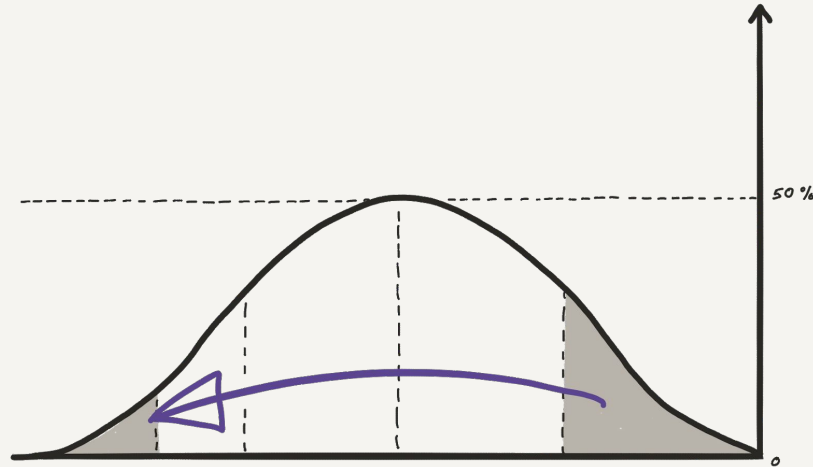
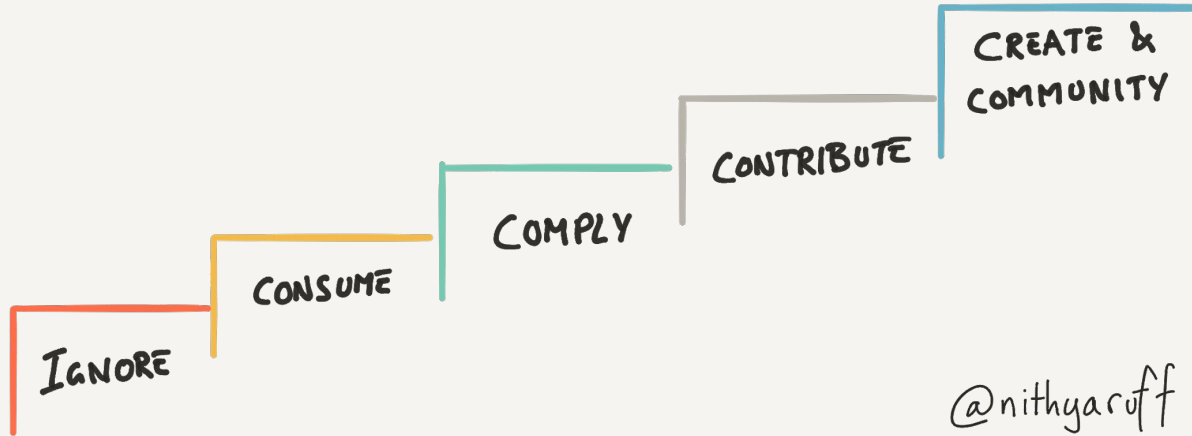


# From laggard to open source powerhouse

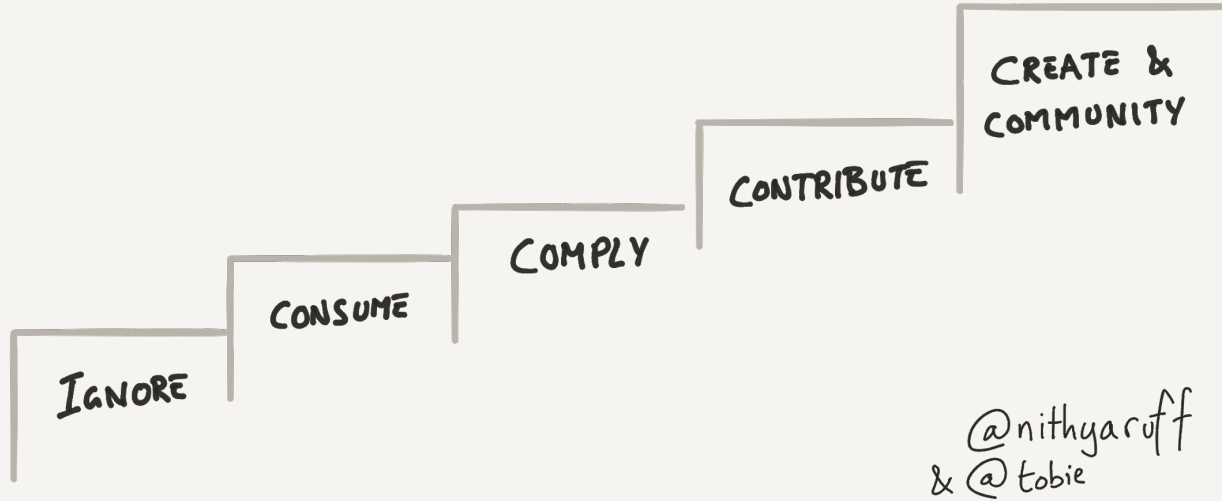
*A transformative journey to successfully build a strong open source culture*



