1. Global Software Development (GSD)

- GSD involves developing software having large distances between team members.
- Conceptual framework identifies three primary distance (Ågerfalk et al., 2005):
  - Geographical distance
  - Temporal distance
  - Socio-cultural distance
- Much research has focused on the challenges of GSD.
- Potential benefits have been mostly assumed or overlooked.

2. Research Questions

- Q1. What potential benefits do companies expect from GSD?
- Q2. Which of the benefits do companies achieve?
  - Q2a. To what extent are they achieved?
  - Q2b. In which contexts are each realised?

3. Literature – The Potential Benefits

- Based on conceptual framework (Ågerfalk et al., 2005).
- Proximity to market and customer
- Access to large skilled labour pool
- Access to cost-effective labour pool
- Time zone effectiveness, Follow-the-sun
- Improved focus of documentation
- Improved working situation
- Reliance on asynchronous communication technologies: record kept of communications
- Allocation of roles and team structure
- Standardisation in work practices
- Modularisation of work
- Improved process definition
- Time zone efficiency
- Innovation and shared best practices
- Increased autonomy for software development units

4. Preliminary results

<table>
<thead>
<tr>
<th>Verdict</th>
<th>1. Reduced development costs</th>
<th>Partially realised</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>2. Leveraging time zone</td>
<td>Mythical benefit</td>
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<td></td>
<td>effectiveness</td>
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<td></td>
<td>3. Cross-site modularization of work</td>
<td>Partially realised</td>
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<td>4. Access to large skilled labour pool</td>
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<td>5. Innovation and shared best practice</td>
<td>Mythical benefit</td>
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<td>6. Proximity to market and customer</td>
<td>Partially realised</td>
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5. Emerging findings

- Contribution to deeper understanding of the potential benefits:
- Comparing case studies, the set of benefits (and challenges) changes depending of the team configuration.
- Configuration (O’Leary and Cummings, 2007):
  - Site configuration
  - Isolation
  - Imbalance
- Benefits also evident at different levels of the organisation
  - Cooper and Zmud (1990)
    - User
    - Organisation
    - Task
- Current work: analysing data from three case studies.