The Software Industry

Prof. Dr. Dirk Riehle

Friedrich-Alexander University Erlangen-Nürnberg

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Agenda

- 1. Definition (software)
- 2. The software industry
- 3. A (very) short history
- 4. The main players
- 5. Software products
- 6. Software platforms
- 7. Software ecosystems

1. What is Software?

Software Definition

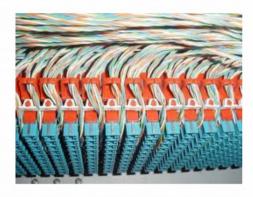
- Software (technical definition)
 - Is a set of instructions to make computers act
 - Comes in equivalent forms (source, binary)
 - Is formed into components and programs
 - Programs can be built from components
- Software (economic definition)
 - Is a digital good that can be sold

























Software as a Product

A Product

- Is a man-made artifact sold to customers in a market
- Has a life-cycle
 - Is born,
 - Grows and matures.
 - Eventually dies

A software product is a product that

- Is intellectual property
- Is non-physical, does not rot
- Has near-zero copying costs
- Is extremely malleable

2. The Software Industry

The Software Industry

- The software industry
 - Is the set of business that provide
 - Software products and
 - Software services such as
 - Operating services
 - · Consulting services
 - Development services
 - Implementation services
 - to other industries as well as itself
- The software industry
 - Is highly concentrated
 - Is highly internationalized
 - Has strong network effects
 - Has a high speed of innovation
 - Is rapidly expanding into new domains

The Software Industry in 2016 [1]

market capitalization	tota1	\$1.298 trillion	
	median	\$744.2 million	
	highest	\$415.4 billion (Microsoft)	
	1owest	\$177700 (Innovaro Inc.)	
earnings per share	median	\$0.20	
	highest	\$13.23 per year (IBM)	
	1owest	- \$3.40 per year (Wave)	
dividend yield	mean	8.913%	
	highest	170.3% (Aware)	
	1owest	0.07106% (FICO)	



The CEO Interview

"Industrial companies are in the information business whether they want to be or not."

-Jeff Immelt



Change and Innovation at the Speed of Software

- Products increasingly include software components
 - Hardware components traditionally have long innovation cycles
 - Software has a significantly faster innovation cycle
 - Innovation speed is continuously increasing
- Products are being adapted to take advantage of software
 - Products can be reconfigured at speed of software
 - Products evolve at speed of software innovation
- Examples increased innovation speed
 - Cars are fully delivered with features switched off
 - Cars evolve at speed of over-the-air update
- Software is eating established industries and products

Societal Significance of Software and Software Systems

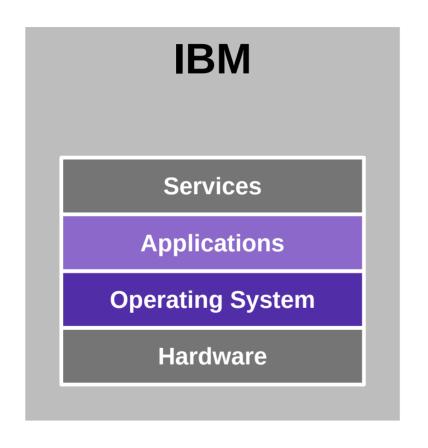
- Software and software systems are changing society
 - Empowerment vs. stratification
 - Enlightenment vs. misinformation
 - Sociability vs. isolation
- Internet and email have become basic utilities