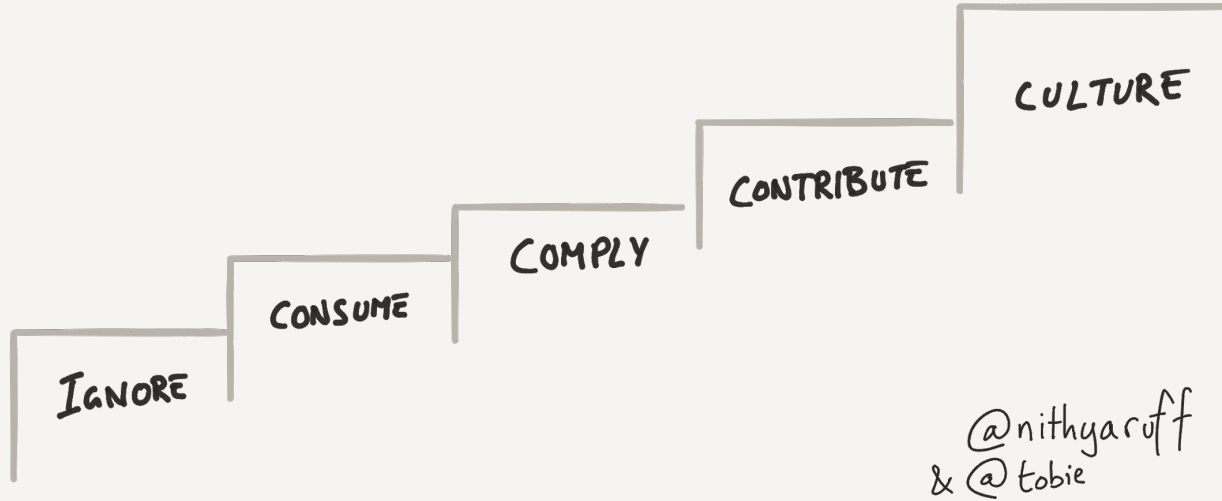
# The open source journey



# The open source journey

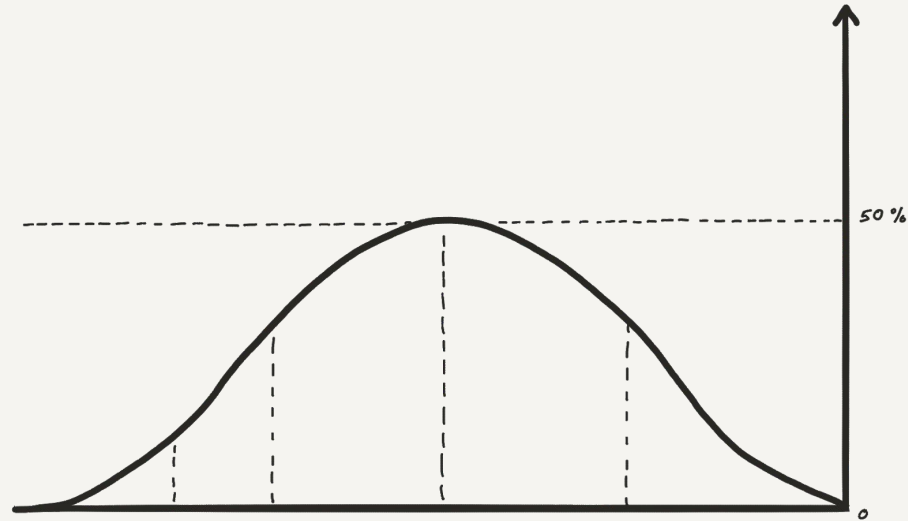


# The open source journey

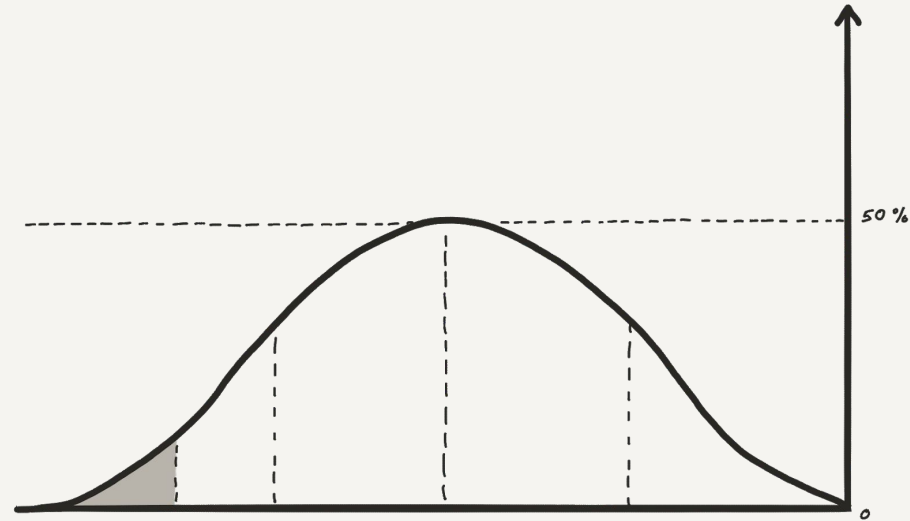




# Technology adoption lifecycle

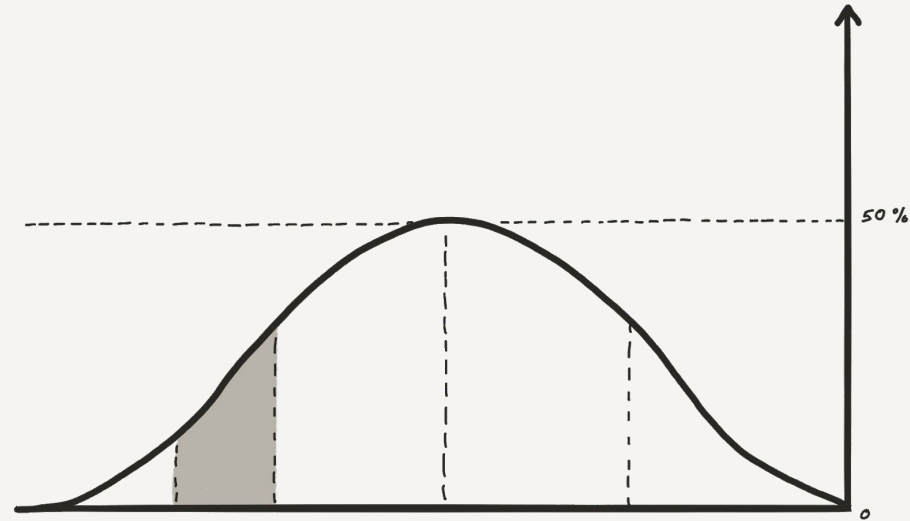


# Innovators



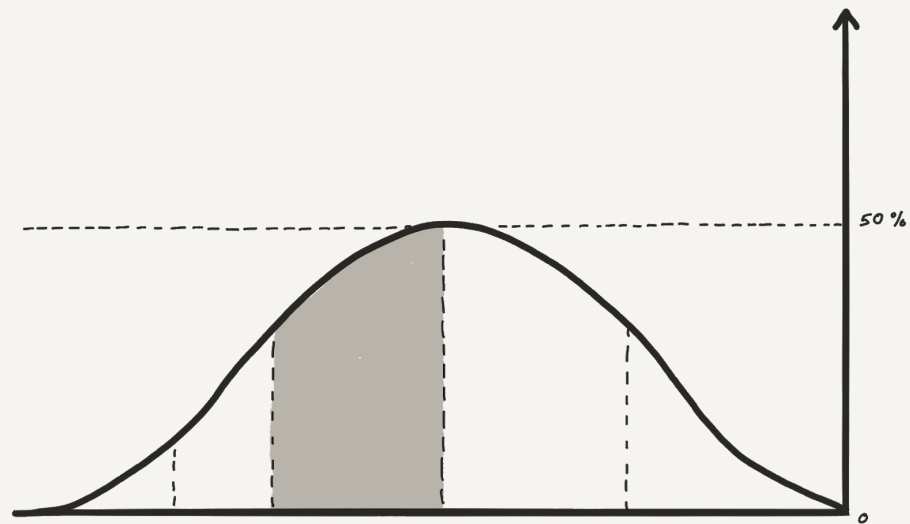
2.5%

# Early adopters



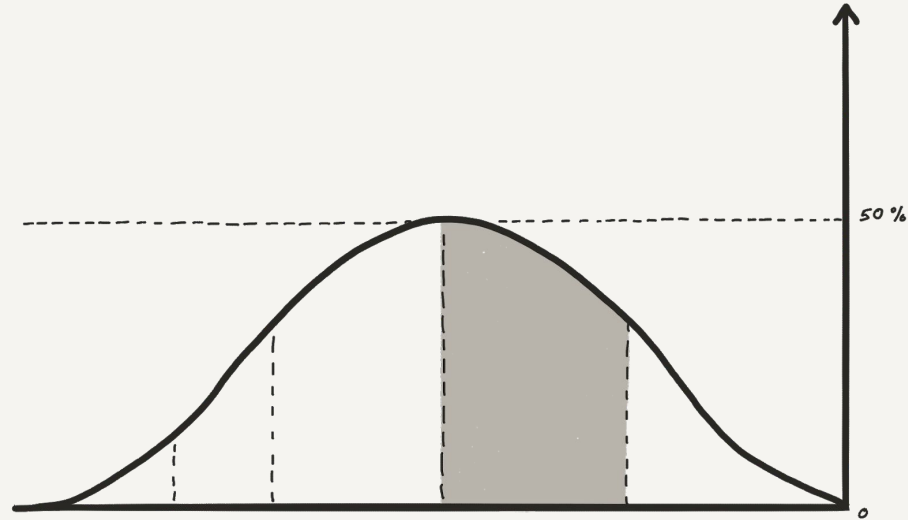
13.5%

# Early majority



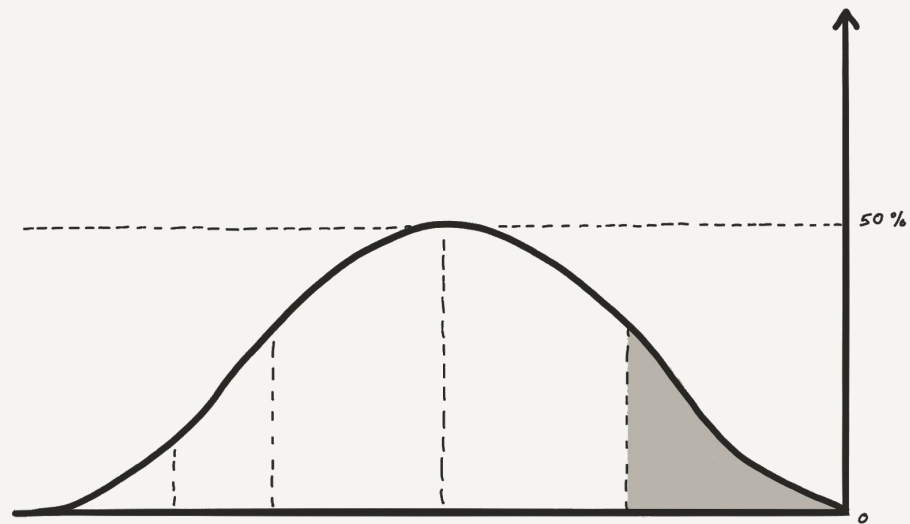
34%

# Late majority



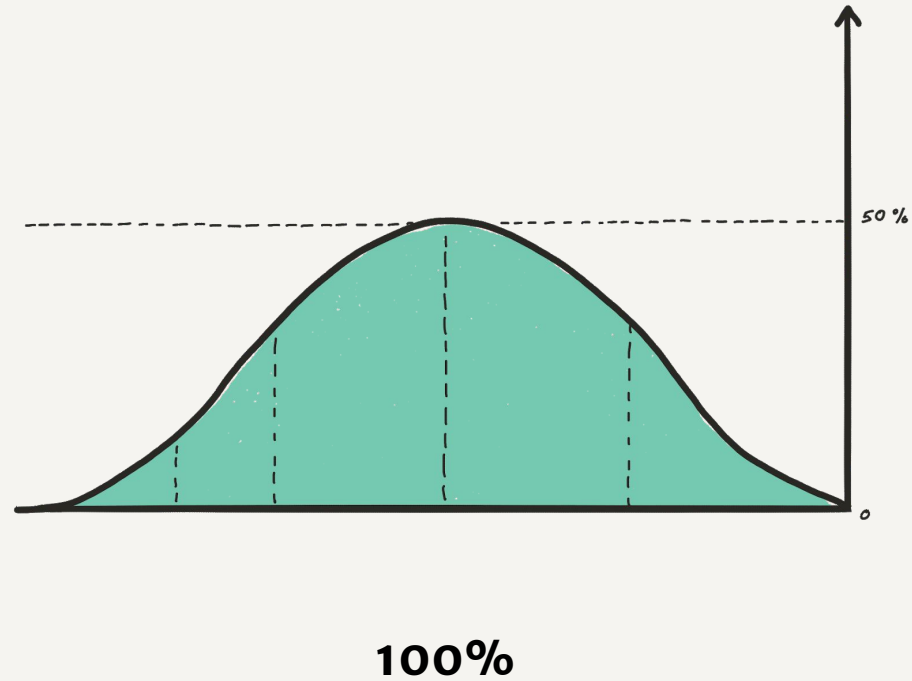
34%

