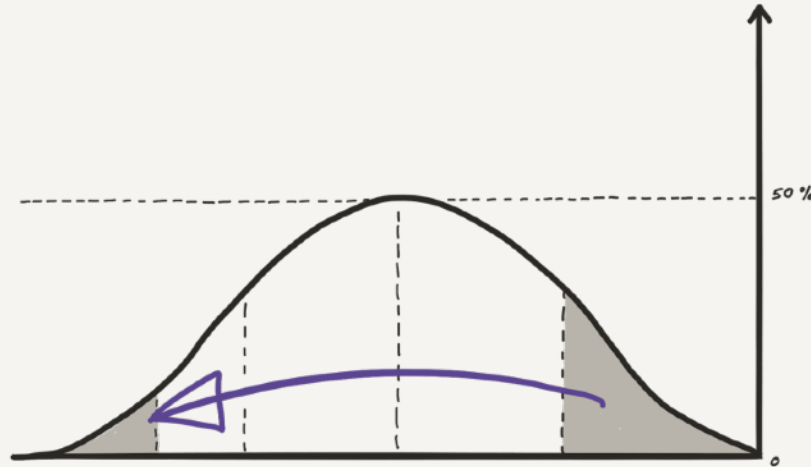
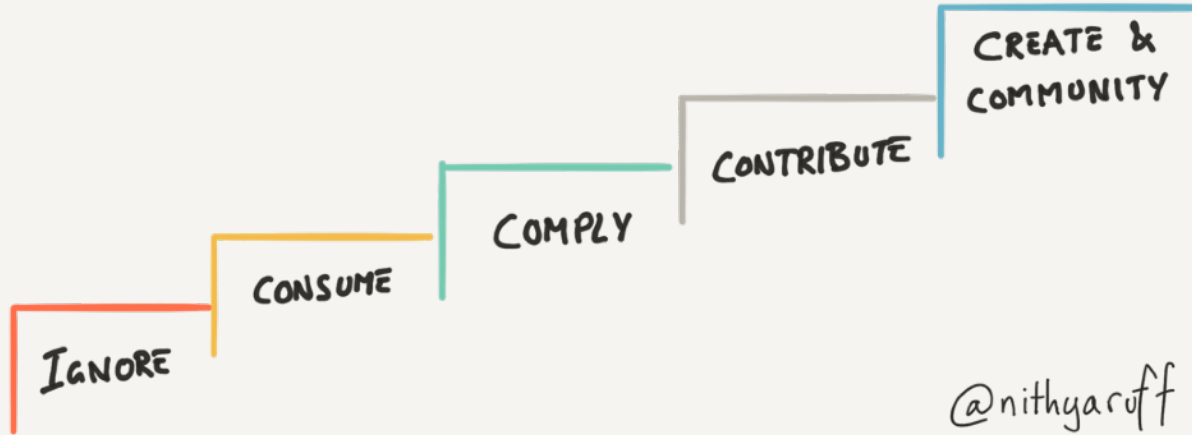


# From laggard to open source powerhouse

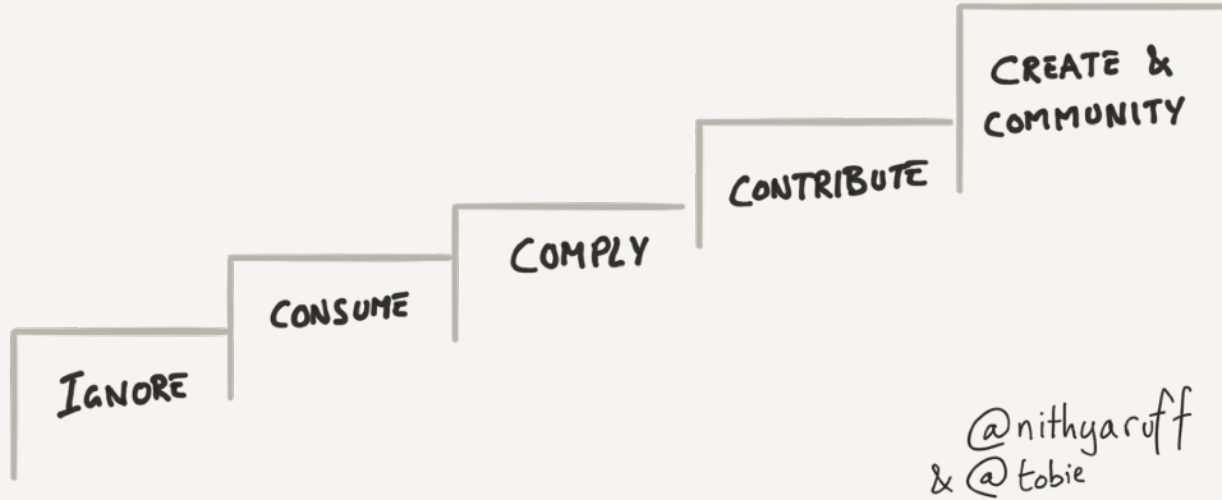
*A transformative journey to successfully build a strong open source culture*



