

SOFTWARE CENTER ANNUAL REPORT | 2018



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Blogs

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Metrics: <http://metrics.blogg.gu.se/>

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Jan Bosch,
Director of Software Center
Department of Computer Science and Engineering,
Chalmers/University of Gothenburg



2018 – quite a year!

We have had quite a year 2018 with many successes and positive developments.

To name just a few (and apologies for missing many other, equally important, things):

- We kicked off and grew the senior leaders, product management and systems engineering communities in response to the broadened scope of Software Center.
- We added CEVT as a new partner during this year and experience very strong interest from several other companies so I am hopeful that we will add new partners in 2019 as well.
- We experienced two very successful reporting workshops this year with attendance now growing to more than 150 participants and great closing keynotes by Luka Crnkovic (June) and Gerd Hoefner (December).
- The company-to-company knowledge exchange workshops keep going strong with a focus on SAFE and Open Source this year. Also the FUSA&CD workshop series keep running with a very successful one being held in Munich in September. For both, I would like to thank Frances Paulisch from Siemens.
- Mirosław Staron and Wilhelm Meding organized a highly successful Metrics Day, hosted by Ericsson Gothenburg.

- Academically, we had licentiate defenses and PhD defenses (with Aleksander Fabijan receiving the Best Thesis Award at Malmö University) as well as promotions of faculty (e.g. Helena Holmström Olsson was promoted to Full Professor largely based on her research in Software Center). Also, Software Center had great exposure at the ICSE 2018 conference in Gothenburg as well as at SEAA 2018 and several other conferences.
- Finally, several Software Center researchers have started the first activities in the space of AI/ML/DL and I expect a significant doubling down on that topic in 2019.

The mission of Software Center is to improve the digitalization capability of the European Software-Intensive industry with an order of magnitude. Over the last 15 sprints we have broadened the scope of our research from core software engineering to focus on data, ecosystems, AI/ML/DL, product management, systems engineering and general management. The first research projects now have research activities specific for product managers as well as for other roles outside software.

The premise of Software Center has, since its inception, been that the partner companies will change and transform faster with us than without us and, consequently, decrease their risk of being disrupted in the ongoing digital transformation and improving their competitiveness. Although some feel that this is “old news”, I am of the opinion that we’ve only just started to scratch the surface of what will be a fundamental transformation of society, industry and companies.

The challenge of digital transformation will only accelerate in 2019 and I look forward to working with all of you during the next years and to jointly reinvent the European Software-Intensive Systems industry. We have a long and challenging journey ahead of us, but I can’t think of a better team to bring along for the ride. I feel blessed and grateful to work with so many talented, motivated, driving and simply wonderful people.

Thank you for an outstanding 2018! I look forward to work with you in 2019 as well! Onward and upward!

► Themes and projects

Continuous Delivery

Theme leader:



Kristian Sandahl
Linköping University

The use of agile and flexible development methods has increased the demand for frequent integration and testing to maintain the quality of the resulting code. As a result, companies have gradually invested more in the organization and automation of continuous delivery capabilities. Nowadays, continuous delivery systems are complicated systems themselves and many co-workers are dependent on them in their daily work.

In the theme we are working to find solutions to minimize the feed-back from automated testing. This is done by investigating methods for test-case selection and automation of so called flaky tests. We are also doing case studies on how automated testing can be engineered in a large scale development organization with many stakeholders and test activities with different purposes. Implementing the continuous delivery environment is addressed both from the perspective of the system architecture as well as processes and attitudes among developers.

To operate and maintain continuous integration systems many stakeholders need information to monitor the progress, identify bottle-

necks, perform troubleshooting, or verify that intended operations were actually carried out. Our long-term vision is to develop a suite of real-time data visualization tools that can be used all over a company to supply the stakeholders with the information they need in a convenient way.

We are also hosting two associated projects in the areas of modeling and analyzing collaborative autonomous systems, and human aspects of software engineering.

Projects

- Visualization of Continuous Integration: Azeem Ahmad, Linköping University
- Aspects of Automated Testing: Kristian Sandahl, Linköping University
- Enterprise Scale Continuous Integration and Delivery: Torvald Mårtensson, Saab Aeronautics
- Modeling and Analyzing Collaborating Machines: Marian Sirjani, Mälardalen University
- An Analysis of Team-based Development within an Activity Based Working Environment Robert Feldt, Chalmers

Continuous Architecture

Theme leader:



Jan Carlson
Mälardalen University

Development of high quality complex software systems, in particular in modern embedded and cyber-physical systems, requires careful attention to the software architecture and design. The overall scope of the Continuous Architecture theme is to identify and develop means to help companies improve their processes, methods and technologies related to software architecture, in order to support development of increasingly complex products and to react and adapt quicker to changed market needs.