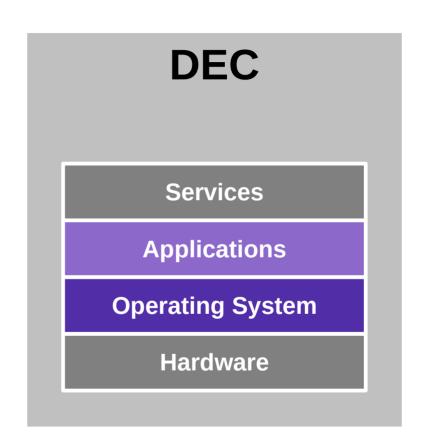
3. A (Very) Short History

Short History of the Software Industry

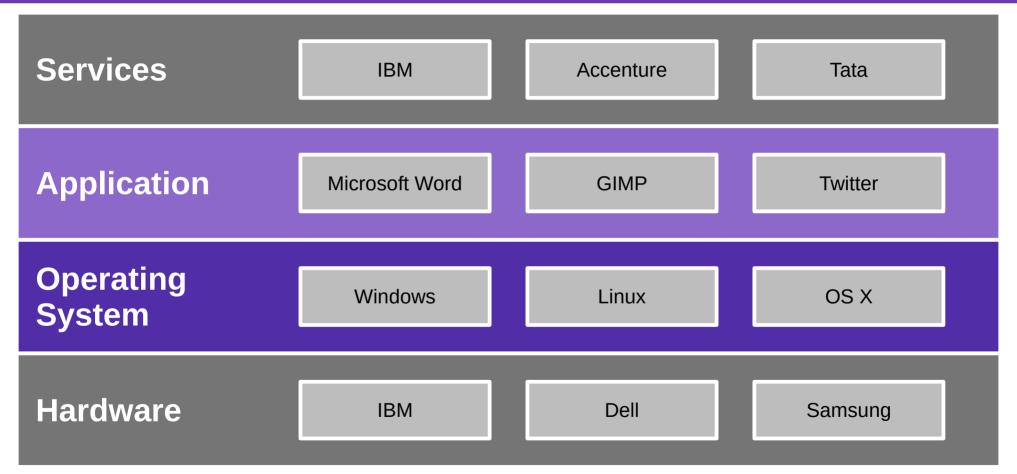
- 1959
 - First mentioning of term "software"
- 1969
 - US Dept. of Justice separates hard- from software in landmark decision
- 1980ties
 - From vertical to horizontal integration; growth of platforms and ecosystems
- 1990ties
 - Centralization, dominance of Windows
- 2000ties
 - Diversification, multiple platforms; growth of open source software
- 2010ties
 - Back to vertical integration in the form of cloud computing

Vertical Integration (Until 1980ties)

