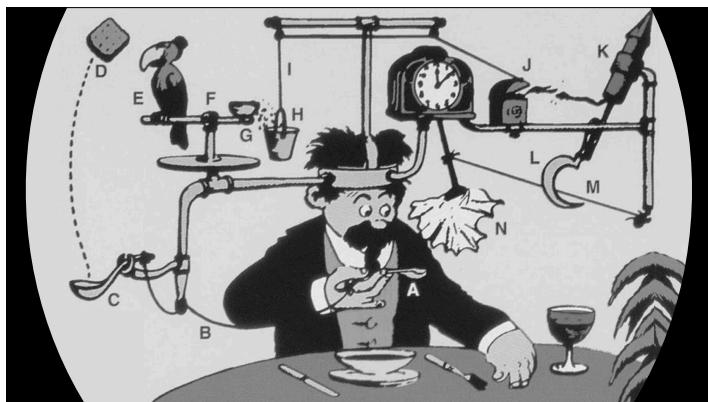
**more complex = even better**

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So we end up with contraptions that are more and more complex, and yes! They automate something! And yes! They are better than manual work! Yet, this helps nobody.

Picture source: Wikipedia



**Would something so simple**

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And I wonder: Would something so simple



as delta debugging

as delta debugging

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get accepted at this scientific conference – *today*?

get accepted today?

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Okay, we're short on time, so let me close with the third story.

123  
Three Stories

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Again, five years later. It is a Saturday morning in 2004,

September 23, 2004

3

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and it is the day of the ICSE deadline.  
You know ICSE deadlines, right?

September 23, 2004  
ICSE Technical Papers Deadline

3

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I'm a tenured professor,

professor since three years

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actually full professor

**full professor**

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a position which I got through delta  
debugging and DDD

**delta debugging + DDD**

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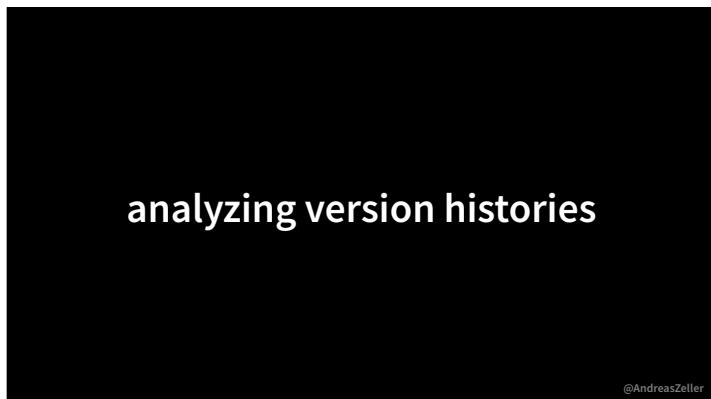
a new thing: I now have students.

**students**

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Here's one. You know that guy? It's  
Tom Zimmermann.



With Tom, we systematically analyze  
version histories



Specifically, we look for co-changes,

That is, changes involving multiple components at once.

**People who changed A  
also changed B**

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**src/file.c ⇌ doc/schema.jpg**

We find relationships. For instance, whenever someone changes file.c, the file schema.jpg is also changed. Why is that? Turns out file.c has an embedded SQL statement, and schema.jpg is a picture of the database schema. When the schema changes, so does the SQL statement. Find *that*, static analysis!

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**recommend changes**

We can go and recommend changes

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Change A, you also need to change B

**src/file.c ⇒ doc/schema.jpg**

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**precision and recall**

And we struggle with accuracy metrics such as precision and recall, which are all new to us. (As also for the SE community)

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**September 23, 2004  
ICSE Technical Papers Deadline**

So it is the Saturday of the deadline; deadline is around noon in Europe;

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**precision and recall**

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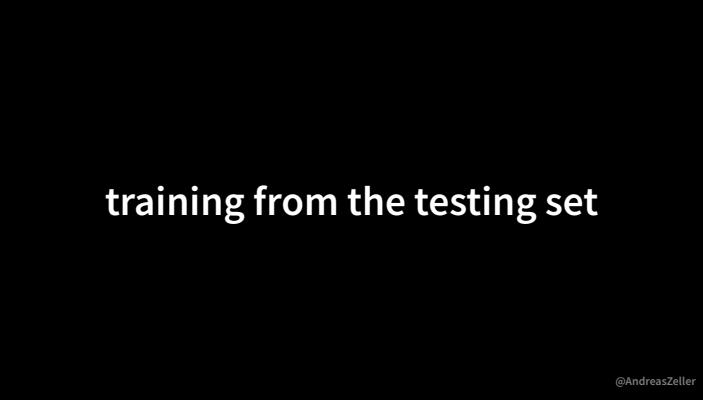
And we are still struggling with these metrics. This is when Tom calls in at 10am – two hours before the deadline.



**precision and recall > 90%**

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He says he has found a way to boost precision and recall above 90%. And I tell him, this is great, but this sounds too good to be true, so please check and re-check.



**training from the testing set**

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One hour later, one hour before the deadline, he finds he has accidentally trained from the testing set. So, we're back to our old values, and we submit.