Current research within the theme includes, for example:

- Identification, management and reduction of architectural debt
- Interoperability and model-driven development
- Combined safety and security analysis and argumentation
- Industrial IoT and Service-level Agreements

Projects

- Managing Architectural Technical Debt: Terese Besker, Chalmers | University of Gothenburg
- Managing Interoperability Concerns in Large Systems: Romina Spalazzese, Malmö University
- Closing the Safety-Security gap in software intensive systems: Kaj Hänninen, Mälardalen University
- Model-based development and continuous integration: Jan Carlson, Mälardalen University
- Improving the Design and Realization of Situational Aware Internet of Things Systems for Emergency Situations Handling: Romina Spalazzese, Malmö University

Metrics

Innovation and improvement in software development need effective and efficient measurement. In the age of continuous deployment and focus on speed, ecosystems and data, one of the cornerstones is the development of new metrics (data), processes (speed) and infrastructure (ecosystems) to support modern software development.

The metrics theme focuses on:

- Measurement, assessment and visualization of product and organizational performance
- Smart techniques for data management and decision support (e.g. machine learning)
- Infrastructure for continuous experimentation and simulation of organizational performance (e.g. metrics portfolio, self-healing)
- Optimization of measurement processes in modern software development enterprises (e.g. measurement program robustness assessment)
- Pro-active complexity reduction in large scale software development

- Prediction and assessment of impact of meta-model changes on product cost and quality

Projects

- Continuous Product and Organizational Performance: Mirosław Staron, Chalmers | University of Gothenburg
- Longitudinal Measurement of Agility and Group Development: Lucas Gren, Chalmers | University of Gothenburg
- Quasar@Car - Quantifying meta-model changes: Mirosław Staron, Chalmers | University of Gothenburg
- RAWFP - Resource Aware Functional Programming: Patrik Jansson, Chalmers | University of Gothenburg
- Size and Quality between Software Development Approaches: Regina Hebig, Chalmers | University of Gothenburg
- VISEE - Verification and Validation of ISO 26262 requirements at the complete EE system level: Rakesh Rana, Chalmers | University of Gothenburg

Theme leaders:



Mirosław Staron,
Chalmers



Wilhelm Meding,
Ericsson

Customer Data- and Ecosystem-Driven Development

In this theme, we explore the shift towards continuous software engineering practices and the ways in which the increasing digitalisation of industries requires companies to adopt new ways-of-working.

We focus our research on methods, processes and tools that help software-intensive companies to accelerate the adoption of new development practices and we provide support for how to move beyond agile development and towards continuous deployment of software. We take a holistic approach in which we study both technical and organizational implications and we provide support for R&D teams as well as managers in software organizations.

In the different projects, we study the role of customer and product data as a means to digitally enhance existing products and services and as the basis for new innovations, we study how strategies for managing business and software ecosystems are becoming increasingly important to maximize value between stakeholders, we develop best practices to manage requirements and related knowledge in large-scale system development and we provide industrial partners with support for how to

build an API strategy that involve both internal and external stakeholders.

Also, and in order to facilitate and accelerate knowledge sharing between companies in Software Center and other large research initiatives, we conduct research on self-experimentation in autonomous systems in collaboration with Wallenberg Autonomous Systems and Software Program (WASP).

Projects

- Accelerating Digitalization Through Data: Helena H. Olsson, Malmö University
- Strategic Ecosystem-Driven R&D Management: Helena H. Olsson, Malmö University
- Data-Driven Continuous Evolution of Autonomous Systems of Systems: David Issa Mattos, Chalmers
- API Strategies: Jennifer Horkoff
- Requirements Engineering for Large-Scale Agile System Development: Eric Knauss, Chalmers | University of Gothenburg
- HoliDev: Jan Bosch, Chalmers

Theme leader:



Helena H. Olsson,
Malmö University

► Organization

Director

Jan Bosch, Department of Computer Science and Engineering, Chalmers/University of Gothenburg