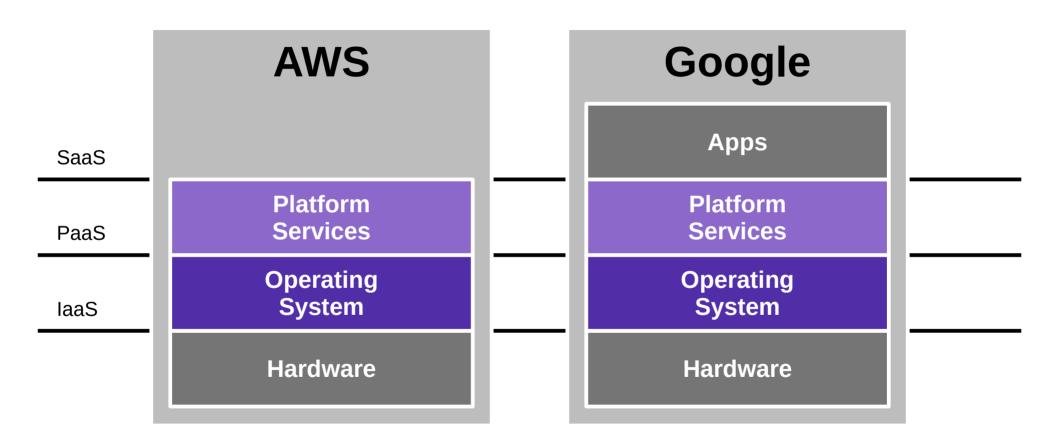


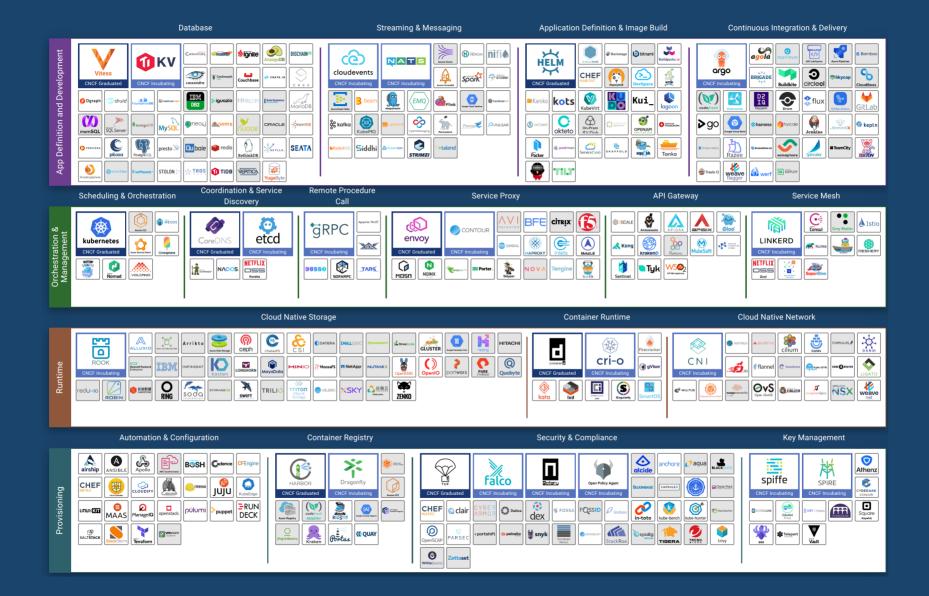


Horizontal Integration (Since 1990ties)



Cloud Computing (Since 2000ties)





The "Dot-Com" Bubble and Burst (1995-2000)



4. The Main Players

The Main Types of Industry Players

- Standard product providers
 - (Independent) software vendors (ISVs)
 - Produce software products ("standard software" or "commercial off-the-shelf software")
 - Software service providers (e.g. "Internet companies")
 - Operate any form of software (and hardware)
- Software consulting firms
 - Development services firms
 - Produce custom software
 - Implementation services firms
 - Configure software products for use by customers
- Regulatory bodies
 - Regulate the industry

Top 10 Independent Software Vendors (ISVs) in 2019 [1]

Rank +	Organization \$	Sales (B\$) \$	FY ÷	Market cap (B\$) ◆	Headquarters +
1	Microsoft	118.2	2019	946.5	Redmond, WA, US
2	Oracle	39.6	2019	186.3	Redwood City, CA, US
3	SAP	29.1	2019	134.9	Walldorf, Germany
4	Adobe Inc.	9.5	2019	132	San Jose, CA, US
5	Salesforce	13.3	2019	120.9	San Francisco, CA, US
6	VMware	9.0	2019	77.2	Palo Alto, CA, US
7	Intuit	6.4	2019	66.8	Palo Alto, CA, US
8	ServiceNow	2.6	2019	42.9	Santa Clara, CA, US
9	Workday	2.8	2019	41.7	Pleasanton, CA, US
10	Dassault Systèmes	4.1	2019	39.2	Vélizy-Villacoublay, France

Software Vendors vs. "Internet Companies" [1]



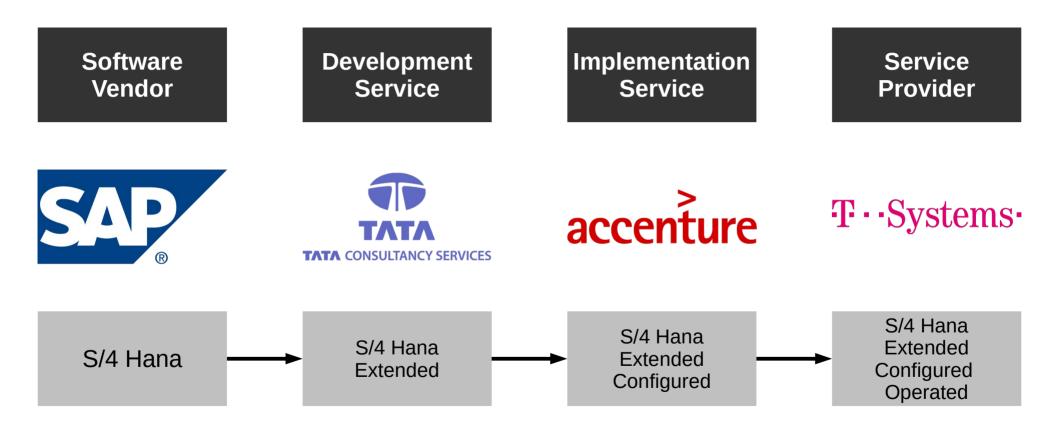


Software Vendors vs. Service Provider / Operator

- Software vendor
 - Product is a licensed-out artifact
- Examples (before cloud offering)
 - Microsoft
 - Oracle
 - SAP
 - Adobe

- Service provider / operator
 - Product is a standardized service
- Examples
 - Amazon Web Services (if it was broken out)
 - Various Google services
 - Salesforce
 - Facebook

Software Vendors, Consulting Firms, and Service Providers



Regulatory Bodies (Regulators)