# Laggards

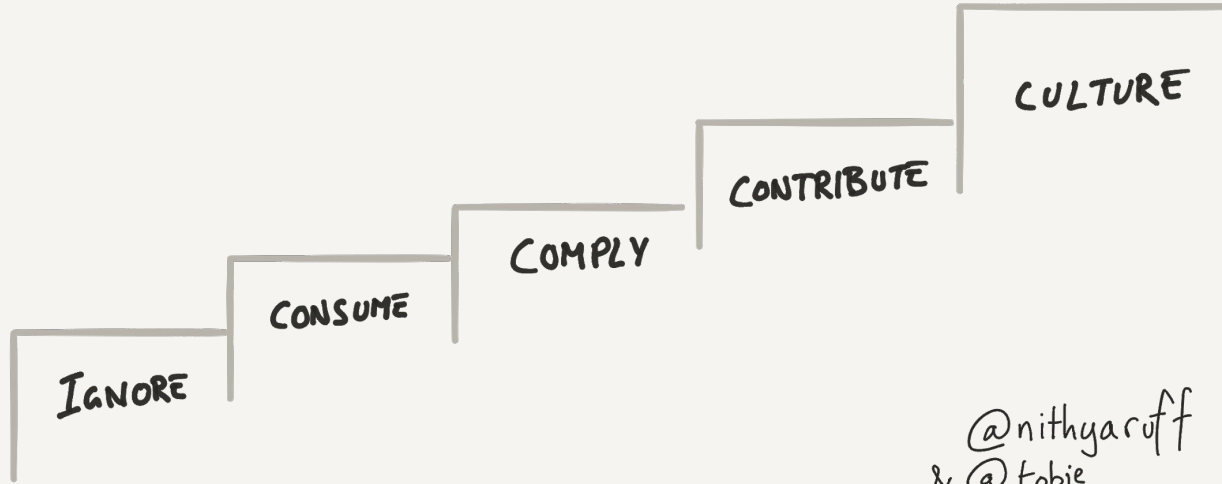


16%

# Consume



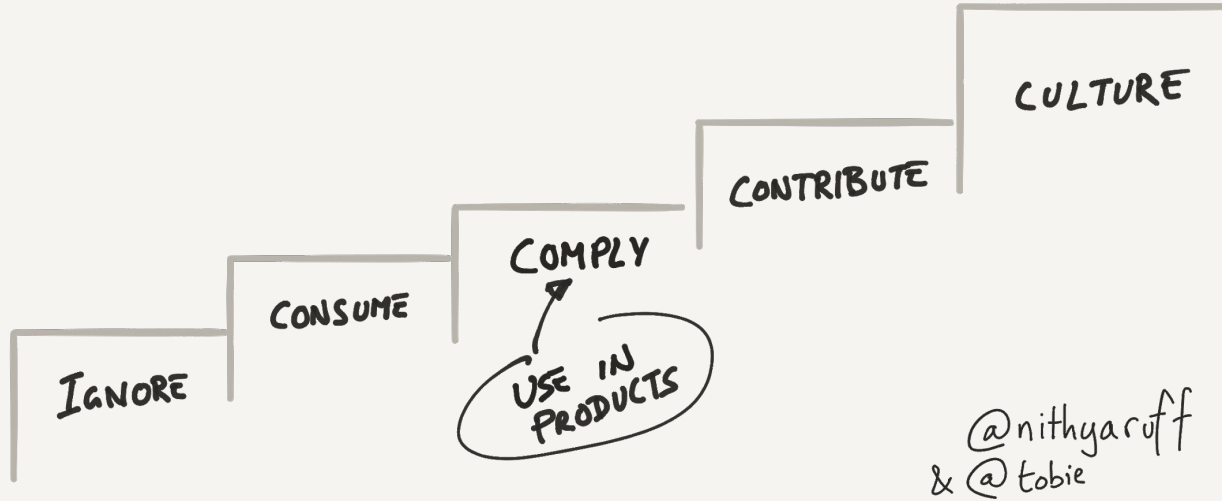
# The open source journey



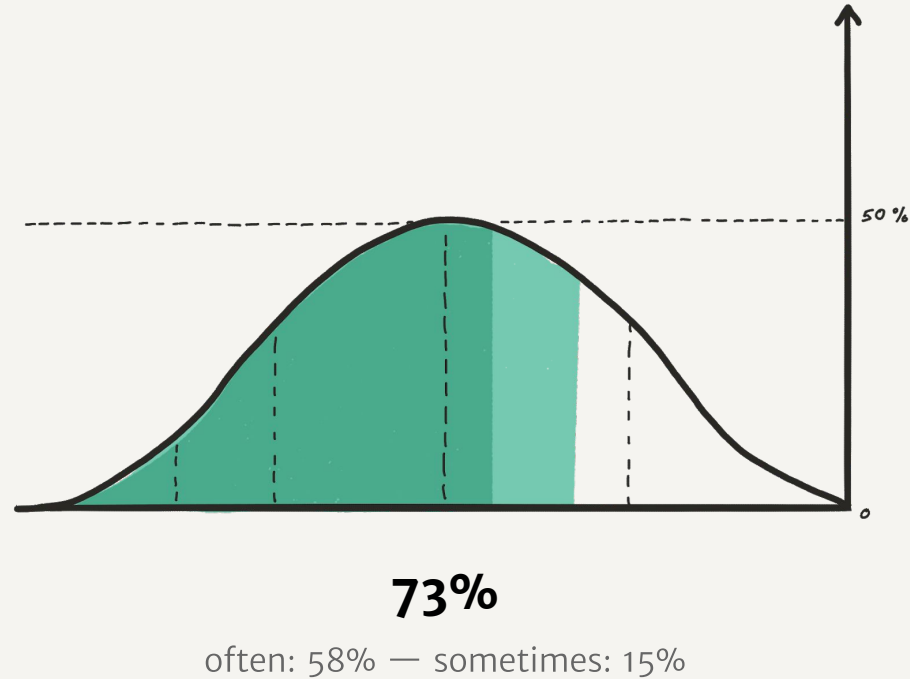
@nithyaruff  
& @tobie



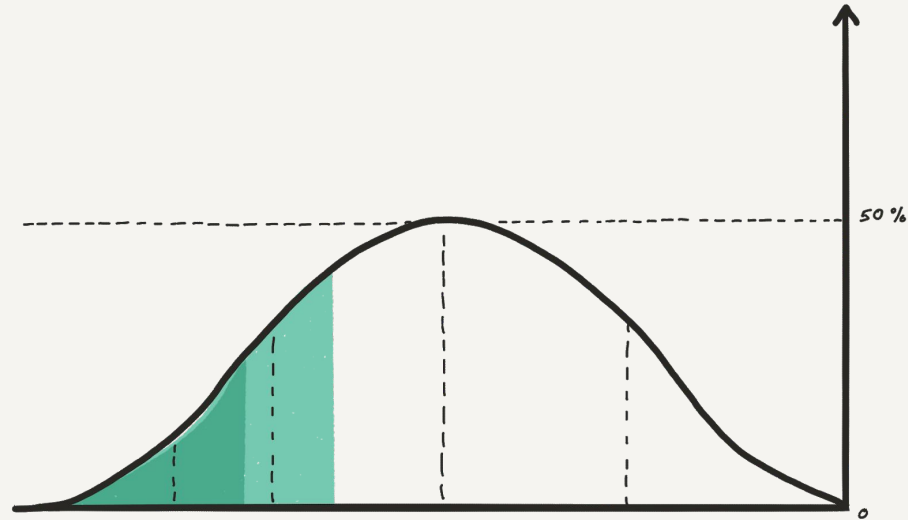
# The open source journey



# Comply (use in products)



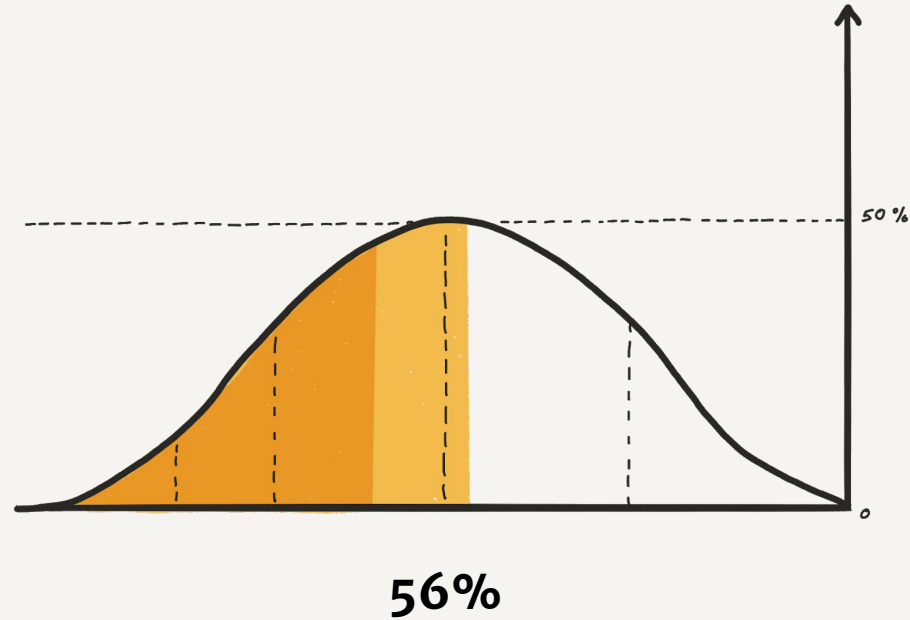
# Contribute



**29%**

often: 10% — sometimes: 19%

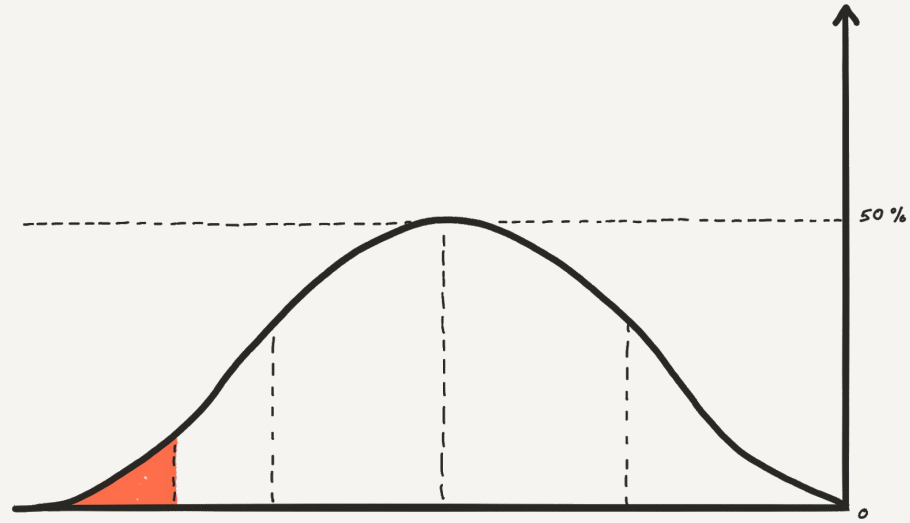
# Contribute



Industry: tech

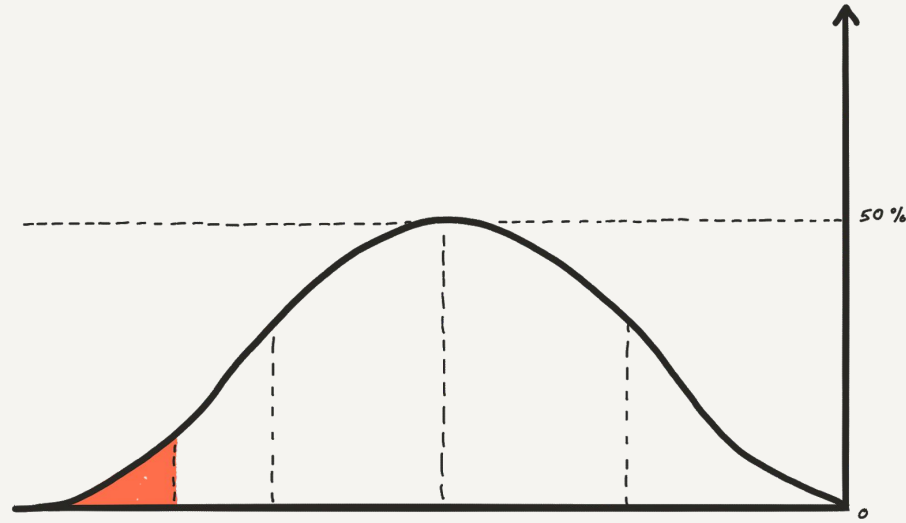
Source: "Open Source Programs in the Enterprise - 2019" Survey