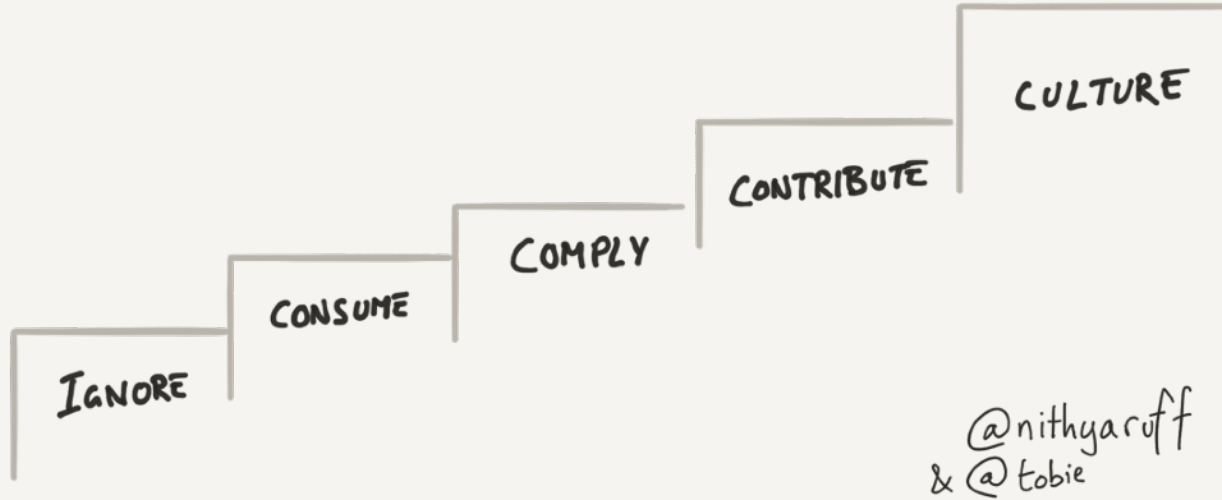
# The open source journey



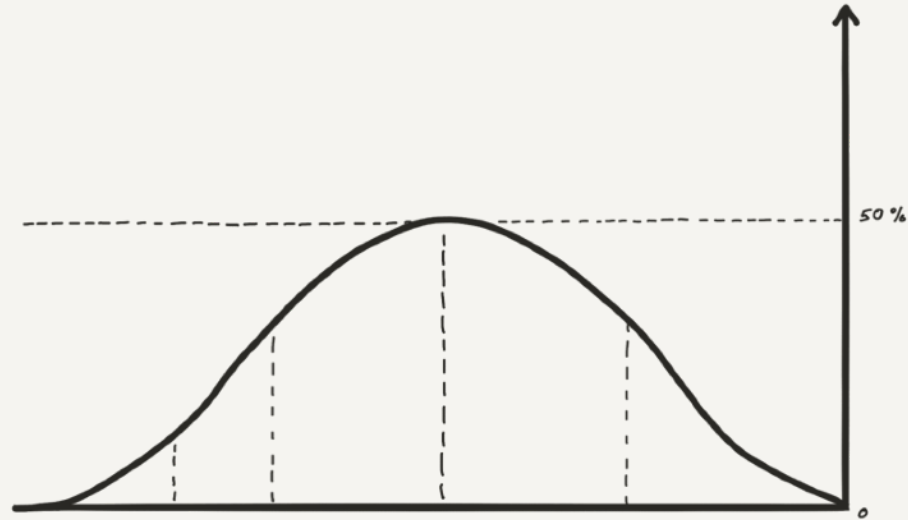
# The open source journey



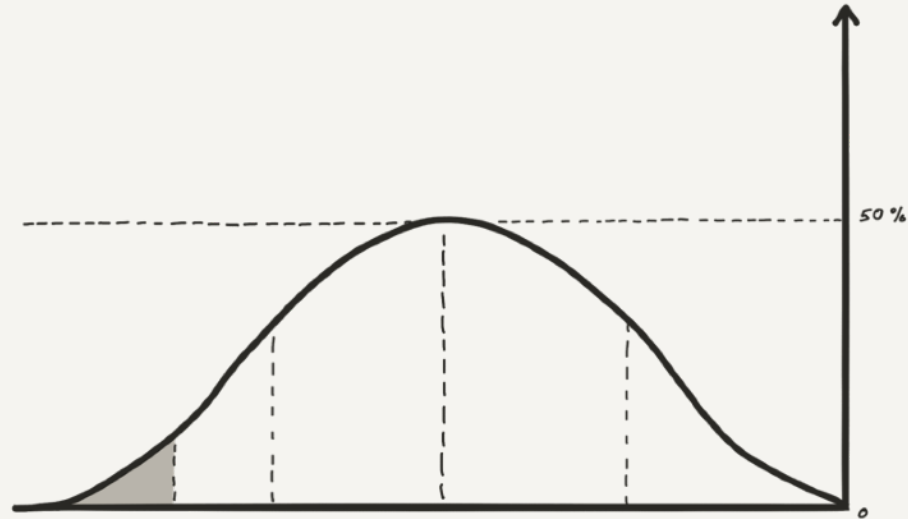
# The open source journey



# Technology adoption