- Regulatory body
 - Is a public organization or government agency (state-level, federal-level, union-level)
 - Which by way of laws and directives regulates industries and industry player behavior
 - To protect the public by preventing undesired behavior and enforcing desired one
- Examples
 - European Union
 - European commission → Data protection (GDPR) → Enforcement by Information Commissioner's Office (ICO)
 - U.S.A.
 - Federal and state governments → Antitrust law → Enforcement by Federal Trade Commission (FTC), DoJ

5. Software Products

Consumer vs. Enterprise Customers

- Retail customers (B2C)
 - Are willing to trade time for money
- Enterprise customers (B2B)
 - Are willing to trade money for time

Software Products (Recap)

A software product

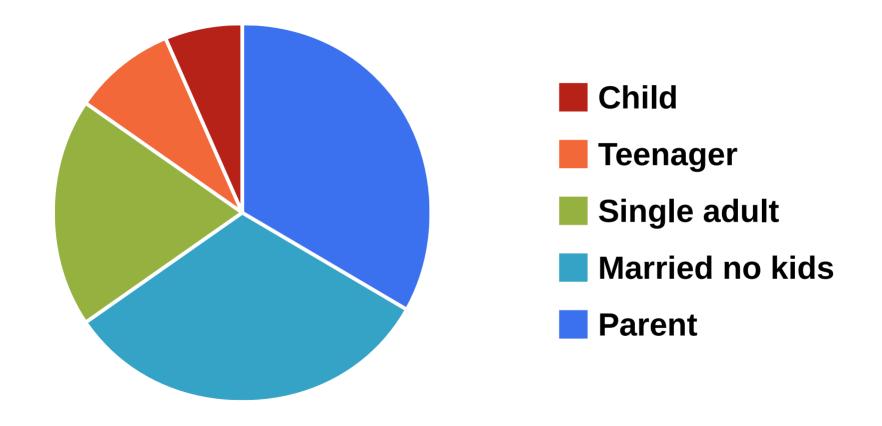
- Is a digital good (software, intellectual property)
- Is non-physical, does not rot
- Has near-zero copying costs
- Is a man-made artifact sold to customers in a market
- Has a life-cycle (is born, grows and matures, eventually dies)
- Is both extremely malleable and hard to change

Consumer vs. Enterprise Software Products (and Markets)

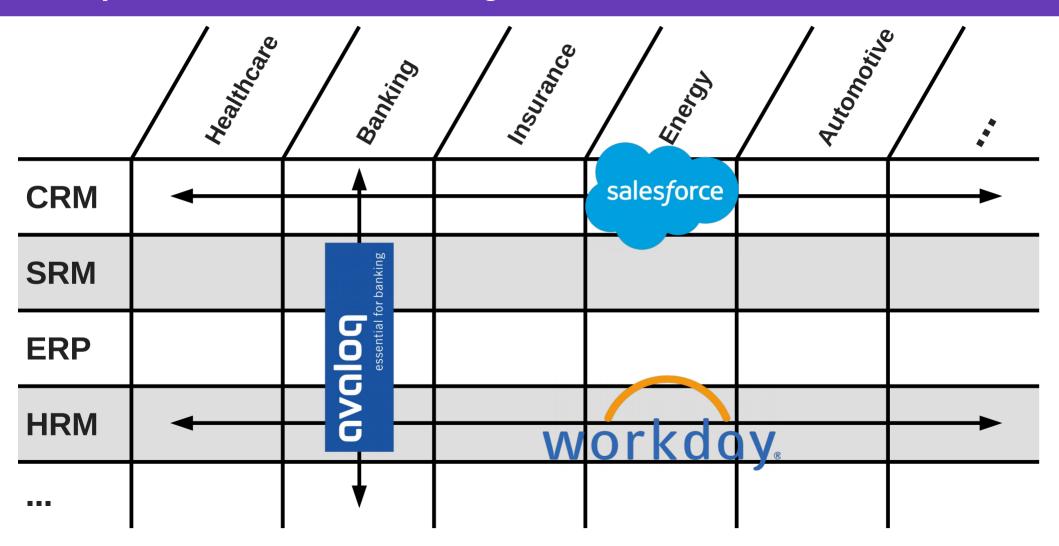
- Consumer (also: retail) products
 - Pricing
 - Comparatively cheap
 - Often free, then subsidized
 - Segmentation
 - Usually by demographics, e.g.
 - By age group
 - By gender
 - Adoption
 - Out of the box