# Culture

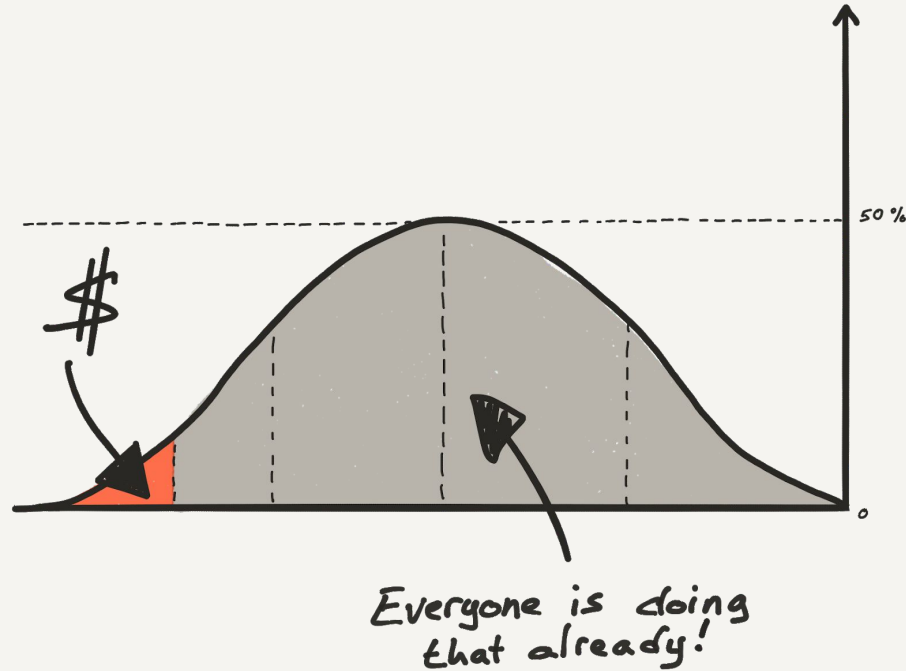


No data

# Why build a strong open source culture?



# Why build a strong open source culture?



# **Understanding** the value of contributing to open source

1. Strategic benefits
2. Operational benefits
3. Second-order benefits





# **Understanding** the value of contributing to open source













## **1. Strategic benefits**

2. Operational benefits

3. Second-order benefits



# Commoditize Your Complement

Company	Focus	Complement
		
		
		
		







**On-ramp developers**

# **Understanding** the value of contributing to open source

1. Strategic benefits
- 2. Operational benefits**
3. Second-order benefits







# Payback Technical Debt

# Economic



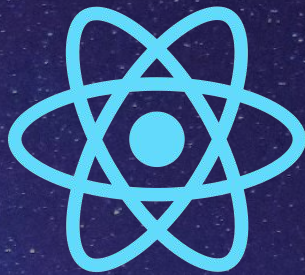
# Web browsers



# Leverage external contributions



React Router



Redux

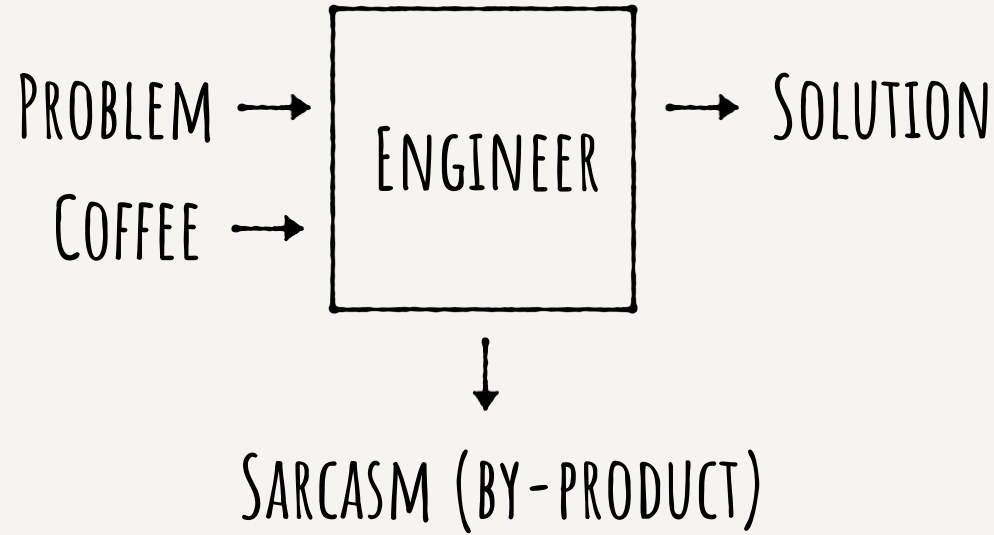
React Ecosystem

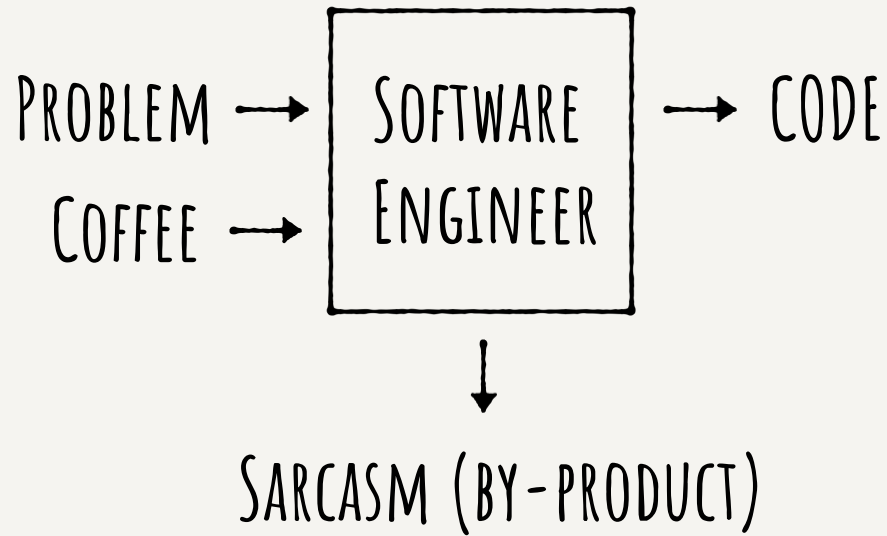
# **Understanding** the value of contributing to open source

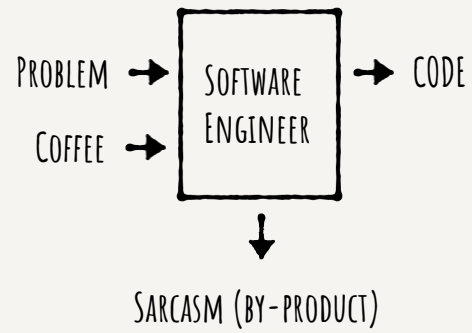
1. Strategic benefits
2. Operational benefits
- 3. Second-order benefits**

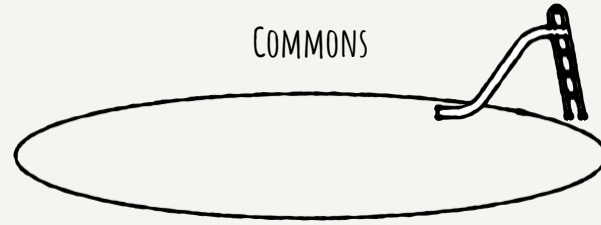
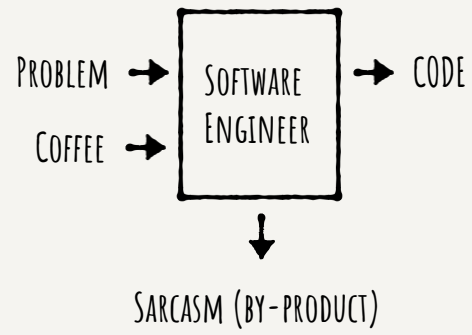