lifecycle

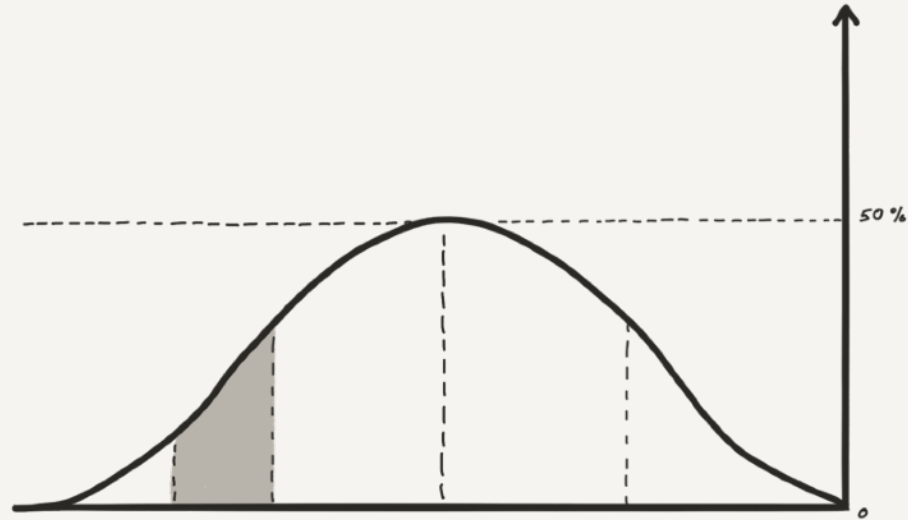


# Innovators



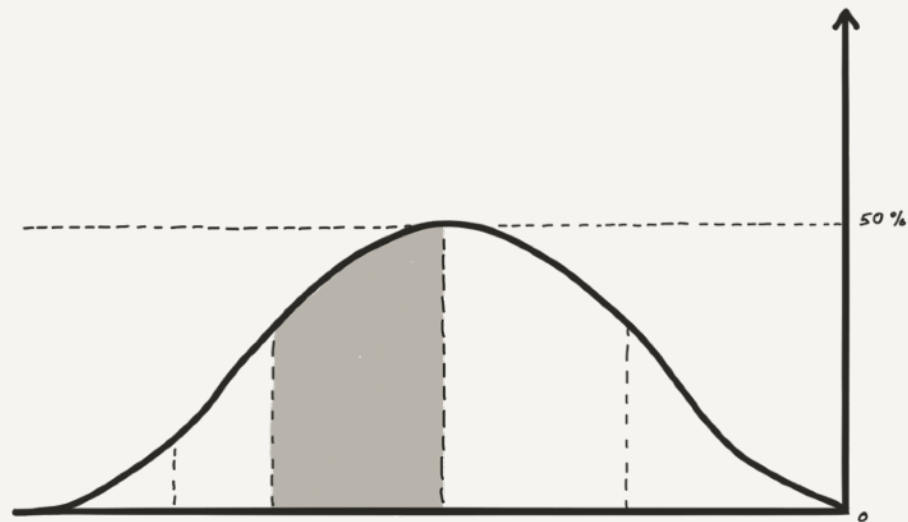
2.5%

# Early adopters



13.5%

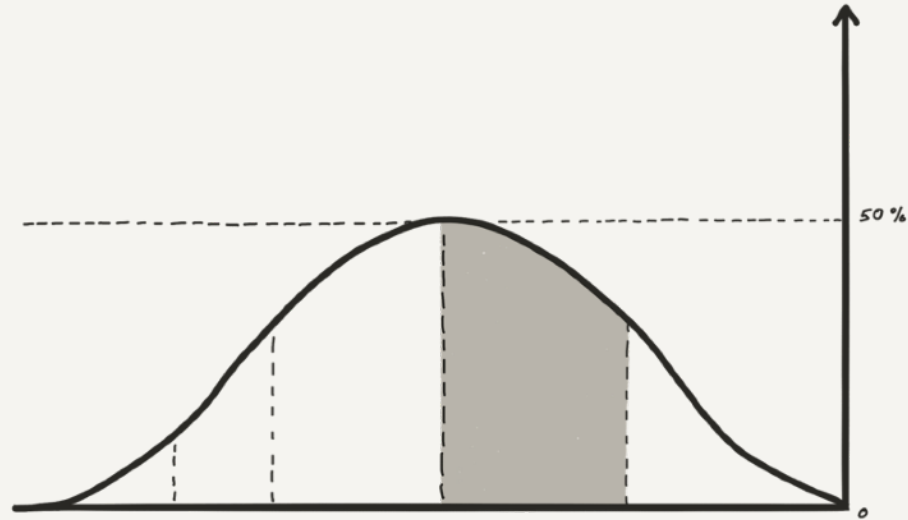
# Early majority



34%

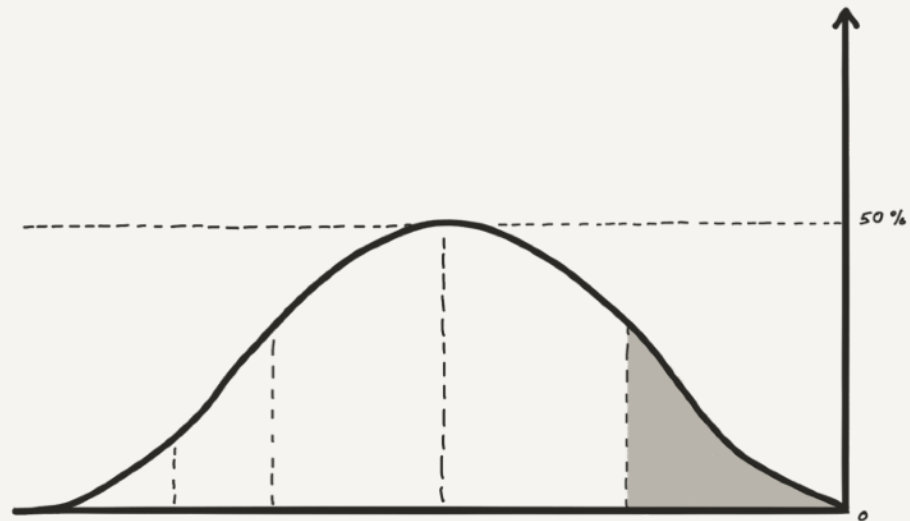


