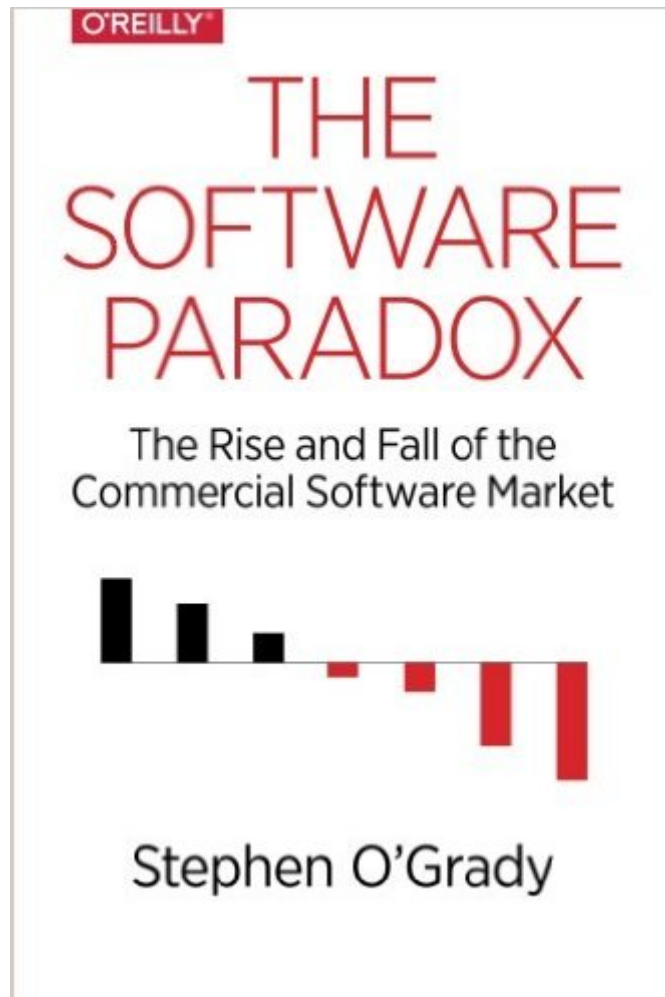


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# The Software Paradox: The Rise And Fall Of The Commercial Software Market



## Synopsis

Software is more important than ever today and yet its commercial value is steadily declining. Microsoft, for instance, has seen its gross margins decrease for a decade, while startups and corporations alike are distributing free software that would have been worth millions a few years ago. Welcome to the software paradox. In this O'Reilly report, RedMonk's Stephen O'Grady explains why the real money no longer lies in software, and what it means for companies that depend on that revenue. You'll learn how this paradox came about and what your company can do in response. This book covers:

- Why it's growing more difficult to sell software on a standalone basis
- How software has come full circle, from enabler to product and back again
- The roles that open source, software-as-a-service, and subscriptions play
- How software developers have become the new kingmakers
- Why Microsoft, Apple, and Google epitomize this transition
- How the paradox has affected other tech giants, such as Oracle and Salesforce.com
- Strategies your software firm can explore, including alternative revenue models

## Book Information

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## Customer Reviews

Stephen O'Grady has written a concise, readable and coherent analysis of the headwinds facing anybody in the software business. As he points out, selling software-only products is getting harder even while the market for products that include software is booming. He provides good general purpose advice for navigating the changing dynamics of the software industry: moving to subscription models, building data-centric products, etc. I personally wonder if the "fall" of the commercial software market reflects a permanent paradigm shift. Open source is probably the single biggest factor undermining the "traditional" software business model. But a lot of open source

software is written by employees of companies that are backed by venture capital or which have yet to prove their long term viability. Think of Cloudera and Hortonworks for example - massive valuations powering huge investment in Hadoop related technology but which currently lack a guaranteed revenues. If the bubble bursts for companies like this then invest in open source could reduce and the market for commercial enterprise software rebound. But either way, I think Stephen O'Grady provides a completely accurate assessment of the current situation. If you are in the software business you should take the time to read it.

Cloud Computing embodies the biggest change in the IT industry the past decade and it is here to stay for at least one or even two decades. The change in consumption model is impacting software lifecycle and associated monetizing aspects. This book deeply inspects those changes yet it's a very quick & easy read. Also, The New kingmakers is a complimentary read - another must read DevOps focused book from O'Grady.

I think the author is dead on in his analysis of the industry. What I think is going to stymie this revolutionary takeover is the hubris of unqualified developers out there. I come from an infrastructure background trying to a lot of what is discussed in this book. Mostly organizations aren't ready to make the leap due to staff, others due to timid management. Those with the talent and boldness will lead the way

I recommend this book highly to anyone willing to understand what is happening to the software business. And more importantly, it shows a good way forward. I was glad I picked up this book. The author made this book very SHORT and direct to the point and I loved it! Not much fluff. I was really happy about the book being short and great. And because I liked it so much just bought the other book.

Those that have become fat, happy and lazy will say O'Grady doesn't know what he's talking about but the weight of evidence is there to be seen. Excellent read.

Excellent description of past, present and future opportunities in the software industry.

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