Steering Committee

Chair: Anders Caspár, Ericsson
Vice chair: Fredrik Wising, Saab AB
Linda Svedberg, Axis Communications AB
Robert Lagerstedt, Bosch AB
Axel Franke, Bosch AB
Stefan Carlsson, CEVT
Johan Karlsson, Chalmers
Ivica Crnkovic, Chalmers
Catrin Granbom, Ericsson AB
Mats Lindén, Ericsson AB
Allan Agerholm, Grundfos AB
Niels Jörgen Ström, Grundfos AB
Anders Forsman, Jeppesen AB
Peter Sutton, Jeppesen AB
Kristian Sandahl, Linköping University
Ola Leifler, Linköping University
Jan Carlsson, Mälardalen University
Hans Hansson, Mälardalen University
Helena Holmström Olsson, Malmö University
Andreas Jacobsson, Malmö University
Jonas Lindgren, Saab AB
Görel Wranne, Saab AB
Cornel Klein, Siemens AG
Frances Paulisch, Siemens AG
Anders Fridh, Tetra Pak AB
Mirosław Staron, University of Gothenburg
Ted Kruse, Volvo AB
Anders Henriksson, Volvo AB
Hans Alminger, Volvo Cars
Kent Niesel, Volvo Cars

Task force

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Axel Franke, Bosch AB
Robert Lagerstedt, Bosch AB
Staffan Lindgren, Bosch AB
Stefan Carlsson, CEVT
Catrin Granbom, Ericsson AB
Jonas Wigander, Ericsson AB
Niels Jörgen Ström, Grundfos AB
Anders Forsman, Jeppesen
Vilhem Bergman, Saab AB
Christoffer Höglund, Saab AB
Torvald Mårtensson, Saab AB
Sven Nilsson, Saab AB
Christoph Elsner, Siemens AG
Magnus Johansson, Tetra Pak
Johan Persson, Tetra Pak
Jens Svensson, AB Volvo
Anders Henriksson, Volvo AB

Joakim Ohlsson, Volvo AB
Jens Svensson, Volvo AB
Ruben Alexandersson, Volvo Cars
Jonn Lantz, Volvo Cars
Kent Niesel, Volvo Cars

Coordination Team

Jan Bosch, Chalmers
Malin Rosqvist, Chalmers
Mirosław Staron, Chalmers/University of Gothenburg
Wilhelm Meding, Ericsson
Daniel Ståhl, Ericsson
Gert Frost, Grundfos
Anders Forsman, Jeppesen
Kristian Sandahl, Linköping University
Jan Carlsson, Mälardalen University
Helena Holmström Olsson, Malmö University
Peter Thorngren, Volvo



Linda Svedberg,
Axis Communications



Ola Söder,
Axis Communications



Axel Franke,
Bosch



Robert Lagerstedt,
Bosch



Stefan Carlsson,
CEVT



Staffan Lindgren,
Bosch



Jan Bosch,
Chalmers



Ivica Crnkovic,
Chalmers



Johan Karlsson,
Chalmers



Malin Rosqvist,
Chalmers



Mirosław Staron, Chalmers/
University of Gothenburg

► Organization



Anders Caspár,
Ericsson (Chair)



Catrin Granbom,
Ericsson



Mats Lindén,
Ericsson



Wilhelm Meding,
Ericsson



Daniel Ståhl,
Ericsson



Jonas Wigander,
Ericsson



Gert Frost,
Grundfos



Niels Jørgen Strøm,
Grundfos



Anders Forsman,
Jeppesen



Peter Sutton,
Jeppesen



Ola Leifler,
Linköping University



Kristian Sandahl,
Linköping University



Andreas Jacobsson,
Malmö University



Helena Holmström Olsson,
Malmö University



Jan Carlson,
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Hans Hansson,
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Jonas Lindgren,
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Torvald Mårtensson,
Saab



Sven Nilsson,
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Fredrik Wising,
Saab