# Late majority



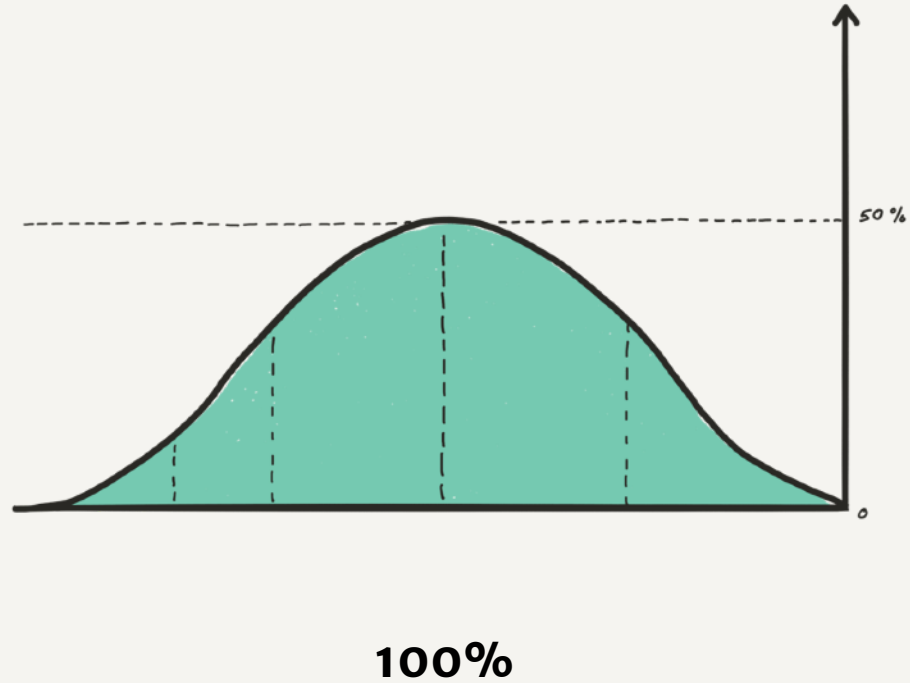
34%

# Laggards

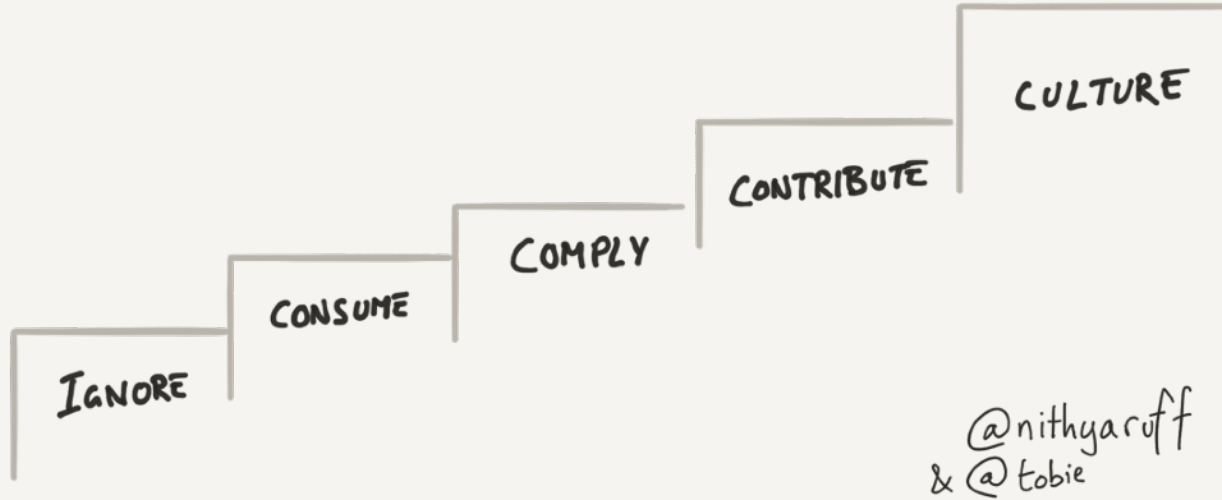


16%

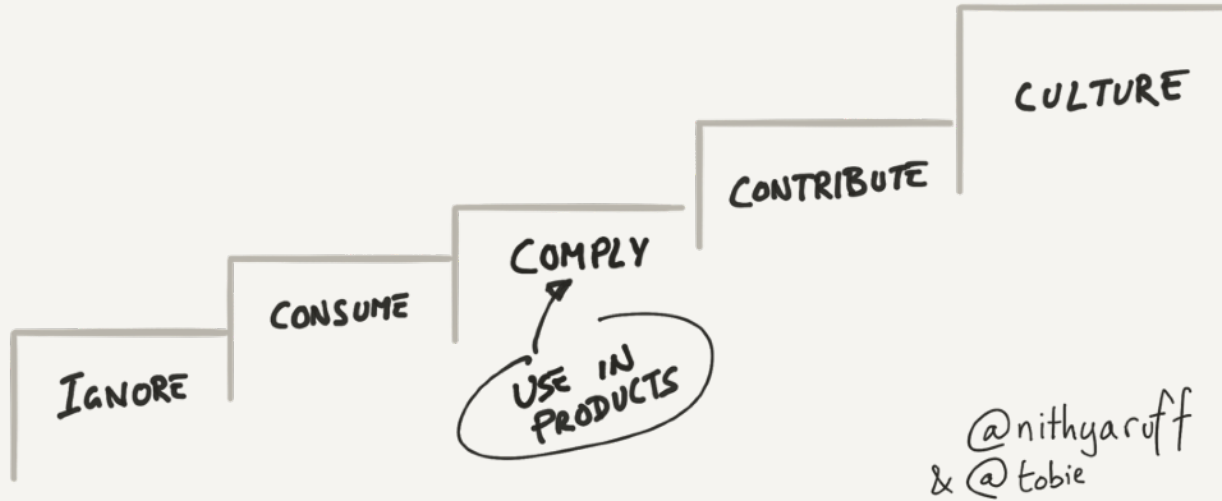
# Consume



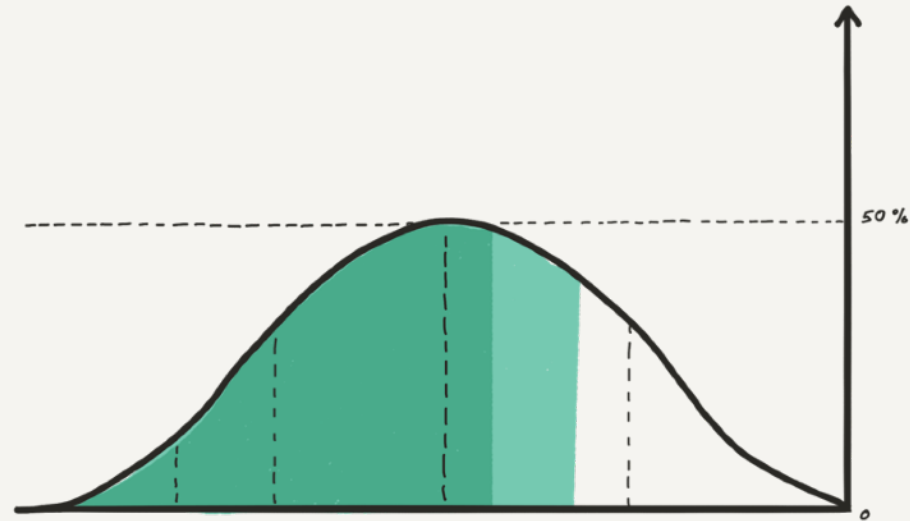