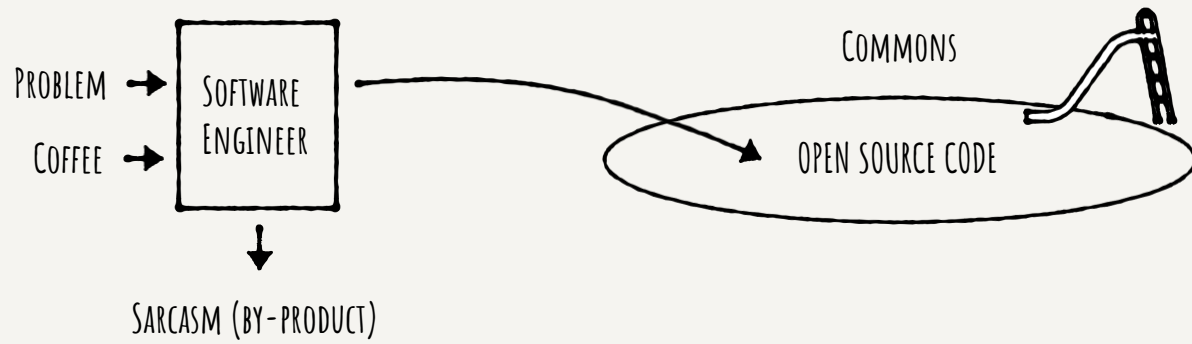


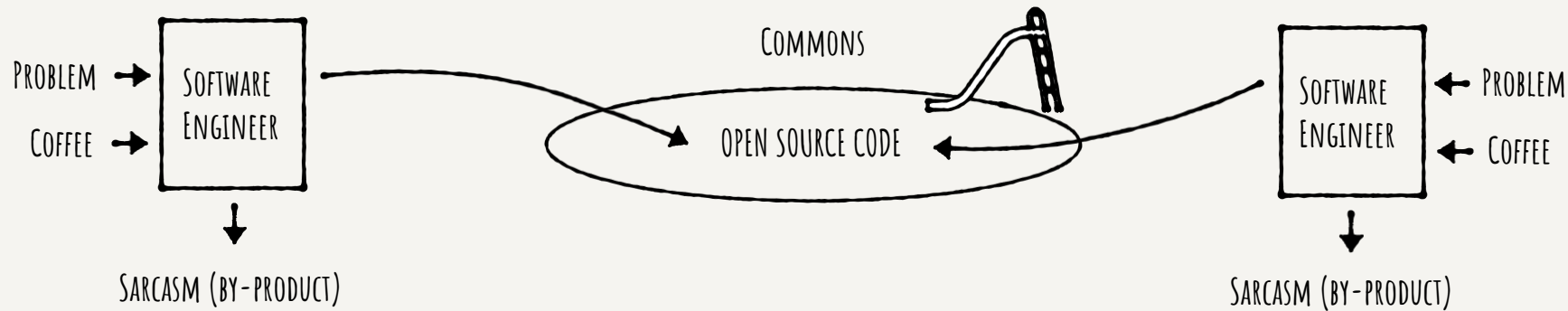


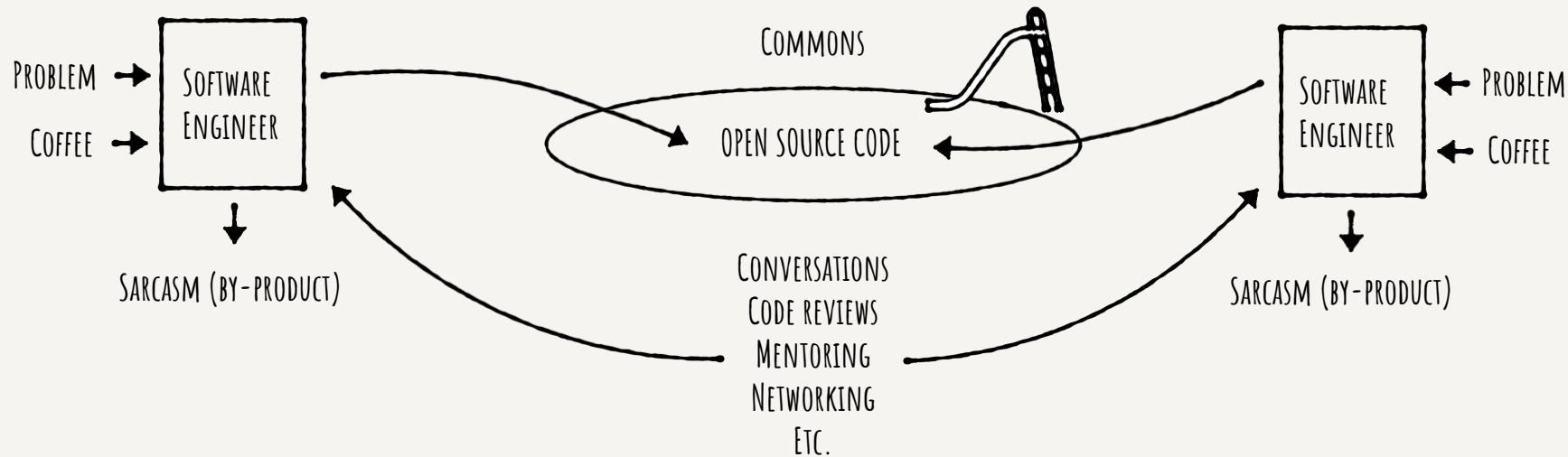


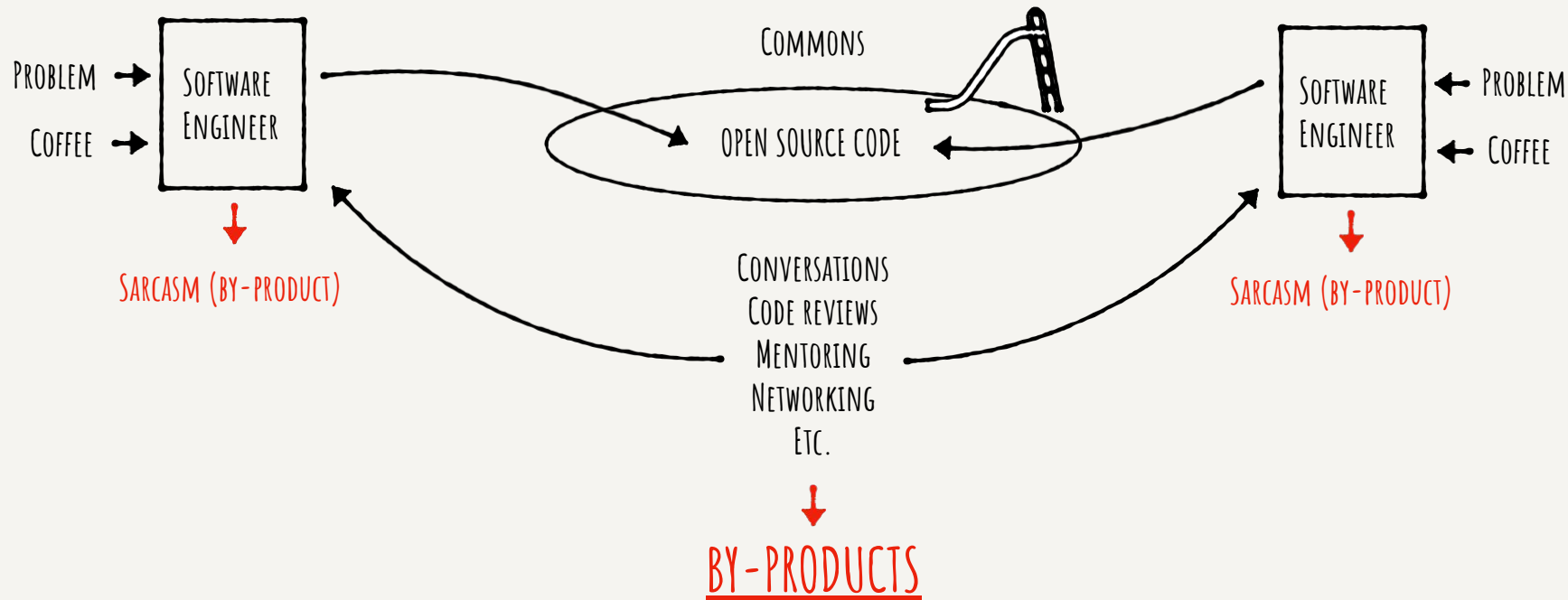




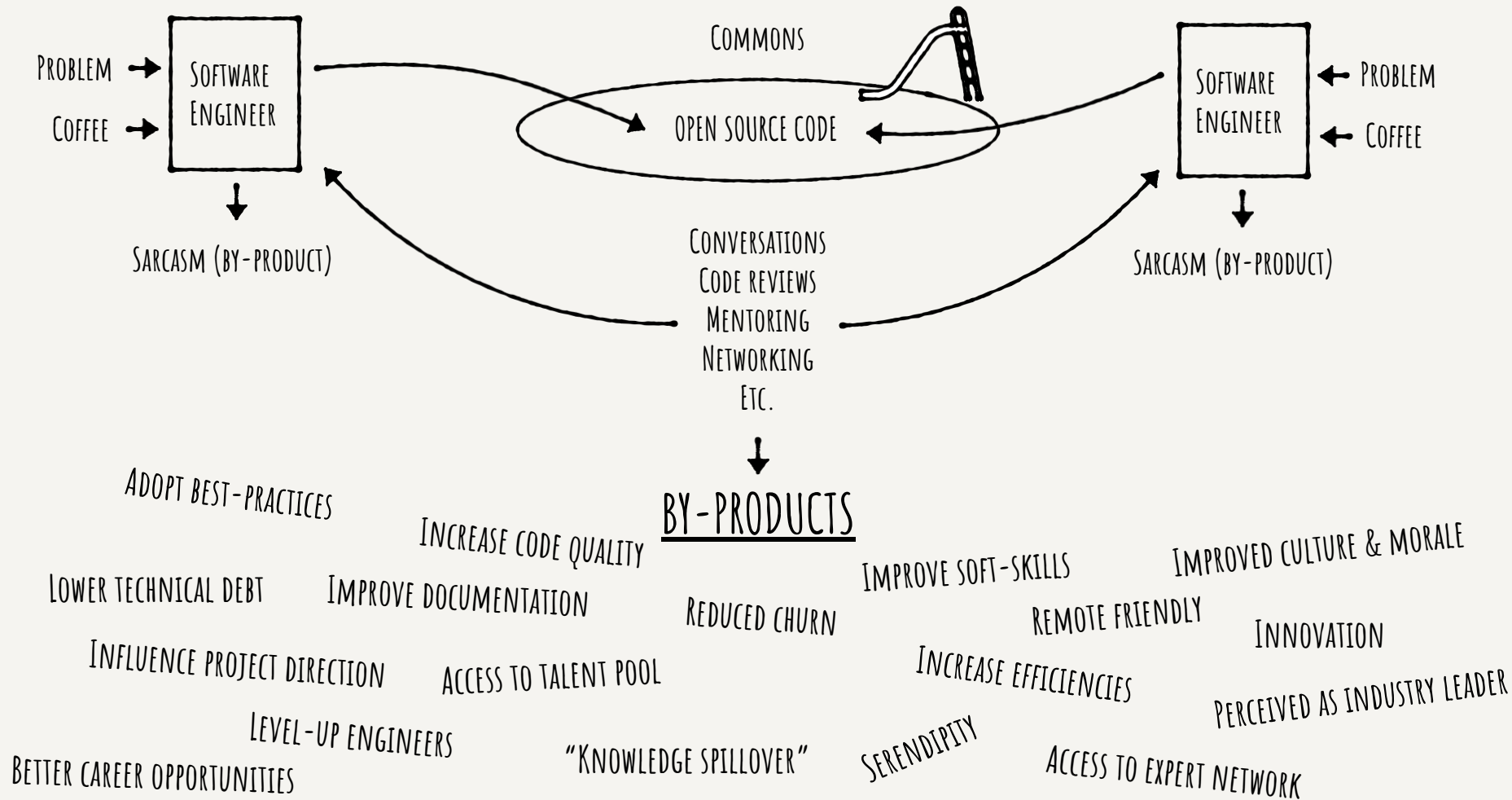














## BY-PRODUCTS

### PROJECT



IMPROVE DOCUMENTATION

INCREASE CODE QUALITY

LOWER TECHNICAL DEBT

INFLUENCE PROJECT DIRECTION

### INDIVIDUAL



LEVEL-UP ENGINEERS

ADOPT BEST-PRACTICES

IMPROVE SOFT-SKILLS

ACCESS TO EXPERT NETWORK

BETTER CAREER OPPORTUNITIES

### TEAM



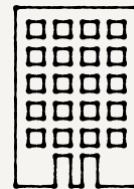
INCREASE EFFICIENCIES

SERENDIPITY

INNOVATION

"KNOWLEDGE SPILLOVER"

### ORGANIZATION



IMPROVED CULTURE & MORALE

PERCEIVED AS INDUSTRY LEADER

ACCESS TO TALENT POOL

REMOTE FRIENDLY

REDUCED CHURN

# 2×

## TWICE AS EFFICIENT

Contributing firms capture up to 100% more productive value from usage of open source than their free-riding peers.



