Costs/Factor	Effect	Quantified Data	Fig. 4	Effect Size	Study	Qualitative Support
		Clone & own Strategy				
Development	Decreased	35% of reused code		-35%	[29]	[3, 36, 56]
		50-80% reused code			[31]	
Adaptation	Increased					[18]
Maintenance	Increased					[18, 36, 42]
Maintenance	Decreased			04	fa al	[2, 3, 36]
Productivity	Improved			+37%	[29]	[47]
Productivity	Indecisive			0504	[23]	
Bugs identified	Reduced			-35%	[29]	
Time to market	Reduced			-66.7% -30%	[47] [47]	[9 10 29]
	Reduced	Factors of three to five		-30/0		[2, 19, 32]
					[31]	
	<u>.</u>	Migration		0 = D3 = / 3	[= 00]	
Adoption	Investment	4 PM pilot \rightarrow 2 products; 12 PM \rightarrow 23 products		0.5 PM/product	[5, 30]	
		36 months 80% code \rightarrow 12 months 100% code \rightarrow 24 months plat-		_	[22]	
		form (tools, FM)			[46]	
		>3 months; tool train. 8.67%, FM 8.67%, DA 17.83%, FM 5.67%,			[45]	
		IMPL 47.5%, OTH 11.67%			[01]	
		\$235,200; 14.5 PM (\$336,000) beforehand 4.2 PY			[21] [57]	
		break even after eight months			[35]	
Staffing	Reduced	break even after eight months	S:	-66.6%	[42]	
Staning	Reduced	20 instead of 150	S:	-86.7%	[43]	
		20 instead of 190	S:	-75%	[48]	
Staffing	Increased		ь.	-1070	[40]	[37]
Development	Reduced	(Products)	VD:	-50%	[5, 30]	[20, 53]
Development	100000	<300 a year over 1,600 to >2,500	VD:	-8881%	[22]	[20, 30]
		40-70% reuse		00 01/0	[33, 34]	
		70% reuse			[48]	
			VD:	-67%	[48]	
Development	Equal				. ,	[37]
		42-60% code reuse			[31]	
Bugs identified	Reduced	~ 80 a year down to ~ 40	IB:	-50%	[22]	
			IB:	-23.6%	[47]	
Testing costs	Reduced	-\$908.100			[21]	
		Saved $\$80 + \39 million + integration testing costs over 3 years			[27]	
			$\mathbf{Q}\mathbf{A}$:	-96%	[48]	
Maintenance	Reduced	Code base from 11,985 to 10,584 SLOC		-17%	[39]	[10, 20, 41]
		-\$1.98 million (removed code redundancy/cloned units)			[21]	
		Code size for component from 91,106 LOC to 31,932		-65%	[57]	
Maintenance	Equal		QA:	0%	fa al	[37]
Derivation	Reduced	1 day \rightarrow 1 hour		-95.83%	[28]	
		-\$630.900 (build cost), -\$334.400 (fewer build fails), -\$4.28 million			[21]	
D. I	T 1	(distribution/scoping)			[01]	[07 40]
Release	Increased	2.5 PM (\$58,800) per product release (slight increase)			[21]	[27, 42]
Integration	Reduced	incomment of 2 to 5		1200 40007	[40]	[28]
Productivity	Increased	improvement of 3 to 5	TIME.	+200-400% $-57.9%-70.6%$	[48]	[28, 42]
Time to market	Reduced	$24 \rightarrow 10$ months, $19 \rightarrow 8$, $17 \rightarrow 5$ 90 days estimated to be 2.5 times faster	TM: TM:	-57.9%—70.6% -60%	[20]	[37]
		90 days estimated to be 2.5 times faster 2 years \rightarrow 3 months	TM:	-60% -87.5%	[33, 34] [42]	
		2 years \rightarrow 3 months 3 years \rightarrow 1.5 years \rightarrow 3.5 months	TM:	-87.5% -90.3%	[42] [43]	
Overall	Reduced	-\$3.67 million \rightarrow -\$4.23 million a year	Total:	-7-3%	[21, 47]	
	1.caucca	Savings of 8.8 PY, ROI: 110%	Total:	-52.3%	[57]	
		break even after 3 products	10tai	-52.370	[34]	
		savings of \$166 million over 4 years			[26]	
		carme of \$100 minor over 1 years			[20]	

Costs/Factor	Effect	Quantified Data	Fig. 4	Effect Size	Study	Qualitative Support
4.3	T	Platform Strategy			[44]	[o]
Adoption	Investment	26 man-months (6 products), \$0.3 million 107 man-months, \$1.3 million			[44] [44]	[8]
		2 PM			[9]	