- Enterprise software products
 - Pricing
 - Into million Euros
 - Often the real product behind consumer software
 - Segmentation
 - Horizontal vs. vertical, e.g.
 - · By business function
 - By industry
 - Adoption
 - May require implementation project

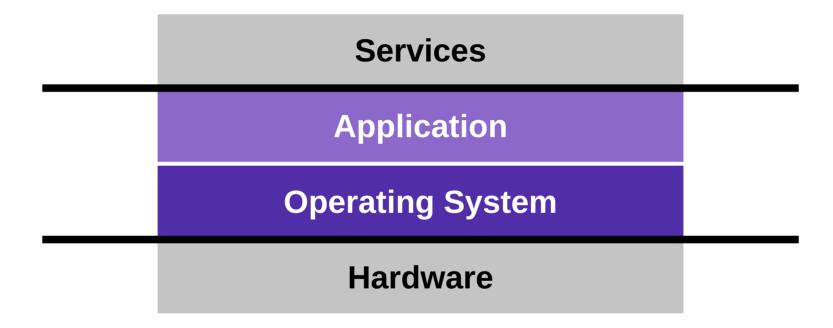
Consumer Market (Segments) [1]



Enterprise Software Market Segmentation

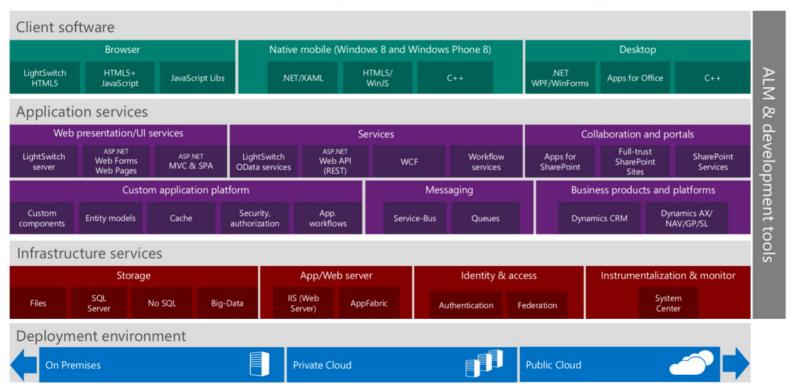


Customers Want to Buy a "Solution"



Technology Stacks

Microsoft Development Platform Technologies



6. Software Platforms

Categories of Software Products

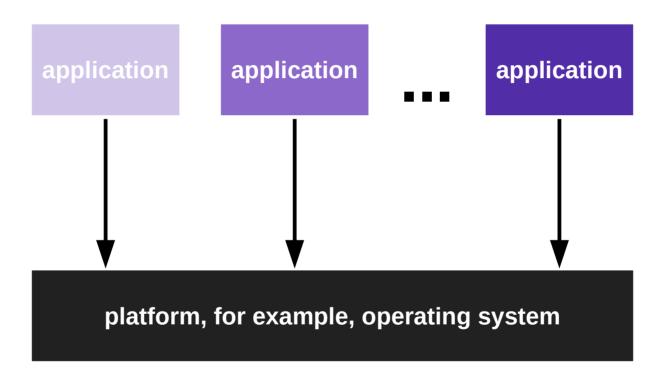
Applications

- Software that is not built upon
- Top-layer of the solution stack

Platforms

- Software that is built upon
- Everything that is not the top layer
- Why does everyone want to be a platform?