Source: Franck Nagle, Learning by Contributing, 2017.



75%

75% of facebook's new engineering recruits mention facebook's open source program as a key reason they accepted their offer





*“But we also noticed some effect that we didn’t expect. All the public visibility [sponsoring Webpack] have given us lead to a situation where we suddenly became one of the most interesting companies to work for as a JavaScript developer. [...]”*

*“We’ve hired a lot of really great engineers who mentioned during their job interview that our sponsoring for Webpack was one of their primary motivations for applying, [...]”*

—Patrick Gotthardt, Lead JavaScript Architect,  
Trivago, 9 July 2018.

**How do you build a strong open  
source culture?**







# Facebook





"Open Source  
graveyard"

2010



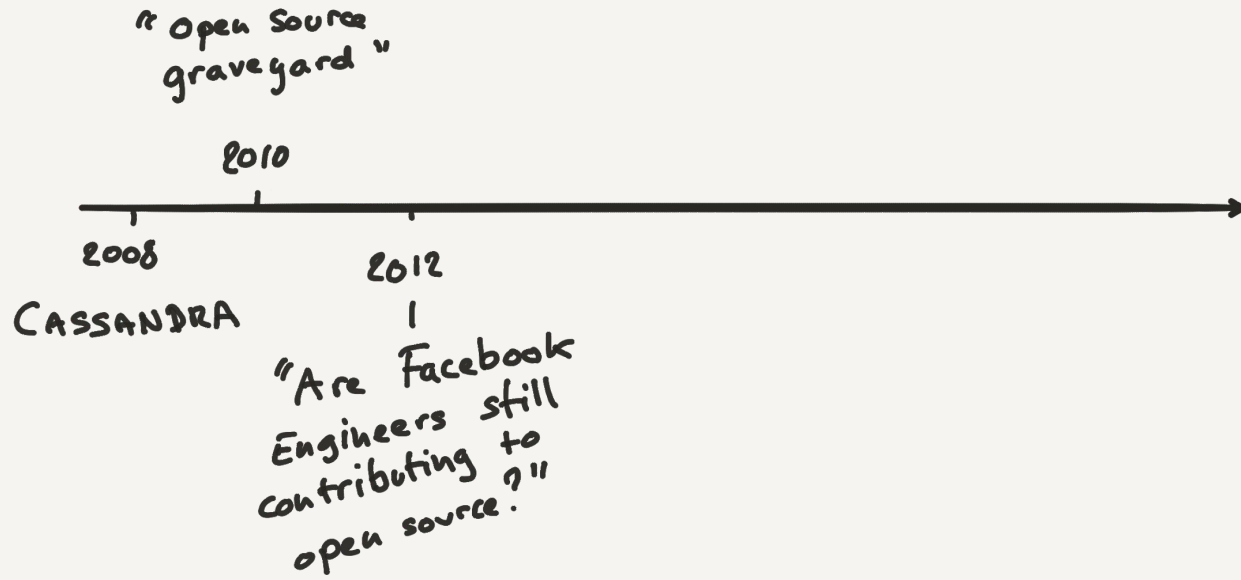
"Open Source  
graveyard"