		\$3.5 million			[15]	
		break even after 2 years			[14, 24]	
		break even after 5 products			[55]	
Integration	Reduced	\$0.07 million compared to $$0.36$ million of developing anew		-80.56%	[44]	[7, 12, 51]
		Builds in weeks instead of months			[11, 14]	
	Increased	119% of developing not for reuse		+19%	[44]	
Development	Reduced	\$12.56 per LOC compared to \$10 (estimated) 6.728 SLOC saved from 217 KSLOC		+20.4% $-3.1%$	[15] [7, 14]	[3, 4, 12, 49, 52]
Development	rteduced	31% & 38% code reuse for one product		-38% & -31%	[44]	[3, 4, 12, 43, 32]
		5–10% of single system (190 PM)	VD:	-9095%	[9, 13]	
		Code size reduced by 34–88% (76% for concrete product)		-3488%	[11]	
		Almost 80% reuse, cost ratio of 20% compared to 65%	VD:	-45%	[8]	
			VD:	-50%	[15]	
		PH (M	VD:	-1030%	[14]	
		over 75% reuse	VD:	-25% -66.7%	[14] [51]	
		effort reduced by a factor of 6 on average	VD: VD:	-83.3%	[51] [54]	
Development	Indecisive	Saved 43.3 man-days, lost 31.5 days (drastic exception)	10.	00.070	[44]	
Development	Increased	111% of costs developing for reuse	FD:	+11%	[44]	
-		160% of costs developing for reuse	FD:	+60%	[54]	
		150% developing assets	FD:	+50%	[4]	
3.5.4		25% costs of reusing		+25%	[4]	fo = 40 to Hel
Maintenance	Reduced	54 man-months, \$0.7 million			[44]	[3, 7, 12, 48, 55]
		99 man-months, \$1.3 million	QA:	-60%	[44] [54]	
			QA:	-60%	[55]	
Staffing	Reduced	10x products, 5x developers	S:	-50%	[22]	[21, 38]
0		25% of the staff	S:	-75%	[1]	ι / Ι
		15 compared to 100	S:	-85%	[11, 14]	
			S:	-75%	[16]	
		70.1.1	S:	-90%	[1]	
		50 developers in contrast to 200	S: S:	-75% -75%	[14]	
Dependencies	Increased		ъ.	-19/0	[14]	[6]
Productivity	Improved	0.7 & 1.1 KSLOC/man-month		$+40\% \ \& \ +57\%$	[44]	[8]
v	•	3.6 instead of 1 product		360%	[14]	
Productivity	Indecisive	100% LOC/man-month \rightarrow 135% (1 year) \rightarrow 78% (5 years)		-22 - +35%	[46]	
Bugs identified	Reduced	1.3 & 2.0 bugs/KSLOC (single examples)		-24% & -51	[44]	[12, 49]
			IB:	-96%	[1]	
		defects cut in half	IB: IB:	-90% -50%	[11, 14] [1]	
		defects cut in nan	IB:	-90%	[1]	
Time to market	Reduced	21 instead of 36 months	TM:	-42%	[44]	[4, 14, 25, 52, 55]
		1/3 of the time	TM:	-66.7%	[1]	[, , , ,]
			TM:	-50%	[11, 14]	
		From years to months		=-	[15]	
		1 year down to 1 week	TM:	-98.1%	[1]	
		over 50% reduction	TM: TM:	-50%	[1]	
			TM:	-71.7% -50%	[51] [54]	
		2-4 more times would be needed otherwise	TM:	-5075%	[55]	
Quality	Reduced	Savings in second year of \$0.06 million			[44]	[51]
Release	Reduced	Installation from 16 hours \rightarrow 15 min		-98.4%	[38]	[14]
Overall	Reduced	80 man-months, \$1 Mil; saved 328 man-months, \$4.1 Mil; ROI		-80.39%	[44]	[50]
		410%, break even: 2 years 206 man-months, \$2.6 Mil; saved 446 man-months, \$5.6 Mil; ROI	Total.	E9 0107	[44]	
		216%, break even: 6 years	Total:	-53.81%	[44]	
		21070, Stout Croit o Jours	Total:	-50%	[11, 14]	
		Savings of over \$300 million		5070	[12]	
		Savings of \$15 million			[15]	
		12 instead of 3 products	Total:	-75%	[1]	
		\$4 million of savings a year			[1]	
		savings of \$340 million over eight years			[17, 40]	

References

- [1] L. Bass, P. Clements, and R. Kazman, Software Architecture in Practice, 1999.
- [2] V. Bauer, J. Eckhardt, B. Hauptmann, and M. Klimek, "An exploratory study on reuse at Google," in *SER&IP*, 2014.