Görel Wranne,
Saab



Christoph Elsner,
Siemens AG



Cornel Klein
Siemens AG



Frances Paulisch,
Siemens AG



Anders Fridh,
Tetra Pak



Anders Henriksson,
Volvo AB



Magnus Johansson,
Tetra Pak



Johan Persson,
Tetra Pak



Ted Kruse,
Volvo AB



Jens Svensson,
Volvo AB



Peter Thorngren,
Volvo AB



Ruben Alexandersson,
Volvo Cars



Hans Alminger,
Volvo Cars



Jonn Lantz,
Volvo Cars



Kent Niesel,
Volvo Cars

Reporting workshops

In Software Center, companies and universities work together to accelerate the adoption of novel approaches to software engineering. The reporting workshop takes place twice a year, in June and December. This one day event is open to everyone who is interested in learning more about results from research and cooperation within Software Center. The agenda ranges from key note presentations to in-depth sessions for themes and projects. The cooperation between academia and companies in Software Center creates the software engineering success stories that industry needs. A main feature at the Reporting workshop is the Exploration space; a project exhibition where researchers present latest findings from Software Center projects and collaborations. The reporting workshop typically attracts some 150 participants – next year hopefully even more!

June workshop at Ericsson

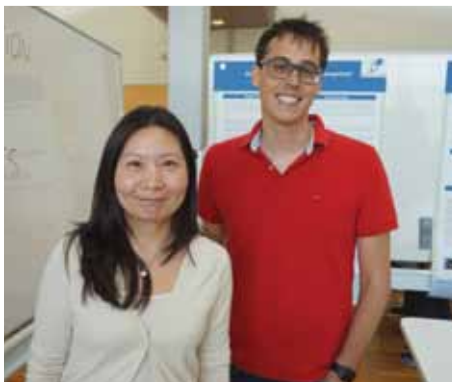
The June workshop was hosted by Ericsson at Lindholmen, Gothenburg. Jonas Bjarne and Tommy Schönberg from Vinnova visited the workshop and gave a presentation about funding opportunities for European research collaboration within ICT and cyber security. Luka Crnkovic-Friis, CEO of Peltarion in Stockholm gave a keynote presentation with the title “How to be AI first”. At the end of the day discussions continued on the roof terrace of Radisson hotel.



December workshop at Volvo

The December workshop was hosted by Volvo at the group headquarters in Gothenburg. The Software Center senior leaders’ working group was represented by Roger Holmberg, Operational Product Owner at Ericsson, and Magnus Sundberg, CTO for Surface Radar at Saab, who shared their views on the impact of digitalization. Gerd Hoefner, Managing Director and President of Siemens Healthcare in Bangalore, India, gave a keynote on “What really matters in software engineering”. The day also included a separate meeting for the working group Product Management, and a launch of the working group Systems Engineering with a discussion on Systems engineering in the age of digitalization. Last but not least the participants were invited to a much appreciated lab and demo tour at Volvo.





International conferences

ICST, the 11th IEEE Conference on Software Testing, Validation and Verification



ICST 2018 took place in Västerås, April 9-13, and was hosted by Software Center partner Mälardalen University with professor Hans Hansson as General chair. The ICST conference provides a common forum for researchers, scientists, engineers and practitioners throughout the world to present their latest research findings, ideas, developments and applications in the area of Software Testing, Verification and Validation. ICST 2018 included keynote addresses by eminent scientists as well as special, regular and poster sessions. In 2019 the ICST conference will be held in Xian, China.



ICSE; the 40th International Conference on Software Engineering



ICSE, the International Conference on Software Engineering, is the premier software engineering conference, providing a forum for researchers, practitioners and educators to present and discuss the most recent innovations, research, experiences, trends and concerns in the field of Software engineering. In 2018 ICSE will celebrate its 40th anniversary, and 50 years of Software engineering – 50 years of tremendously successful promotion of research, education and practices in software engineering. Ivica Crnkovic, professor and director at Area of Advance ICT at Chalmers University, was general chair of the ICSE 18, and several researchers and Software Center partner companies attended the conference which took place in Gothenburg, May 27 - June 3. ICSE 2019 takes place in Montréal, Canada.



SPLC: the 22nd International Systems and Software Product Line Conference



The 22nd International Systems and Software Product Line Conference, SPLC, took place September 10-14, in Gothenburg, with Jan Bosch as General chair. SPLC is a premier forum where researchers, practitioners, and educators can present and discuss the most recent ideas, trends, experiences, and challenges in the area of software and system product lines engineering. Conference events include opportunities to hear industry leaders' real-world experiences and researchers' latest ideas, and to learn from both. In 2019 the conference will be held in Paris.



Euromicro DSD/SEAA Conference in Prague

Software Center was invited to organize a special session on Evidence Based and Experiment Driven Engineering at the SEAA (Software Engineering Advanced Applications) conference in Prague in August. The session attracted between 40 - 45 attendents and a number of strong presentations.



