

# Now more than ever, OSPO alignment with org strategy is key





**Who am I?**



## Tobie Langel

Founder & Principal, UnlockOpen

UnlockOpen is a boutique consulting firm specialized in open tech ecosystem strategy. We advise:

- **Leading tech firms**

*(Google, Microsoft, Mozilla, Intel, Cisco, Thales, Airtable, Postman, GitLab)*

- **Industry organizations & SDOs** *(OpenSSF, OpenJSF, OASIS Open, W3C)*

- **NGOs, philanthropies, and policy makers**

*(Atlantic Council, OpenForumEurope, the EU Commission, United Nations' Digital Public Goods Alliance)*



# RIP 2023

- 2023 was *brutal!*
- Industry-wide layoffs
- Budget cuts

(2024 isn't looking much better. 🤯)



# What happened?



Covid



War in Ukraine



End of “zero interest rate policy” (ZIRP)

---

⇒ End of “Free money”



# What happened?

Massive impact in tech because free money had:



Turbo-charged hyper-growth strategies



Artificially increased software engineer wages



Justified all sorts of extraneous expenses



# Perfect storm for OSPOs

- Anything that isn't either *generating revenue* or *lowering costs* is seen as **extraneous**
- Value of contributing to open source is *hard to explain* and *long to realize*  
⇒ Budget & headcount cuts directly impact OSPOs



# Perfect storm for OSPOs

Add to that:



AI stealing the spotlight



Increased pressure around software supply chain security





# Perfect storm for OSPOs

 ⇒ Fewer resources

 ⇒ Less visibility

 ⇒ Increased responsibility / risk



*So what can we do?*



# 4 ways you can turn the ship around

- Align with company strategy
- Know your *internal* stakeholders
- Focus on delivering value
- Communicate value delivered



*Complete mindset shift*



*Tactics → Strategy → Mission/Vision*



*Tactics* → *Strategy* → *Mission/Vision*

“How”

“What”

“Why”



*“Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat.”*

—Sun Tzu, *The Art of War*



*inputs → outputs → outcomes → value*





*inputs* → *outputs* → *outcomes* → *value*

*“We spent  
6 engineering  
weeks on this.”*

*“We launched  
3 new open source  
projects last year.”*

*“Open sourcing our  
solution has made it the  
industry standard.”*

*“Becoming the industry  
standard has decreased  
our churn by 1% point.”*



*inputs* → *outputs* → *outcomes* → *value*



*Tactics*

*Strategy*

*Vision/Mission*

# Thank you!