- [3] V. Bauer and A. Vetro, "Comparing reuse practices in two large software-producing companies," *Journal of Systems and Software*, vol. 117, 2016.
- [4] J. Bergey, S. Cohen, L. Jones, and D. Smith, "Software product lines: Experiences from the sixth DoD software product line workshop," Carnegie Melon University, Tech. Rep., 2004.
- [5] BigLever, "BigLever software case study: Engenio," Tech. Rep. 2005-06-14-1, 2005.
- [6] C. Bogart, C. Kästner, J. Herbsleb, and F. Thung, "How to break an API: Cost negotiation and community values in three software ecosystems," in FSE, 2016.
- [7] G. Bowen, "An organized, devoted, project-wide reuse effort," Ada Letters, vol. XII, no. 1, 1992.
- [8] L. Brownsword and P. Clements, "A case study in successful product line development," Carnegie Mellon University, Tech. Rep., 1996.
- [9] R. Buhrdorf, D. Churchett, and C. Krueger, "Salion's experience with a reactive software product line approach," in *PFE*, 2003.
- [10] P. Clements and J. Bergey, "The U.S. Army's common avionics architecture system (CAAS) product line: A case study," Carnegie Mellon University, Tech. Rep. CMU/SEI-2005-TR-019, 2005.
- [11] P. Clements, S. Cohen, P. Donohoe, and L. Northrop, "Control channel toolkit: A software product line case study," Carnegie Mellon University, Tech. Rep. CMU/SEI-2001-TR-030, 2001.
- [12] P. Clements, S. Gregg, C. Krueger, J. Lanman, J. Rivera, R. Scharadin, J. Shepherd, and A. Winkler, "Second generation product line engineering takes hold in the DoD," *CrossTalk The Journal of Defense Software Engineering*, vol. 27, no. 1, 2014.
- [13] P. Clements and L. Northrop, "Salion, Inc.: A software product line case study," Carnegie-Mellon University, Tech. Rep., 2002.
- [14] —, Software Product Lines Practices and Patterns, 2002.
- [15] S. Cohen, E. Dunn, and A. Soule, "Successful product line development and sustainment: A DoD case study," Carnegie Mellon University, Tech. Rep. CMU/SEI-2002-TN-018, 2002.
- [16] A. Cortiñas, M. Luaces, O. Pedreira, Á. Places, and J. Pérez, "Web-based geographic information systems SPLE: Domain analysis and experience report," in *SPLC*, 2017.
- [17] M. Dillon, J. Rivera, and R. Darbin, "A methodical approach to product line adoption," in SPLC, 2014.
- [18] Y. Dubinsky, J. Rubin, T. Berger, S. Duszynski, M. Becker, and K. Czarnecki, "An exploratory study of cloning in industrial software product lines," in *CSMR*, 2013.
- [19] A. Duc, A. Mockus, R. Hackbarth, and J. Palframan, "Forking and coordination in multi-platform development: A case study," in *ESEM*, 2014.
- [20] C. Ebert and M. Smouts, "Tricks and traps of initiating a product line concept in existing product," in *ICSE*, 2003.
- [21] D. Faust and C. Verhoef, "Software product line migration and deployment," Software, Practice & Experience, vol. 33, no. 10, 2003.
- [22] T. Fogdal, H. Scherrebeck, J. Kuusela, M. Becker, and B. Zhang, "Ten years of product line engineering at Danfoss: Lessons learned and way ahead," in *SPLC*, 2016.

- [23] W. Frakes and G. Succi, "An industrial study of reuse, quality, and productivity," *Journal of Systems and Software*, vol. 57, no. 2, 2001.
- [24] C. Gacek, P. Knauber, K. Schmid, and P. Clements, "Successful software product line development in a small organization a case study," Fraunhofer IESE, Tech. Rep. 013.01/E, 2001.
- [25] C. Ganz and M. Layes, "Modular turbine control software: A control software architecture for the ABB gas turbine family," in ARES, 1998.
- [26] S. Gregg, R. Scharadin, and P. Clements, "The more you do, the more you save: The superlinear cost avoidance effect of systems product line engineering," in *SPLC*, 2015.
- [27] S. Gregg, R. Scharadin, E. LeGore, and P. Clements, "Lessons from AEGIS: Organizational and governance aspects of a major product line in a multi-program environment," in *SPLC*, 2014.
- [28] M. Ham and G. Lim, "Making configurable and unified platform, ready for broader future devices," in ICSE, 2019.
- [29] E. Henry and B. Faller, "Large-scale industrial reuse to reduce cost and cycle time," IEEE Software, vol. 12, no. 5, 1995.