# The open source journey



# The open source journey



# Comply (use in products)



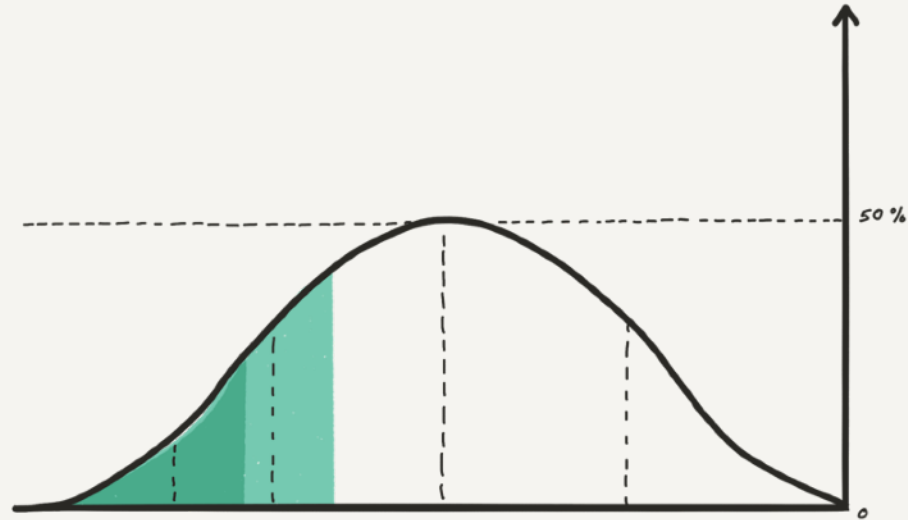
**73%**

often: 58% — sometimes: 15%

Industry: financial services

