
**Information technology — Software
and systems engineering — Tools
and methods for product line
organizational management**

*Technologies de l'information — Ingénierie des systèmes et du logiciel
— Outils et méthodes pour le management organisationnel d'une
gamme de produits*





COPYRIGHT PROTECTED DOCUMENT

© ISO/IEC 2018

All rights reserved. Unless otherwise specified, or required in the context of its implementation, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office
CP 401 • Ch. de Blandonnet 8
CH-1214 Vernier, Geneva
Phone: +41 22 749 01 11
Fax: +41 22 749 09 47
Email: copyright@iso.org
Website: www.iso.org

Published in Switzerland

Contents

Page

Foreword	vi
Introduction	vii
1 Scope	1
2 Normative references	1
3 Terms and definitions	1
4 Reference model for product line organizational management	2
4.1 Overview	2
4.2 Organizational-level product line planning	3
4.3 Organizational product line enabling	3
4.4 Organizational product line management	4
5 Organizational-level product line planning	6
5.1 General	6
5.2 Business opportunity analysis	6
5.2.1 Principal constituents	6
5.2.2 Analyse market needs	7
5.2.3 Examine competitive environments	8
5.2.4 Forecast technology trends	8
5.2.5 Establish product line objectives	9
5.2.6 Define product roadmap	9
5.2.7 Estimate benefits, funding and potential risks	9
5.2.8 Quantify the measure of success	10
5.2.9 Document the business case proposal	10
5.3 Customer relationship management	11
5.3.1 Principal constituents	11
5.3.2 Identify one or more interest groups of the customer	12
5.3.3 Implement integrated communication mechanism at the product line level	12
5.3.4 Aggregate customer requests for product management and scoping	12
5.3.5 Maintain and evolve customer relationships from a product line perspective	13
5.3.6 Establish mutually beneficial long-term relationships	13
5.3.7 Document the customer relationship management plan	13
5.4 Developing a sourcing strategy	14
5.4.1 Principal constituents	14
5.4.2 Define primitive sourcing strategies	14
5.4.3 Account for evolving product line requirements	15
5.4.4 Mandate product line architecture compliance	15
5.4.5 Ensure continuity of support over the life of the product line	16
5.4.6 Examine ownership and data rights	16
5.4.7 Analyse alternative contracting approaches	16
5.4.8 Set up evaluation criteria for choosing among competing bidders	17
5.4.9 Document the sourcing strategies	17
5.5 Organizational deployment and innovation planning	17
5.5.1 Principal constituents	17
5.5.2 Analyse appropriate best practices of product line deployment and innovation	18
5.5.3 Identify organizational capability to nurture a product line	18
5.5.4 Define procedures for product line deployment and innovation	19
5.5.5 Assign roles and responsibilities for product line deployment and innovation	19
5.5.6 Specify schedules and resources for product line deployment and innovation	20
5.5.7 Document the organizational product line deployment and innovation plan	20
5.6 Organizational operations planning	20
5.6.1 Principal constituents	20
5.6.2 Establish organizational operations policy	21

5.6.3	Analyse organizational operations needs to produce domain asset and products.....	22
5.6.4	Define procedures for organizational operations.....	22
5.6.5	Assign roles and responsibilities for product line operations.....	22
5.6.6	Specify schedules and resources for product line operations.....	23
5.6.7	Specify how to monitor, measure and control product line operations.....	23
5.6.8	Specify how to coordinate with product line process improvement roles.....	24
5.6.9	Document the organizational operations plan.....	24
5.7	Value management planning.....	24
5.7.1	Principal constituents.....	24
5.7.2	Analyse measurable values achievable through the product line adoption.....	25
5.7.3	Define measures and metrics for value management.....	25
5.7.4	Define procedures for value management.....	26
5.7.5	Assign roles and responsibilities for value management.....	26
5.7.6	Specify schedules and resources for value management.....	27
5.7.7	Document the value management plan.....	27
5.8	Organizational product line evolution planning.....	27
5.8.1	Principal constituents Purpose.....	27
5.8.2	Analyse changing trends of market and technology.....	28
5.8.3	Identify organizational capabilities for product line evolution.....	29
5.8.4	Define procedures for product line evolution.....	29
5.8.5	Assign roles and responsibilities for product line evolution.....	29
5.8.6	Specify schedules and resources for product line evolution.....	30
5.8.7	Document the organizational product line evolution plan.....	30
6	Organizational product line enabling.....	30
6.1	General.....	30
6.2	Structuring the product line organization.....	31
6.2.1	Principal constituents.....	31
6.2.2	Define responsibilities for decision-making in a product line.....	32
6.2.3	Structure the product line organizational charter and boundaries.....	32
6.2.4	Assign roles, responsibilities and resources to the defined organizational structure.....	32
6.2.5	Manage product line organization structure.....	33
6.2.6	Monitor product line organizational effectiveness.....	33
6.2.7	Improve product line organizational structure.....	33
6.3	Organizational product line infrastructure.....	34
6.3.1	Principal constituents.....	34
6.3.2	Identify product line infrastructure needs.....	34
6.3.3	Specify schedules and resources required for establishing product line infrastructure.....	35
6.3.4	Document product line infrastructure establishment plan.....	35
6.3.5	Monitor and assess the effectiveness of product line infrastructure.....	35
6.3.6	Manage product line infrastructure for evolving needs.....	36
6.4	Organizational product line quality management.....	36
6.4.1	Principal constituents.....	36
6.4.2	Establish organizational product line quality management policy.....	37
6.4.3	Design product line quality management for reuse.....	37
6.4.4	Perform product line quality evaluation.....	38
6.4.5	Communicate and ensure resolution of noncompliance issues.....	38
6.4.6	Monitor and assess the effectiveness of quality management.....	38
6.4.7	Coordinate with product line process improvement roles.....	39
6.5	Organizational strategy and policy for product family management.....	39
6.5.1	Principal constituents.....	39
6.5.2	Define markets for a family of products.....	40
6.5.3	Structure technology trends.....	41
6.5.4	Perform technical probe.....	41
6.5.5	Define strategic product family.....	41
6.5.6	Monitor and assess value achievement of a product family.....	42