- [30] W. Hetrick, C. Krueger, and J. Moore, "Incremental return on incremental investment: Engenio's transition to software product line practice," in *OOPSLA*, 2006.
- [31] A. Incorvaia, A. Davis, and R. Fairley, "Case studies in software reuse," in CMPSAC, 1990.
- [32] S. Jansen, S. Brinkkemper, I. Hunink, and C. Demir, "Pragmatic and opportunistic reuse in innovative start-up companies," *IEEE Software*, vol. 25, no. 6, 2008.
- [33] P. Jensen, "Experiences with product line development of multi-discipline analysis software at Overwatch Textron Systems," in SPLC, 2007.
- [34] —, "Experiences with software product line development," CrossTalk The Journal of Defense Software Engineering, vol. 22, no. 1, 2009.
- [35] H. Jepsen, J. Dall, and D. Beuche, "Minimally invasive migration to software product lines," in SPLC, 2007.
- [36] C. Kapser and M. Godfrey, ""Cloning Considered Harmful" considered harmful: Patterns of cloning in software," Empirical Software Engineering, vol. 13, no. 6, 2008.
- [37] R. Kolb, I. John, J. Knodel, D. Muthig, U. Haury, and G. Meier, "Experiences with product line development of embedded systems at Testo AG," in SPLC, 2006.
- [38] C. Krueger, D. Churchett, and R. Buhrdorf, "HomeAway's transition to software product line practice: Engineering and business results in 60 days," in SPL, 2008.
- [39] E. Kuiter, J. Krüger, S. Krieter, T. Leich, and G. Saake, "Getting rid of clone-and-own: Moving to a software product line for temperature monitoring," in *SPLC*, 2018.
- [40] J. Lanman, R. Darbin, J. Rivera, P. Clements, and C. Krueger, "The challenges of applying service orientation to the U.S. Army's live training software product line," in *SPLC*, 2013.
- [41] K. Lee, K. Kang, E. Koh, W. Chae, B. Kim, and B. Choi, "Domain-oriented engineering of elevator control software," in *SPLC*, 2000.
- [42] D. Li and C. Chang, "Initiating and institutionalizing software product line engineering: From bottom-up approach to top-down practice," in *ICSAC*, 2009.
- [43] D. Li and D. Weiss, "Adding value through software product line engineering: The evolution of the FISCAN software product lines," in *SPLC*, 2011.
- [44] W. Lim, "Effects of reuse on quality, productivity, and economics," IEEE Software, vol. 11, no. 5, 1994.
- [45] J. Martinez, X. Tërnava, and T. Ziadi, "Software product line extraction from variability-rich systems: The Robocode case study," in *SPLC*, 2018.

- [46] M. Nagamine, T. Nakajima, and N. Kuno, "A case study of applying software product line engineering to the air conditioner domain," in *SPLC*, 2016.
- [47] J. Otsuka, K. Kawarabata, T. Iwasaki, M. Uchiba, T. Nakanishi, and K. Hisazumi, "Small inexpensive core asset construction for large gainful product line development: Developing a communication system firmware product line," in SPLC, 2011.
- [48] K. Pohl, G. Böckle, and F. van Der Linden, Software Product Line Engineering: Foundations, Principles and Techniques, 2005.
- [49] G. Quilty and M. Ó. Cinnéide, "Experiences with software product line development in risk management software," in SPLC, 2011.
- [50] D. Rine and R. Sonnemann, "Investments in reusable software. A study of software reuse investment success factors," *Journal of Systems and Software*, vol. 41, no. 1, 1998.
- [51] D. Sharma, A. Aurum, and B. Paech, "Business value through product line engineering a case study," in *SEAA*, 2008.
- [52] O. Slyngstad, A. Gupta, R. Conradi, P. Mohagheghi, H. Rønneberg, and E. Landre, "An empirical study of developers views on software reuse in Statoil ASA," in *ISESE*, 2006.
- [53] M. Staples and D. Hill, "Experiences adopting software product line development without a product line architecture," in APSEC, 2004.
- [54] F. van der Linden, "Philips healthcare compositional diversity case," in Systems and Software Variability Management, 2013.
- [55] F. van der Linden, K. Schmid, and E. Rommes, Software Product Lines in Action The Best Industrial Practice in Product Line Engineering, 2007.
- [56] R. Walker and R. Cottrell, "Pragmatic software reuse: A view from the trenches," University of Calgary, Tech. Rep. 2016-1088-07, 2016.
- [57] G. Zhang, L. Shen, X. Peng, Z. Xing, and W. Zhao, "Incremental and iterative reengineering towards software product line: An industrial case study," in *ICSM*, 2011.