Source: ["Open Source Programs in the Enterprise - 2019" Survey](#)

# Contribute



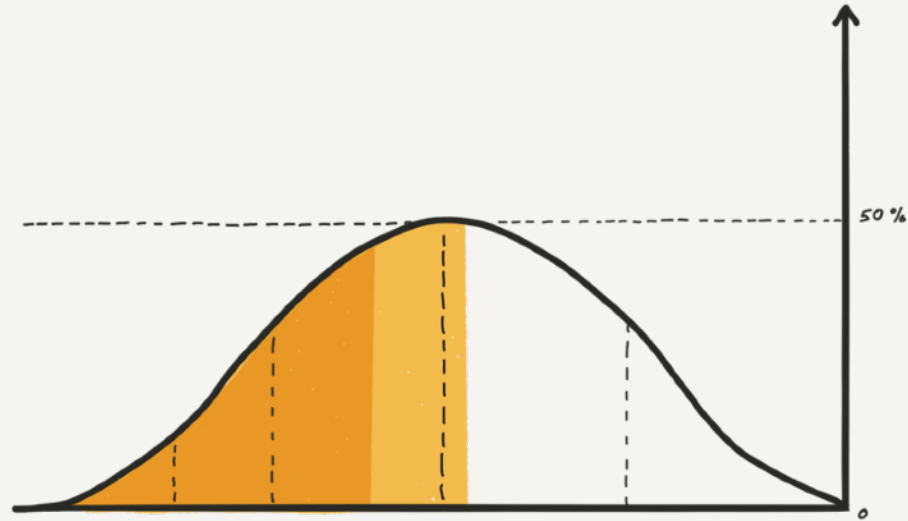
**29%**

often: 10% — sometimes: 19%

Industry: financial services

Source: ["Open Source Programs in the Enterprise - 2019" Survey](#)