PhD and Licentiate defenses

Best PhD thesis of the year: Data-Driven Software Development at Large Scale



In June 2018, Aleksander Fabijan from Software Center partner Malmö University successfully defended his PhD thesis on Data-Driven Software Development at Large Scale and was awarded with an award for the best PhD thesis of the year at Malmö University. The award was handed

to Aleksander at the yearly ceremony and Aleksander got the opportunity to present his work for the management group at the university.

“Accurately learning what customers value is critical for the success of every company. Despite the extensive research on identifying customer preferences, only a handful of software companies succeed in becoming data-driven at a scale that they aim for. Benefiting from novel approaches such as experimentation on top of the traditional feedback collection is very challenging, yet tremendously impactful when performed correctly.

In this thesis, we explore how software companies evolve from data collectors with ad-hoc benefits, to trustworthy data-driven decision makers at scale. We base our work on a 3.5 year longitudinal multiple-case study research with companies working in both embedded systems domain (e.g. engineering connected vehicles, surveillance services) as well as in the online domain (e.g. developing search engines, mobile applications).

The contribution of this thesis is twofold. First, we present how software companies learn from customers. Second, we show how they adopt and evolve experimentation in order to improve their data-driven capabilities.

With our work, we wish to empower software companies to become data-driven at scale by using the experience of companies that succeeded in this. Ultimately this should lead to better software products and services.”

More PhD and Licentiate defenses

Grischa Liebel, PhD: An Empirical Investigation of Using Models During Requirements Engineering in the Automotive Industry

Terese Besker, Licentiate: An Empirical Investigation of the Harmfulness of Architectural Technical Debt

Rashidah Kasauli, Licentiate: Requirements Engineering Challenges of Supporting Agile Teams in System Development

David Issa Mattos, Licentiate: Towards Automated Experiments in Software Intensive Systems

Rebekka Wohlrab, Licentiate: Continuous Management of Artifacts and Traceability in Large-Scale Agile Systems Engineering

Welcome CEVT!

CEVT joined Software Center in 2018 and is represented in both Steering Committee and Task Force by Stefan Carlsson, Technical expert at CEVT. CEVT is located in the heart of the automotive cluster in



Gothenburg with offices at Lindholmen Science Park and a at Innovatum in Trollhättan. CEVT is fully owned by the Geely Holding Group, a global automotive group that owns several international automotive brands, with operations spanning from research, development and design to production, sales and servicing. The consumer car brands within Geely Group include Geely Auto, Lynk & Co, Volvo Cars, Polestar, Proton, Lotus and Terrafugia.

Metrics Day 2018 – Metrics, Software Analytics and Machine Learning

Software Center organized the annual Metrics Day 2018 at Ericsson Lindholmen. The goal is to present hot and interesting topics in the area of software metrics, software analytics and machine learning. The metrics day provides a mix of industrial and academic presentations with the aim to disseminate the research results, discuss challenges to solve together and have fun!



Team Impact Award

In 2018, Emerald Publishing introduced the Real Impact Awards to celebrate and recognize commitment to positive change in the real world. The result is the Real Impact Showcase Book which tells the stories of all award winners, supporting the communication of research for the wider benefit of policy and practice.

We are proud that the Team Impact Award 2018 was awarded Software Center researchers and partners: Miroslaw Staron, University of Gothenburg, Sweden and Miroslaw Ochodek, University of Gothenburg, Sweden (now Poznan University of Technology, Poland); and Wilhelm Meding and Martin Sjödin, Ericsson, Sweden.

www.emeraldpublishing.com/real-impact-awards/



Professor promotion

Helena H. Olsson was promoted to full professor at Malmö University in November 2018. Helena represents Malmö University in the Software Center Steering Committee and Co-ordination Team and is theme leader for Theme 4: Customer Data- and Ecosystem-Driven Development. Helena is involved in the following Software Center projects:

- Accelerating Digitalization Through Data
- Strategic Ecosystem-Driven R&D Management
- Data-Driven Continuous Evolution of Autonomous Systems of Systems
- HoliDev



STEW - Software Technology Exchange Workshop

STEW is a two-day conference, and the 2018 edition was hosted by Malmö University, Oct 17-18. The purpose of STEW is to encourage and promote cooperation between different industry sectors, between academia/institutes and companies, and with the public sector. STEW wants to make research and project results visible and stimulate new cooperation in the area of software technology. STEW is arranged by Swedsoft, with contributions from Software Center.