6.5.7	Coordinate with deployment and innovation management roles.....	42
6.5.8	Coordinate with evolution management roles	42
6.5.9	Manage organization-wide product line engineering	42
7	Organizational product line management.....	43
7.1	General.....	43
7.2	Product line deployment and innovation management.....	43
7.2.1	Principal constituents	43
7.2.2	Tailor the organizational deployment and innovation plan	44
7.2.3	Build an awareness and advocacy	45
7.2.4	Conduct a pilot project.....	45
7.2.5	Monitor direction and performance	45
7.2.6	Perform tuning and improvement.....	46
7.2.7	Promote product line institutionalization	46
7.2.8	Evaluate product line deployment and innovation.....	46
7.3	Operations management.....	47
7.3.1	Principal constituents	47
7.3.2	Tailor the operations management portion of the organizational operations plan	48
7.3.3	Specify guidance for shared responsibilities in product line engineering and management.....	48
7.3.4	Manage operations against operations plan.....	49
7.3.5	Manage sourcing operations against sourcing strategy.....	49
7.3.6	Identify inconsistencies between plans and actual status.....	50
7.3.7	Provide appropriate feedback to product line operations planning roles.....	50
7.4	Organization-level product line monitoring and control	50
7.4.1	Principal constituents	50
7.4.2	Tailor the monitoring and control portion of organizational operations plan.....	51
7.4.3	Monitor operations for producing domain asset against planning.....	52
7.4.4	Monitor operations for producing member products against planning.....	52
7.4.5	Monitor sourcing against sourcing strategy.....	53
7.4.6	Take corrective actions.....	53
7.4.7	Measure monitoring and control plan versus actual status	53
7.4.8	Provide appropriate feedback to product line operations planning roles.....	54
7.5	Organizational product line risk management	54
7.5.1	Principal constituents	54
7.5.2	Identify risks for organizational implementation of product line engineering and management	55
7.5.3	Assess the identified risks	55
7.5.4	Develop organizational risk mitigation plans.....	56
7.5.5	Execute the mitigation plan.....	56
7.5.6	Measure mitigation plan versus actual status	56
7.5.7	Provide appropriate feedback to organizational risk mitigation planning roles.....	57
7.6	Product line evolution management.....	57
7.6.1	Principal constituents	57
7.6.2	Tailor the organizational product line evolution plan.....	58
7.6.3	Produce the defined evolution outcomes.....	58
7.6.4	Achieve the defined evolution goals	58
7.6.5	Measure evolution plan versus actual status	59
7.6.6	Manage the evolution procedures	59
7.6.7	Provide appropriate feedback to product line evolution planning roles	60
	Annex A (informative) Exemplar product line organizational structure	61
	Annex B (informative) Mapping from ISO/IEC 26556 to ISO/IEC/IEEE 15288 and ISO/IEC/ IEEE 12207	62
	Bibliography	64

Foreword

ISO (the International Organization for Standardization) and IEC (the International Electrotechnical Commission) form the specialized system for worldwide standardization. National bodies that are members of ISO or IEC participate in the development of International Standards through technical committees established by the respective organization to deal with particular fields of technical activity. ISO and IEC technical committees collaborate in fields of mutual interest. Other international organizations, governmental and non-governmental, in liaison with ISO and IEC, also take part in the work. In the field of information technology, ISO and IEC have established a joint technical committee, ISO/IEC JTC 1.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of document should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO and IEC shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/IEC JTC 1, *Information technology*, Subcommittee SC 7, *Software and systems engineering*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

The main purpose of this document is to deal with the capabilities of methods and tools of software and systems product line (SSPL) organizational management. This document defines how the tools and methods can support the software and systems product line-specific organizational management processes. Since product lines deal with multiple products that have similarities, product lines have an unprecedented level of organizational management complexities. This arises from several sources:

- there are inherent differences in organizational considerations because there are parallel development processes (domain and application engineering) in a product line, and the two processes are tightly related with each other around assets;
- the close relationships among domain engineering, application engineering and assets require the highly matured managerial capabilities for addressing the relationships; and
- there is a lack of tools and methods to support the product line-specific organizational management.