The reviews are mixed. The reviewers clearly don't know what to do with this

**reviewers are unsure**

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---

but accept anyway

**but accept anyway**

@AndreasZeller

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The paper title is "Mining version histories to guide software changes"

**Mining version histories  
to guide software changes**

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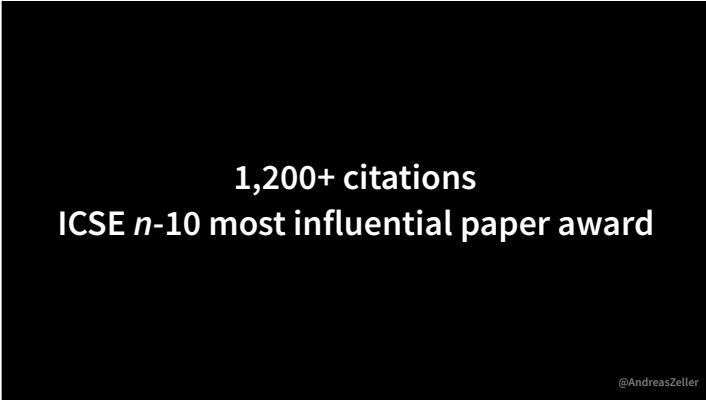


Today, it has more than 1200 citations

1,200+ citations

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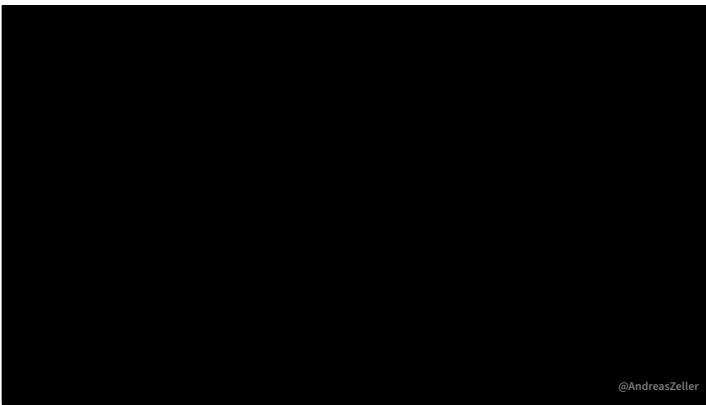


1,200+ citations  
ICSE *n*-10 most influential paper award

Three years ago, Tom, Stefan, Peter, and I got the most influential paper award.

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So again, how do I spin this story? I could tell something about

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## Quality assurance in research

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how important it is to do thorough quality assurance, how to ensure your results are reproducible and all, and yes, it is.

## We were so lucky

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I could also spin how lucky we were, as Gail Murphy and her student Annie Ying were working on exactly the same topic, with the same results, but decided not to go for ICSE because they wanted better precision and recall. Luck is the most important factor for success.

## Innovation

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But the lesson to be learned from this, for me, is innovation. Actually, our concerns about

precision and recall

**numbers**

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did not matter.

**did not matter**

@AndreasZeller

---

simply because there was nothing to compare against.

**nothing to compare against**

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Our approach was entirely new,  
finding things that no-one else did.

all new

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**new = better**

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It was new, and new was better.

where I was

*natural language processing*

*automatic parallelization*

*app mining*

*machine learning*

*mutation testing*

*symbolic verification*

*specification mining*

*debugging*

*software security*

*test generation*

*mining software archives*

where I would be

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Going from debugging to mining software archives was one step towards something new, and I have kept on moving since then, exploring dozens of new fields – sometimes successful, sometimes not so – but always learning, always progressing.

And that's not me. That's me and many great students, whom I admire and love very much.

**with many great students**

@AndreasZeller

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**work that is simple and relevant**

And work that would be simple *and* have impact in practice

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**Delta debugging      Mining software archives**

**work that is simple and relevant**

**Fuzzing with code fragments      Checking app behavior against app descriptions**

- \* Delta debugging narrows down failure causes
- \* Mining software archives yields empirical findings
- \* Grammar-based fuzzing tests JavaScript interpreters in all browsers
- \* Apps are checked against descriptions and categories (at Google/Microsoft)

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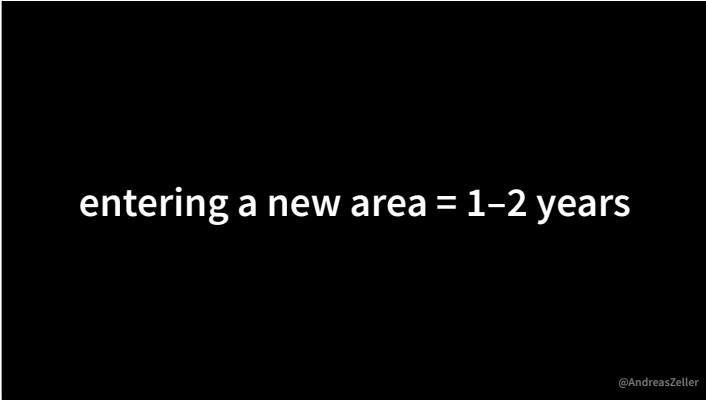