New working group for product managers

Continuous deployment brings with it enormous opportunities in relation to how to learn from customers and from products. With frequent releases and fast feedback loops, data can be collected on a continuous basis in order to learn about product use and customer preferences. From a product management perspective, this allows for new ways-of-working that did not exist earlier. For example, data can help understand what features are used or not used, what features that bring the expected business revenue and what features should be prioritized for development and maintenance. In addition, data from customers and from products in the field brings new perspectives on decision-making as it helps an organization to move away from assumptions and opinions and instead take decisions based on what actually adds value to a customer.

The new Software Center product management working group has had its first meetings during 2018 and will continue to meet twice a year and focus on data driven decision-making and how to improve effectiveness of feature prioritization and development. The working group is open to all Software Center companies and allows for valuable knowledge exchange between participants and sharing of best practices across domains.



Senior leaders' workshops - the impact of digitalization

Digitalization not just affects products and services. It requires a fundamental reinvention of the organization. In fact, we are moving towards a new business operating system focused on speed, data, ecosystems and empowerment. To address these changes Software Center engages in launching new networks and working groups. The senior leaders' group has met two times during 2018 for a one day workshop with the intent of:

- Increasing awareness concerning the company- and industry-wide implications of digitalization
- Facilitating acceleration of the digitalization agenda at the Software Center member companies
- Improving support and create a knowledge exchange platform between the Software Center companies



In March the workshop was hosted by Robert Bosch in Lund, and the September workshop was hosted by Saab in Gothenburg. Next Senior leaders' workshop will be held in March 2019, at the Bosch IoT Campus in Berlin, Germany.

▶ Meetings

Meetings

- Steering committee meets 4 times per year. Once mid-sprint, once at end of sprint.
- Task force meets 2 times per year, one to two weeks before the end-of-sprint steering committee meeting.
- Coordination team meets once per month
- Every sprint, we organize a 1-day reporting workshop offering all interested parties at the SC companies an opportunity to learn about the ongoing research. This workshop is held one day before the task force meeting
- Once per year we organize a brokerage event where companies and researchers can pitch new projects and build engagement around these
- Theme, project specific meetings and intra-company meetings are held on a regular basis

Meeting schedule Sprint 14

- January 15: Coordination team meeting
- February 12: Coordination team meeting
- March 12: Coordination team meeting
- March 18, Senior leaders workshop at Robert Bosch, Lund
- March 26: Mid-sprint steering committee meeting
- March 27: Brokerage event
- April 16: Coordination team meeting
- May 21: Coordination team meeting
- May 25: Deadline for NEW project proposals
- June 1: Deadline Sprint 15 project proposals

- June 7: Reporting workshop for all companies and other interested parties
- June 8: Task force meeting for planning sprint 15
- June 11: Steering committee meeting
- June 18: Coordination team meeting

Meeting schedule Sprint 15

- August 20: Coordination team meeting
- August 20: General Assembly and strategy workshop
- September 17: Coordination team meeting
- September 18, Senior leaders workshop at Saab, Gothenburg
- October 1: Mid-sprint steering committee meeting
- October 15: Coordination team meeting
- November 9: Product management meeting
- November 12: Coordination team meeting
- November 23: Deadline for NEW project proposals
- November 30: Deadline Sprint 16 project proposals
- December 6: Reporting workshop for all companies and other interested parties
- December 6: Systems engineering meeting
- December 7: Task force meeting for planning sprint 16
- December 10: Coordination team meeting
- December 10: Steering committee meeting



Publications

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- Francisco G. de Oliveira Neto, Azeem Ahmad, Ola Leifler, Kristian Sandahl, and Eduard Enoiu. 2018. Improving continuous integration with similarity-based test case selection. In *Proceedings of the 13th International Workshop on Automation of Software Test (AST '18)*. ACM, New York, NY, USA, 39-45. DOI: <https://doi.org/10.1145/3194733.3194744>

- S. Gupta, S. Bhardwaj, P. Dmitriev, U. Lucy, A. Fabijan, and P. Raff, “The Anatomy of a Large-Scale Online Experimentation Platform”. In Proceedings of 2018 IEEE International Conference on Software Architecture, ICSA’18, Seattle, USA, 2018.
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