Organizational management addresses the orchestration of the product line organization. Introduction and institutionalization of the product line strategy in an organization requires ongoing preparation, planning, execution and improvement efforts. Organizational management provides planning, monitoring and control, and management for product line adoption, transition, operations, evolution and organizational value achievement such as reusability, reducing cost and improving quality.

There are needs for defining product line-specific organizational management processes that integrate the involved product line disciplines with those for a single product. Furthermore, support of tools and methods are required so that a product line organization can perform organizational management under the systematic control of complexities. This document addresses the product line-specific processes in organizational management by dividing those into *organizational-level product line planning*, *organizational product line enabling*, and *organizational product line management* areas with the guidance of a set of tools and methods capabilities for supporting tasks for product line organizational management.

This document is intended to benefit people who acquire, supply, develop, operate and maintain tools and methods for product line organizational management. This document can be used in one or more of the following modes:

- by an organization intended to implement product lines — to understand, adopt and enact the processes, tools and methods for product line organizational management. This also helps the organization to evaluate and select relevant tools and methods based on business and user-related criteria; and
- by a tool vendor who facilitates or leverages product line engineering practices — to provide a set of tool capabilities that should be embodied in a tool for supporting product line organizational management.

The ISO/IEC 26550 family of standards addresses both engineering and management processes and capabilities of methods and tools in terms of the key characteristics of product line development. This document provides processes and capabilities of methods and tools for product line realization. Other ISO/IEC 26550 family of standards are as follows: ISO/IEC 26550, ISO/IEC 26551, ISO/IEC 26555, ISO/IEC 26557, ISO/IEC 26558 and ISO/IEC 26559 are published. ISO/IEC 26552, ISO/IEC 26553, ISO/IEC 26554, ISO/IEC 26560, ISO/IEC 26561, ISO/IEC 26562 and ISO/IEC 26563 are planned International Standards. The following list provides an overview of the family:

- processes and capabilities of methods and tools for domain requirements engineering and application requirements engineering are provided in ISO/IEC 26551;
- processes and capabilities of methods and tools for domain design and application design are provided in ISO/IEC 26552;

- processes and capabilities of methods and tools for domain realization and application realization are provided in ISO/IEC 26553;
- processes and capabilities of methods and tools for domain testing and application testing are provided in ISO/IEC 26554;
- processes and capabilities of methods and tools for technical management are provided in ISO/IEC 26555;
- processes and capabilities of methods and tools for variability mechanisms are provided in ISO/IEC 26557;
- processes and capabilities of methods and tools for variability modelling are provided in ISO/IEC 26558;
- processes and capabilities of methods and tools for variability traceability are provided in ISO/IEC 26559;
- processes and capabilities of methods and tools for product management are provided in ISO/IEC 26560;
- processes and capabilities of methods and tools for technical probe are provided in ISO/IEC 26561;
- processes and capabilities of methods and tools for transition management are provided in ISO/IEC 26562;
- processes and capabilities of methods and tools for configuration management of asset are provided in ISO/IEC 26563; and
- others (ISO/IEC 26564 to ISO/IEC 26599) are to be developed.

Information technology — Software and systems engineering — Tools and methods for product line organizational management

1 Scope

This document, within the methods and tools of organizational management for software and systems product lines:

- enables the users of this document to holistically understand, adopt and enact the processes, tools and methods for product line organizational management;
- helps the users evaluate and select relevant tools and methods based on business and user-related criteria;
- helps make product line engineers, developers and tool vendors informed about capabilities of tools and methods that are required for supporting product line implementation from organizational aspects; and
- provides product line-specific processes and capabilities of tools and methods in organizational management.

This document concerns processes and capabilities of methods and tools for organizational management for a family of products, not for a single system.

NOTE System Architecture is a set of logical and physical principles used to achieve a mission within a given environment. Components that can be subsystems derived from System Architecture are: software products, human-based products such as crew or operators, or hardware products like mechanical structures, electronic boards and chemicals. The scope of this document spans from the system to subsystems and components. Both hardware-intensive and software-intensive systems are included, if they are part of a product family.

2 Normative references

There are no normative references in this document.