Software Platform 1 / 2



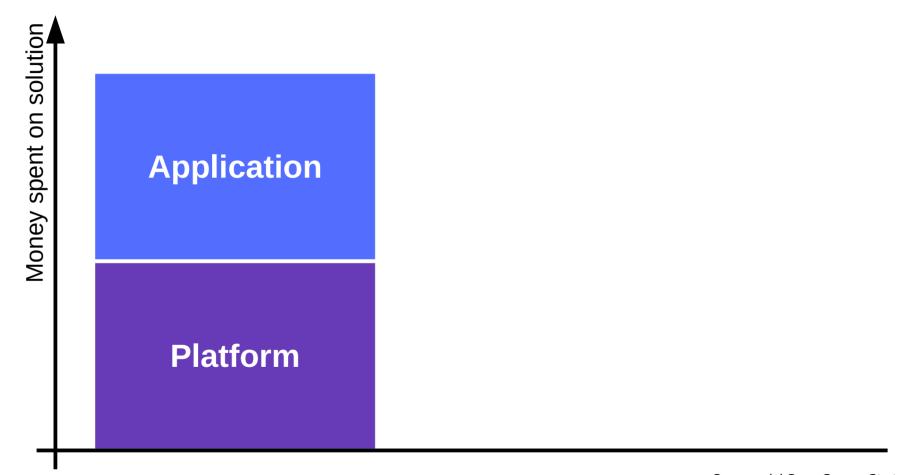
Software Platform 2 / 2

- Software platform
 - Is an environment for the development and deployment of applications
 - Implies split between applications on top of the platform
 - Is a full set of application-independent life-cycle functions for applications
 - Among many components, the largest collection (i.e. not just a library)
- Customer (user) value of software platforms
 - By definition, a platform in itself is useless
 - Customer value is only created by applications

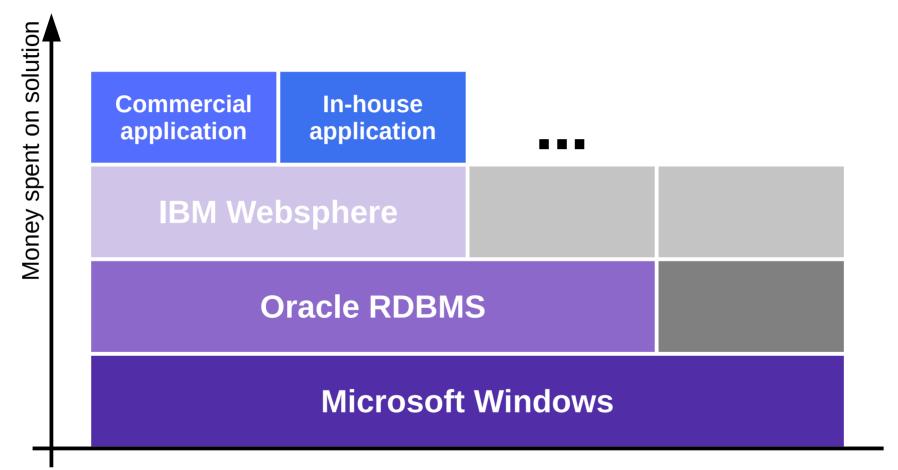
Software Platforms as a Product

- Platforms are valuable
 - Platforms are needed by the applications running on top of it
 - Platforms can simplify IT department operations costs
- An application license sale implies a platform sale

Pricing Power 1 / 2



Pricing Power 2 / 2 [1]



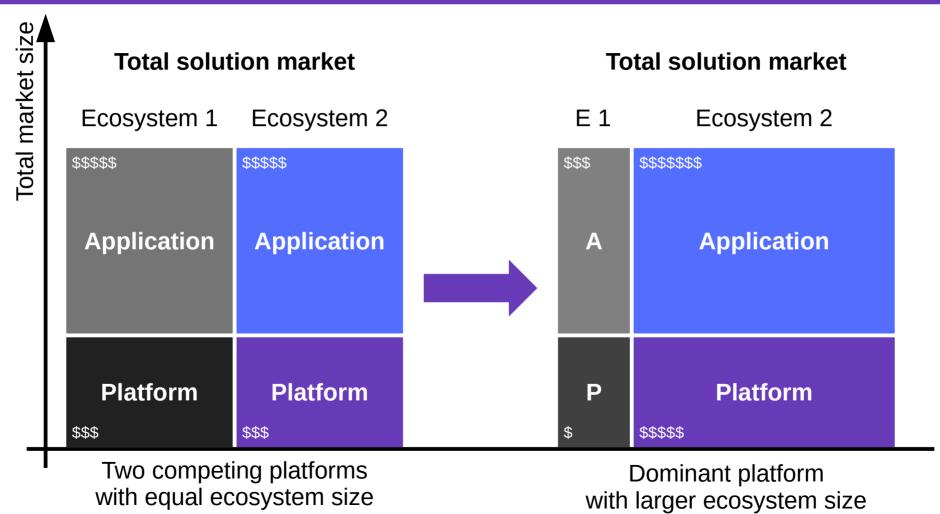
7. Software Ecosystems

Software Ecosystem

Software ecosystem

- The totality of actors (businesses and individuals)
- Software applications and components
- Their relationships and goals
- On and around a software platform

The Software Ecosystem Wars



Summary

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Thank you! Questions?

dirk.riehle@fau.de – http://osr.cs.fau.de

dirk@riehle.org – http://dirkriehle.com – @dirkriehle

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