

**TITA-3100 Ohjelmistoliiketoiminta**

**Tentti 24.8.2009**

Tentissä ei saa olla mukana mitään materiaalia. Vastaa kysymyksiin **jäsennellysti ja selvällä käsialalla**. Kirjoita kaikkiin vastauspapereihin nimesi, opiskelijanumerosi ja koulutusohjelmasi.

Kaikki paperit tulee palauttaa valvojille.

Huom! Kysymyksen perässä mahdollisesti mainittu lähde toimii ohjeena. Kysymykseen voi vastata myös muun tenttimateriaalin perusteella. Jokaisen vastauksen pituus on maksimissaan 2 sivua.

1. Pohdi, miten ohjelmistoliiketoimintaa voidaan luokitella. (Luentovideot, kurssikirjallisuus) (6p.)
2. Miten asiakaslähtöisyys näkyy ohjelmistoliiketoiminnassa? Ota erityisesti kantaa arvonmuodostukseen. (Luentovideot, Hyvönen 2003)(6 p.)
3. Lue seuraava luentovideoilta tuttu case Arrak Softwaresta. Analysoi vastauksessasi Arrak Software liiketoimintaa
  - a) Rajala et. al:n esittämän liiketoimintamallikuvauksen avulla (4p.)
  - b) Cusumanon kolmen ohjelmistoliiketoiminnan strategiatyypin avulla (2p.)
  - c) Kerro vastauksessasi myös liiketoimintamallin ja strategian välisestä suhteesta (2p.)

## ARRAK SOFTWARE

“Arrak was founded in 1996 to implement networking projects in the Internet and intranet environments. The initial business model of Arrak was to provide IT consulting and lease software development resources (both Windows and Unix programming). In 1997 Arrak accomplished its first Intranet project for a customer in logistics sector and attempted to move the focus of customer projects on Internet technologies. Since 1998, Arrak’s software projects were almost exclusively based on Internet technologies and the company decided to focus on one domain of knowledge and, hence, selected to serve customers in the fund management sector. Alongside with these customer projects and on the basis of its attempts to build a reusable framework for database- and user interface-intense applications, the company developed a product concept that came to form an emerging product business. The development of the product has been this far financed mainly by customer projects, but the entire product development has not been done within customer assignments. The resulting product is a product called enochrome. It is targeted for efficient programming of advanced user interfaces.

There are several reasons why the new product business has become a primary model for the business. Firstly, the project business did not comprise profitability and growth opportunities that would have been big enough for both the management and other stakeholders of the company. Secondly, the ambitions of the management team led the company to seek the challenges of delivering their own product to market. Customer projects are, however, still implemented as another branch of business, at least in the near future, in order to balance the financial situation and to reduce business risks. In the future, the project business is likely to be organized as separate business unit or another company. The CEO of Arrak, Mr. Nicklas Andersson sees that his company “wants to become a software company that provides other software developers with tools that make software production more efficient.” According to this vision, Arrak attempts to make commercial software products of high technical quality for companies that are in software development business and have defined software development processes. To leverage its strategy, Arrak needs a business model to match these new strategic objectives.

Along with the refocusing of the strategy from software projects to product business, the revenue logic and sales model have been redefined. There has been a shift from effort-based invoicing to a more complicated license-based model, where certain versions of the product are given away free, while others will be charged for. A sales channel, most likely indirect, will have to be built up to serve a large group of geographically disperse users. The licensing and sales model are now planned to be tied together by providing software developers, the primary customers, with free access to the development tools and by charging run-time licenses from secondary users, i.e. the organizations using the solutions developed with the tool.

Servicing and implementation will move from consulting done by Arrak’s own personnel to self-servicing that the users of the software can accomplish with help and tutorials leveraged along with the product. All this means, that the company must find new partners to handle sales, training and other service components while the product support will most likely remain the task of Arrak itself at least near in the future. On the other hand, this entire business model change will open new possibilities as Arrak can for the first time have a large community of users. Arrak now has a multitude of options open and must consider both the structure of the business model as well decide on which elements of the business model it wants to carry out itself and which ones it wishes to leave for other actors.“

The text is a citation from the book: Rajala, R., Rossi, M., Tuunainen, V.K. & Korri, S. 2001. Software Business Models æ A Framework for Analyzing Software Industry. Technology Review 108 / 2001. Helsinki, Tekes. 76 p.