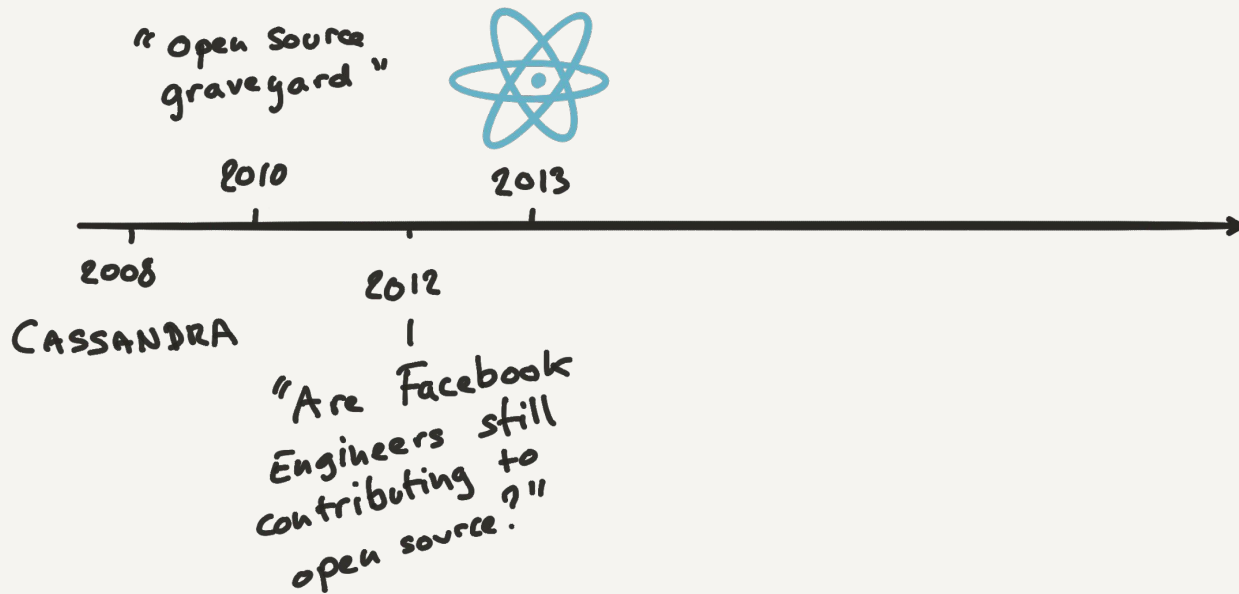
2010

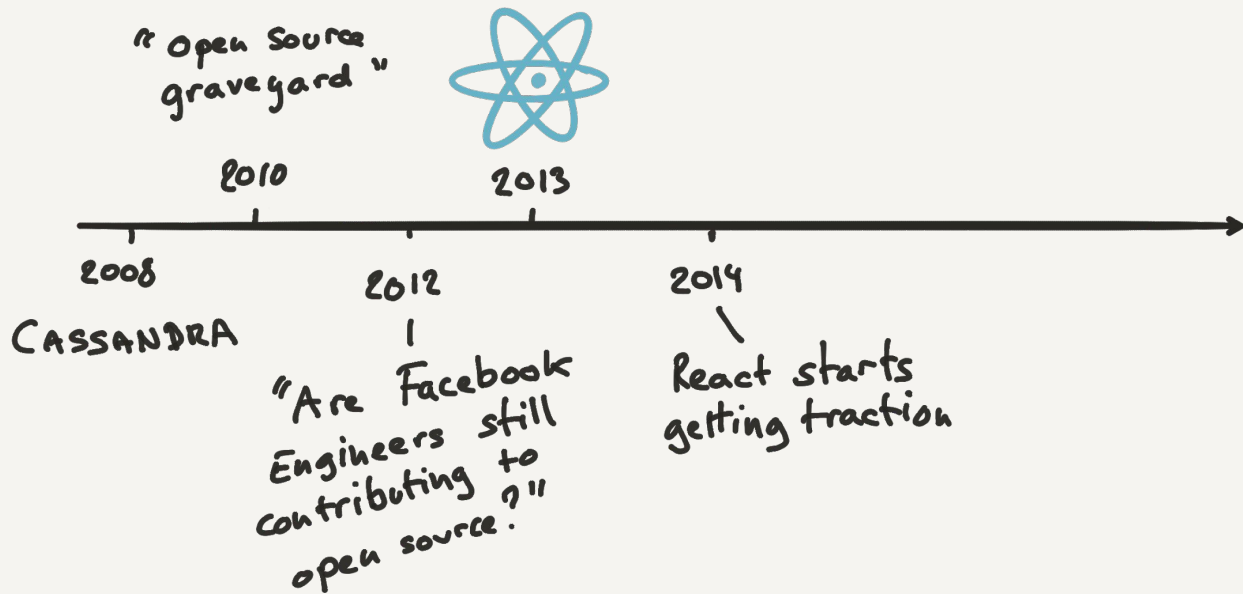
2008

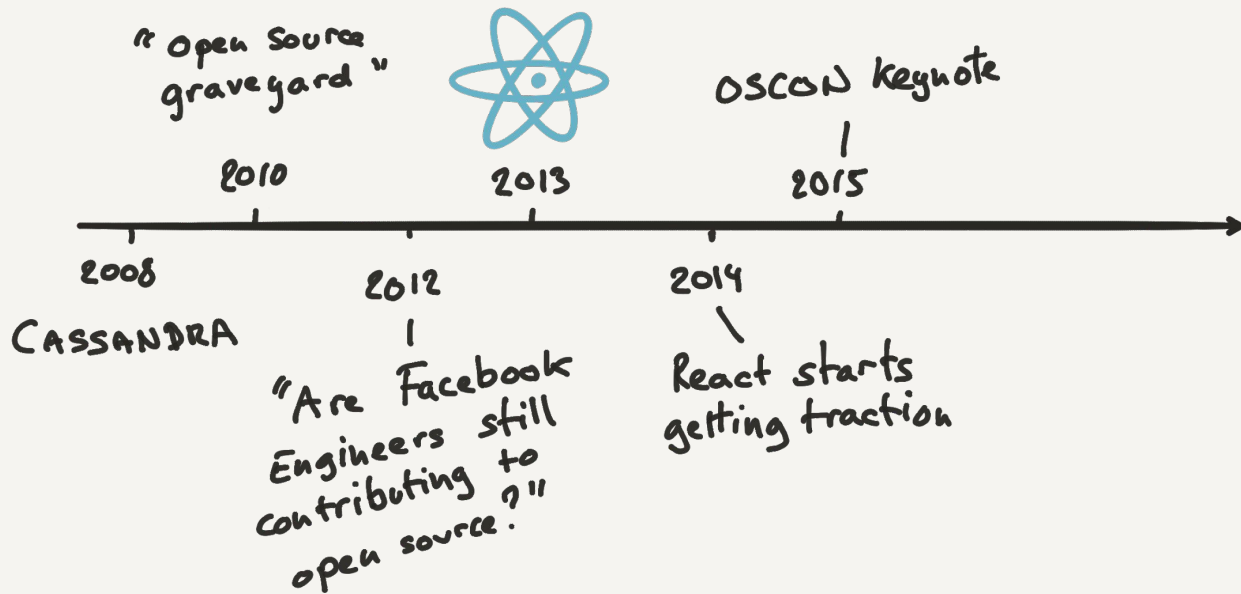
CASSANDRA



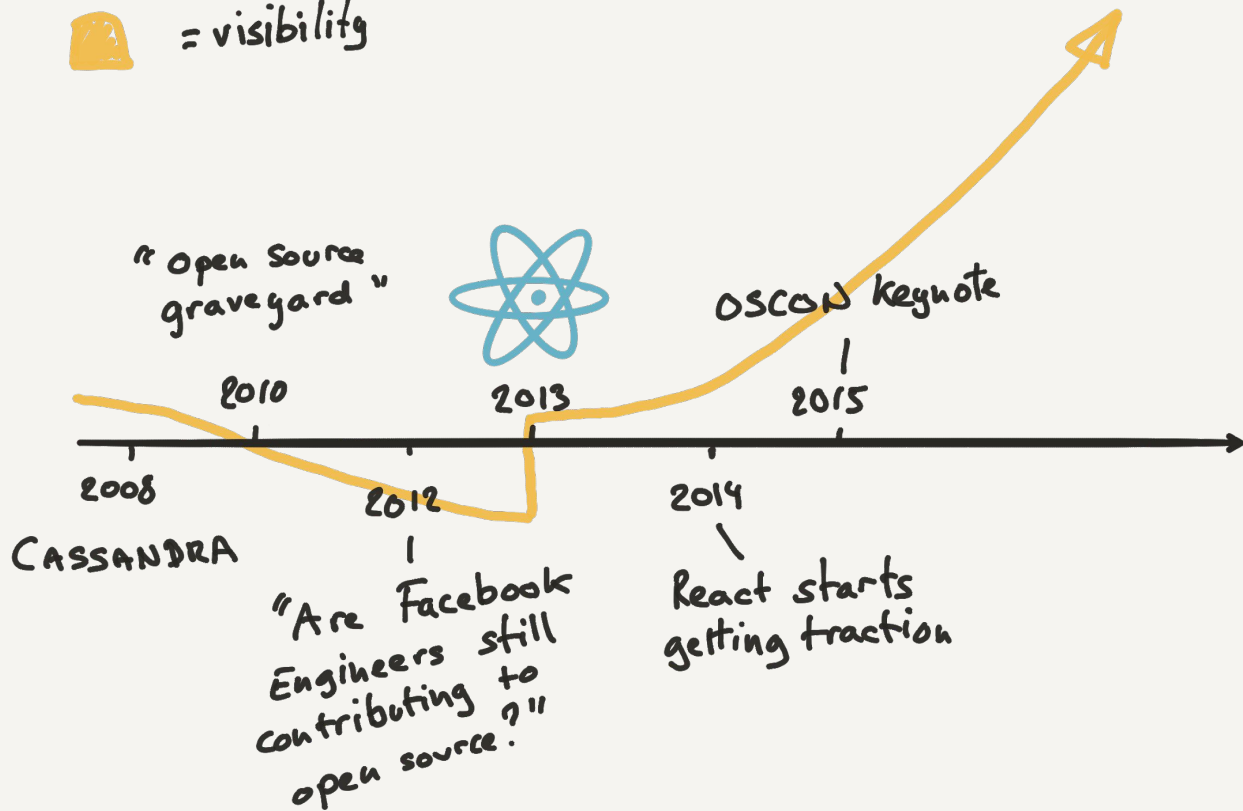








 = visibility



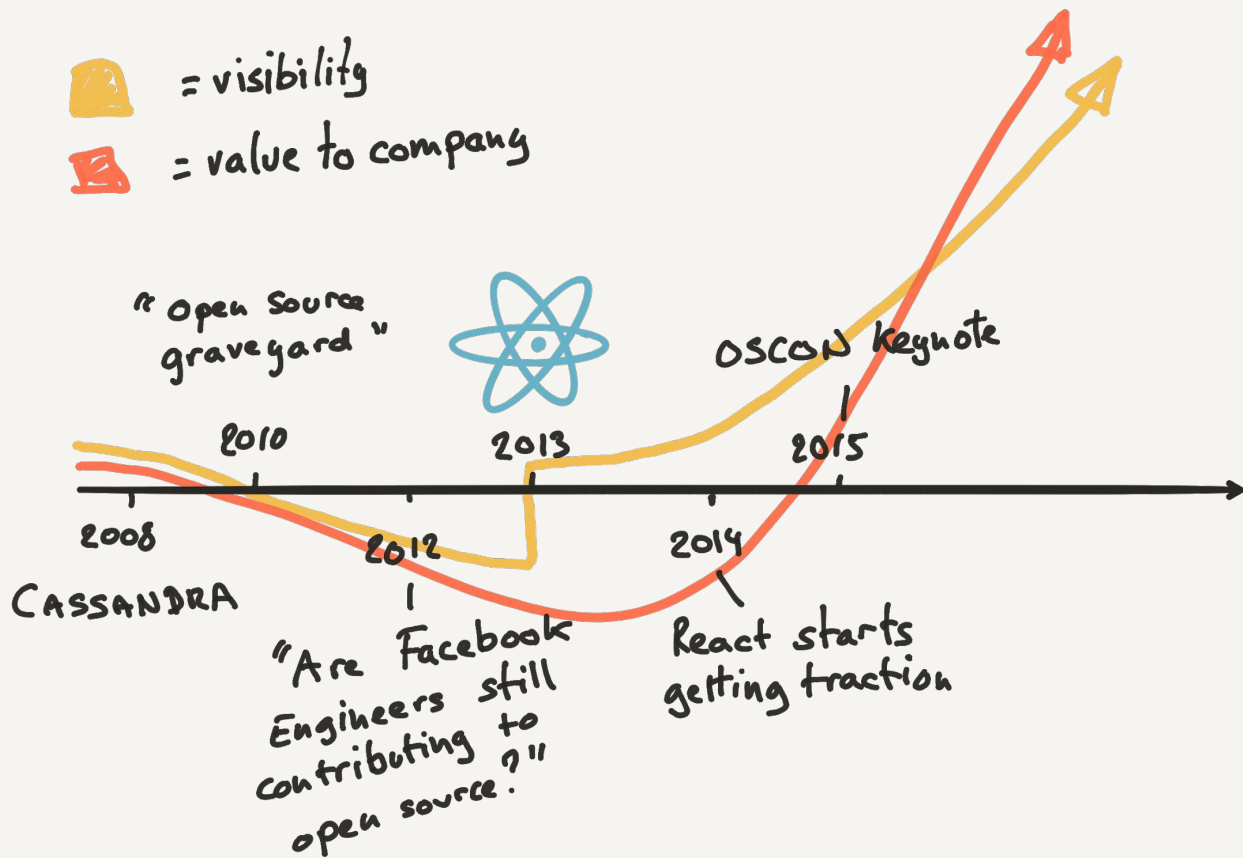




= visibility



= value to company





*“React was having this **outsized impact** on Facebook’s ability to attract and retain great talent and to establish itself as a well-known brand [in software engineering].”*

—Lee Byron, Software Engineer, Ex-Facebook



*“We started looking for other projects. The team had to be excited about open sourcing it, it had a good fit with the community, there was **clear overlap between internal and community priorities.**”*

—Lee Byron, Software Engineer, Ex-Facebook







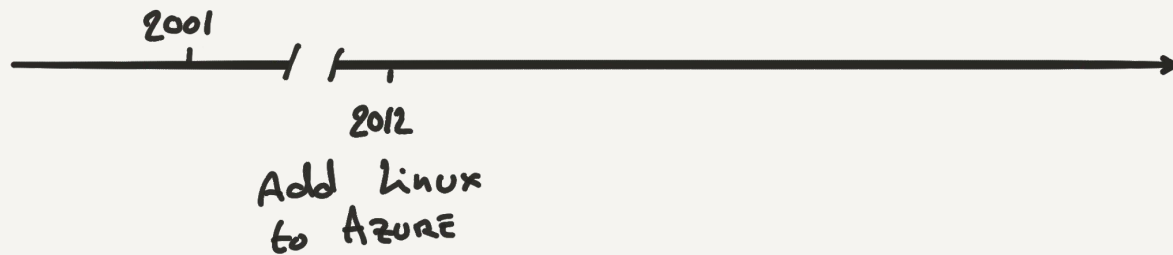
The image shows a wide, green grassy hill in the foreground, sloping gently upwards. The sky above is a vibrant blue, filled with numerous white, fluffy clouds of varying sizes. The word "Microsoft" is centered in the middle of the image, overlaid on the sky and clouds.