# Contribute



**56%**

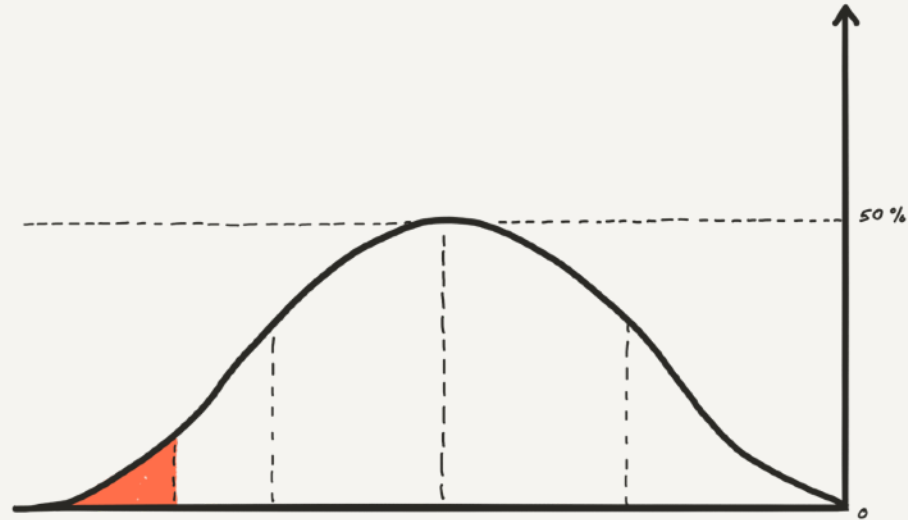
often: 28% — sometimes: 28%

Industry: tech

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

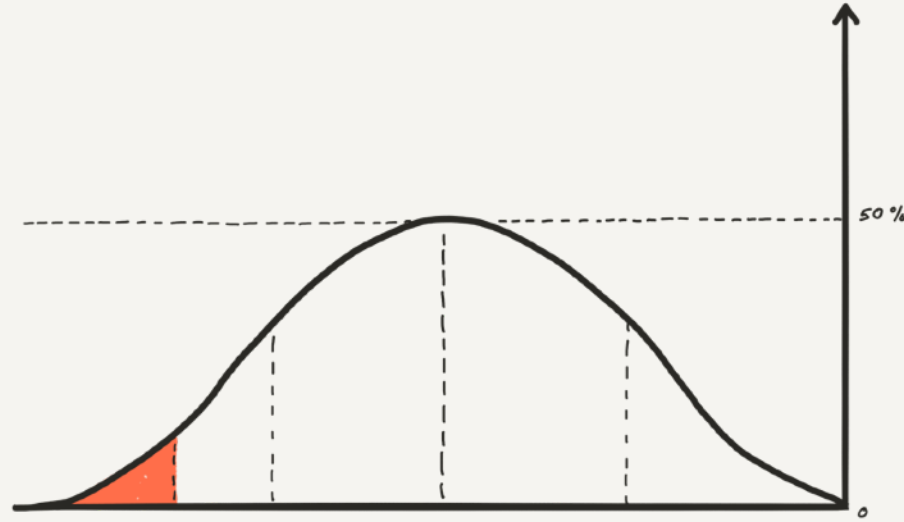


# Culture

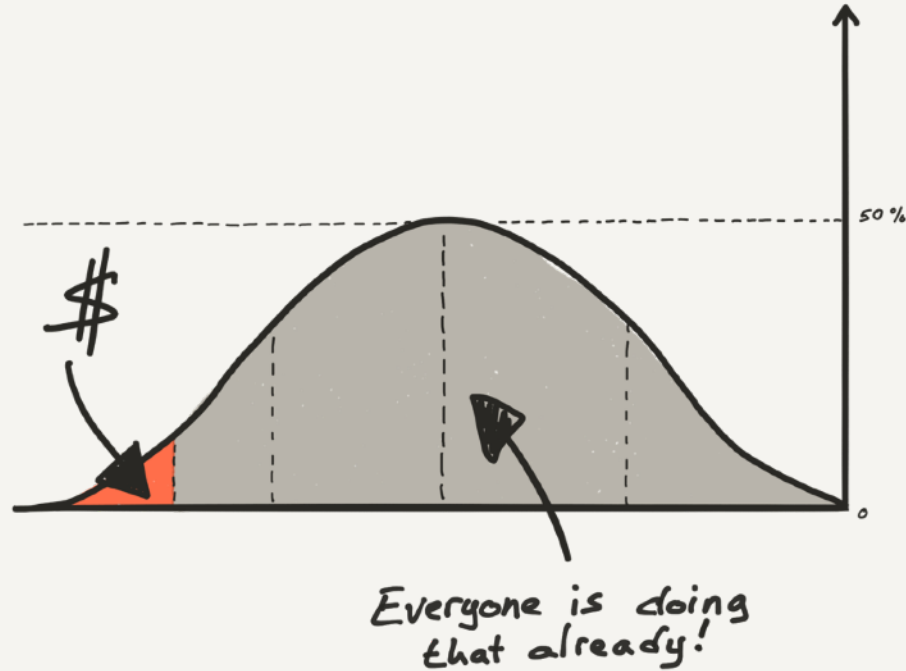


No data

# Why build a strong open source culture?