**we need patience**

But we'd also need patience

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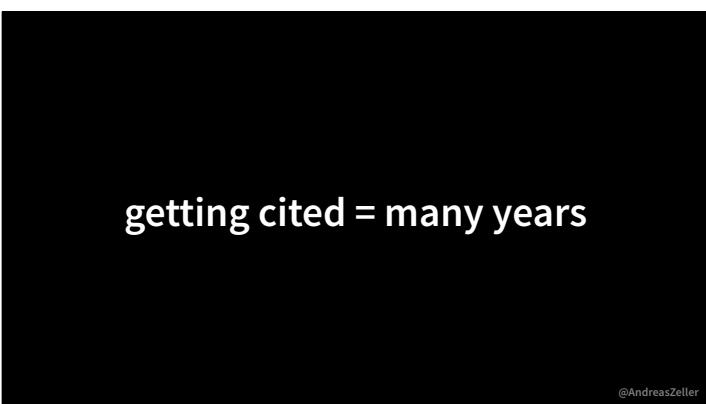


**entering a new area = 1-2 years**

Because if you enter a new area, it takes a year at least to understand how it works

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**getting cited = many years**

And if you have something really new, it can take many years until it gets cited.

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I was very glad I had an environment  
that would trust me:

**a trusting environment**

@AndreasZeller

---



the Saarland Informatics Campus in  
Saarbrücken, Germany

**Saarland Informatics Campus**

@AndreasZeller

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When I got hired, I was the one  
candidate with the lowest number of  
papers.

**the hire with lowest # of papers**

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Nobody ever checked my publication counts.

**never evaluated my research**

@AndreasZeller

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The only thing that matters, they told me, will be your impact

**impact alone counts**

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even if it takes years or decades to build

**even if it takes decades**

@AndreasZeller

They took enormous risks, they put in  
an enormous trust. They trusted me  
all this time –

**trust in me**

@AndreasZeller

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and here I am today. Thank you so  
much.

**thank you**

@AndreasZeller

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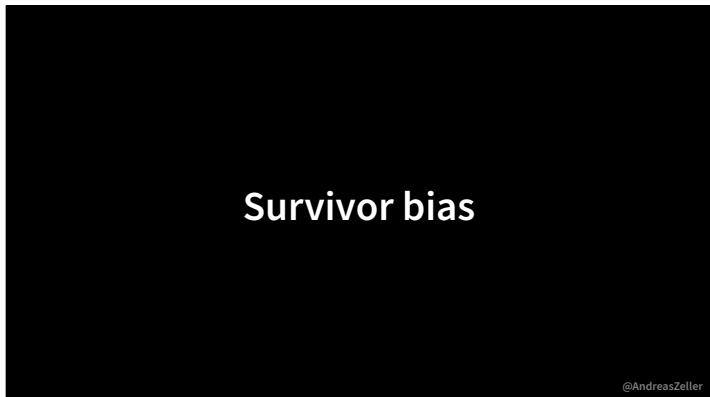
(short pause)

@AndreasZeller



In this moment, as I am standing here, I realize how lucky I was, again and again. Most of us have to struggle hard in our daily work, trying to fulfill the most absurd incentives and regulations.

[Source: <https://en.wikipedia.org/wiki/Sisyphus>]



I missed almost all of this. I was lucky, and my luck is why I am standing here.



go here

But whether you are lucky or not – these hold for all of us:  
If you are in the light, go explore the dark

Find out what is relevant

search for *relevant* problems

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Find out simple solutions

search for *simple* solutions

@AndreasZeller

Keep on innovating

keep on innovating

@AndreasZeller

As the Romans say, "sapere aude":  
Dare to think for yourself, dare to be  
wise;

SAPERE AUDE

@ANDREASZELLER

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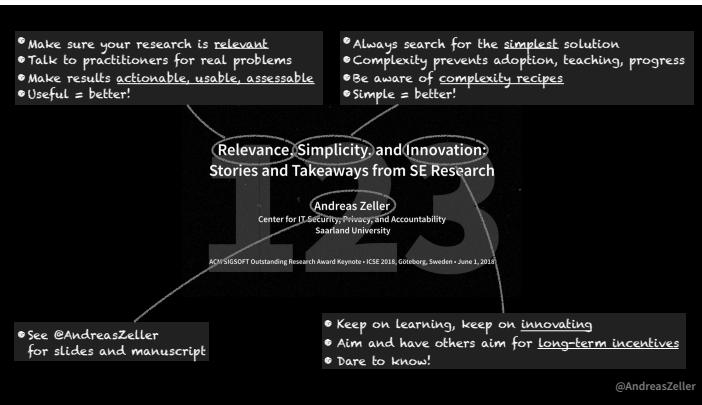
Dare to know

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Or simply: Dare to know.

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That's it folks – three stories, three  
takeaways



on • relevance, • simplicity, and • innovation.

Now **go out** and create masterpieces of Software Engineering – and • see you next year in Montreal!