**Microsoft**

"Linux is a cancer"  
— Steve Ballmer



"Linux is a cancer"  
— Steve Ballmer



"Linux is a cancer"  
— Steve Ballmer

2001


2012

Add Linux  
to Azure

Satya Nadella  
becomes CEO

2014

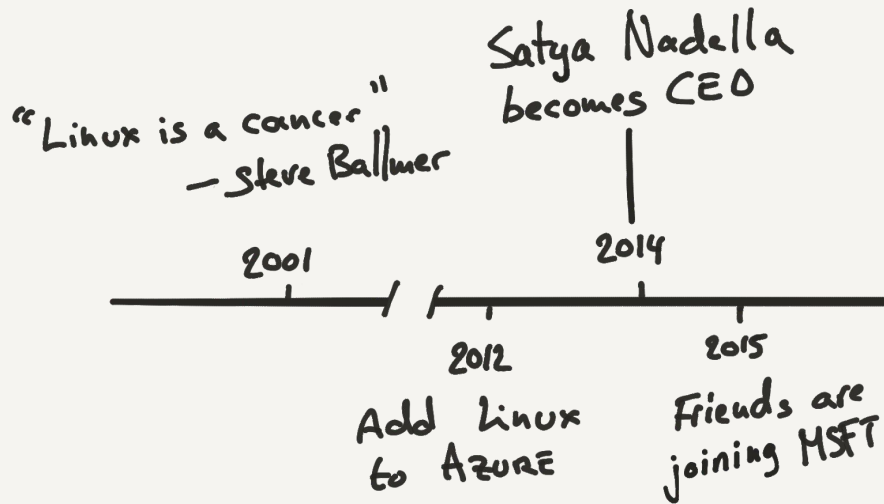


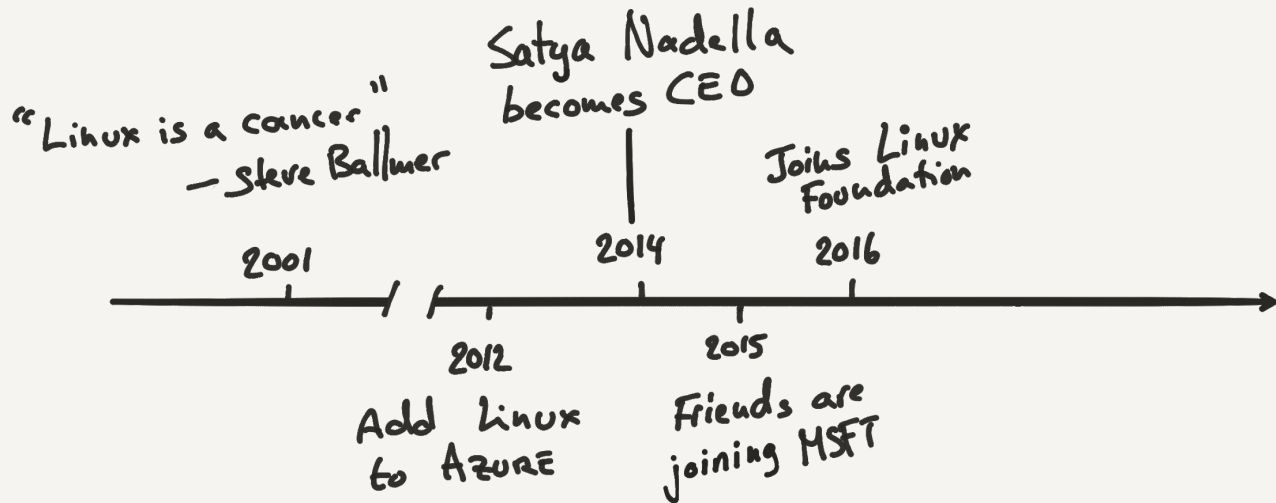


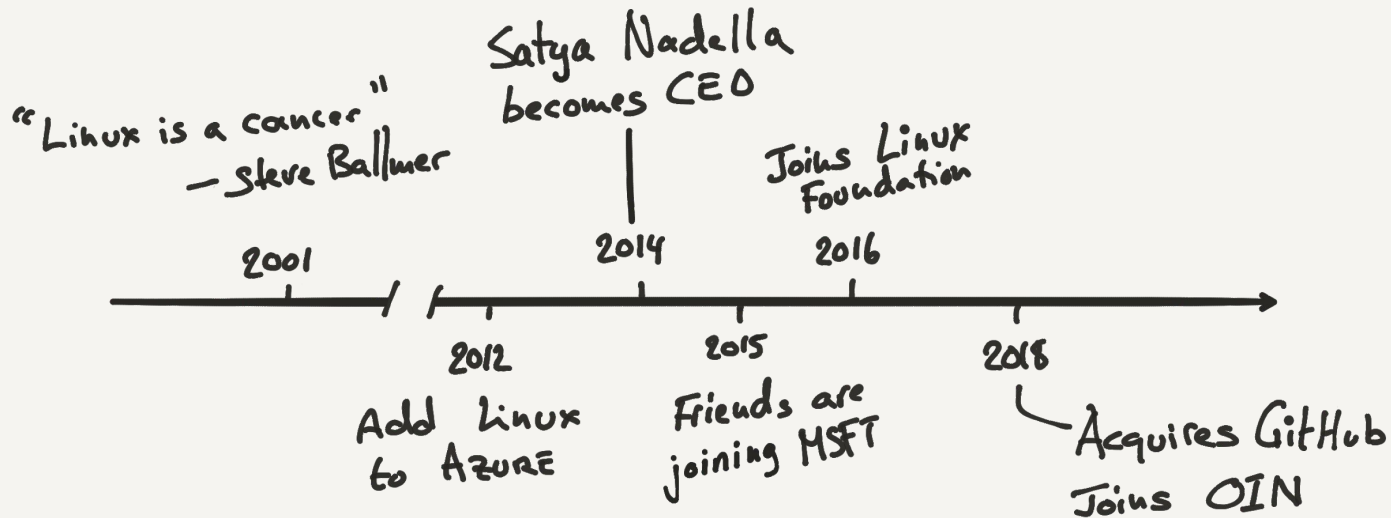
*“I tell my colleagues they get to own a customer scenario, not the code.”*

—Satya Nadella, CEO, Microsoft











= visibility

"Linux is a cancer"  
— Steve Ballmer

2001

2012

Add Linux  
to Azure

2014

Satya Nadella  
becomes CEO

2015

Friends are  
joining MSFT

2016

Joins Linux  
Foundation

2018

Acquires GitHub  
Joins OIN

4



= visibility



= value to company

"Linux is a cancer"  
- Steve Ballmer

Satya Nadella  
becomes CEO

Joins Linux  
Foundation

2001

2014

2016

2012

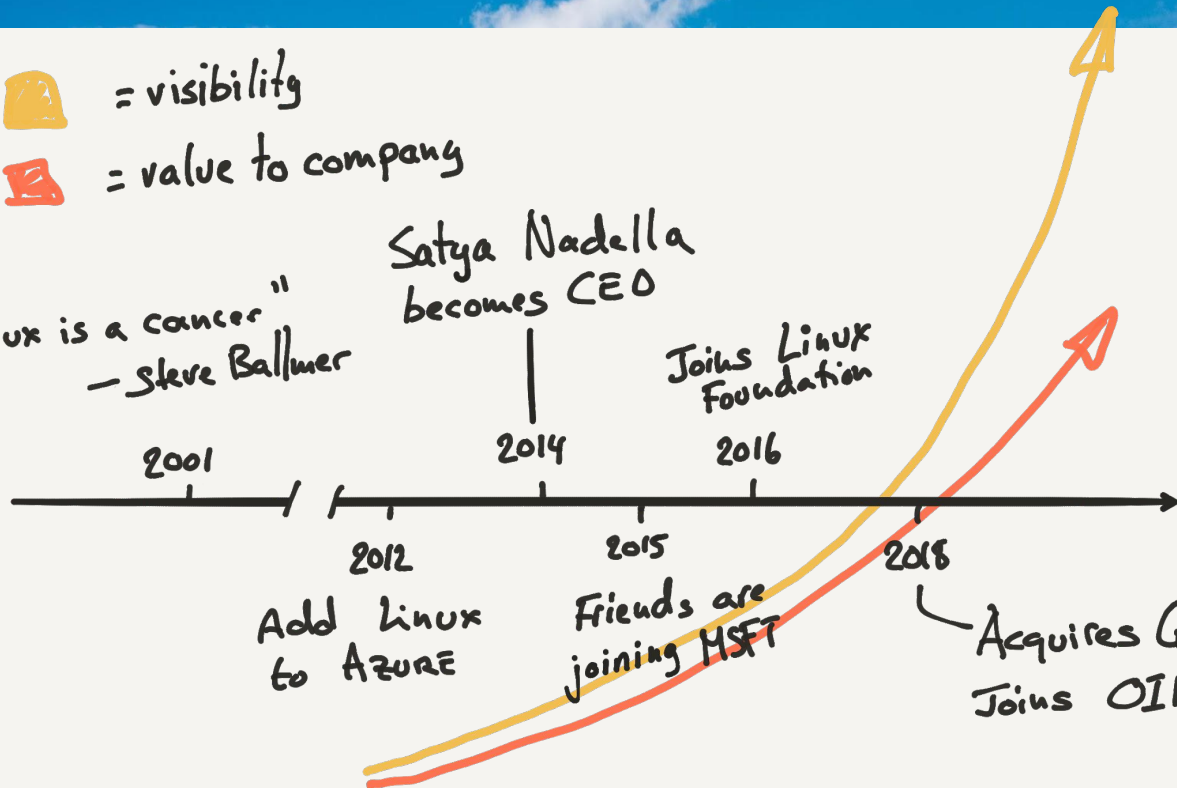
2015

2018

Add Linux  
to Azure

Friends are  
joining MSFT

Acquires GitHub  
Joins OIN



**Recap**

# Recap

To build an open source culture you need:

- Grass root support
- One (or multiple) change agents  
(to light the fire *and* kindle it)
- Management support / Executive buy-in
- Lots of time

OSPO can be there in support (Facebook) or be the change agent (Microsoft)

Change can be top-down (Microsoft) or bottom-up (Facebook)

# Recap

What makes it sustainable? Alignment with company goals (i.e. a strategy):

- Break silos @ Microsoft
- Improve the company's image and drive recruiting @ Facebook



**Open source isn't a journey.  
It's a *practice*.**

*“Because I’ve made culture change at Microsoft such a high priority, people often ask how it’s going. Well, I suppose my response is very Eastern: We’re making great progress, **but we should never be done.** It’s not a program with a start and an end. **It’s a way of being.**”*

—Satya Nadella, CEO, Microsoft

# Thank you.