# Why build a strong open source culture?



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

# The Facebook Wall

## Write Something





"Open Source  
graveyard"

2010



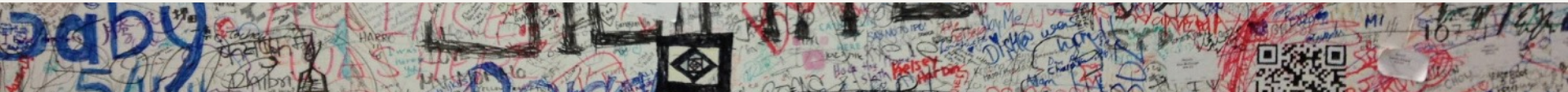
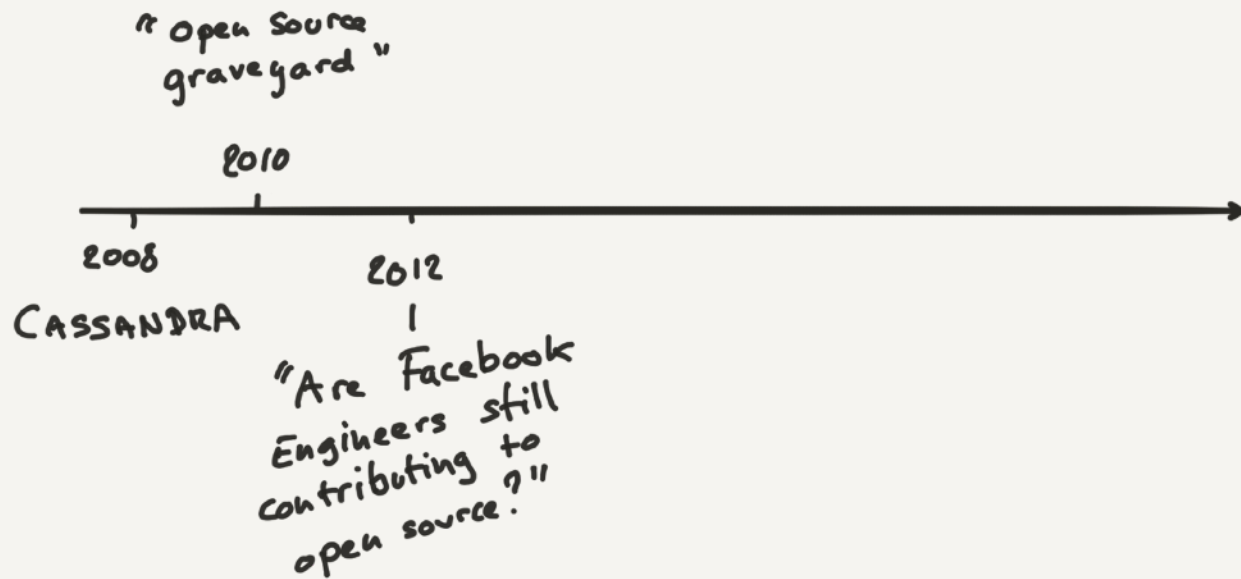
"Open Source  
graveyard"

2010

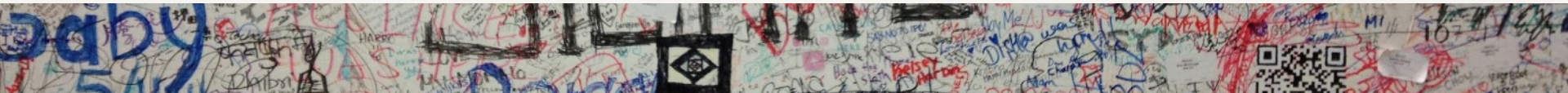
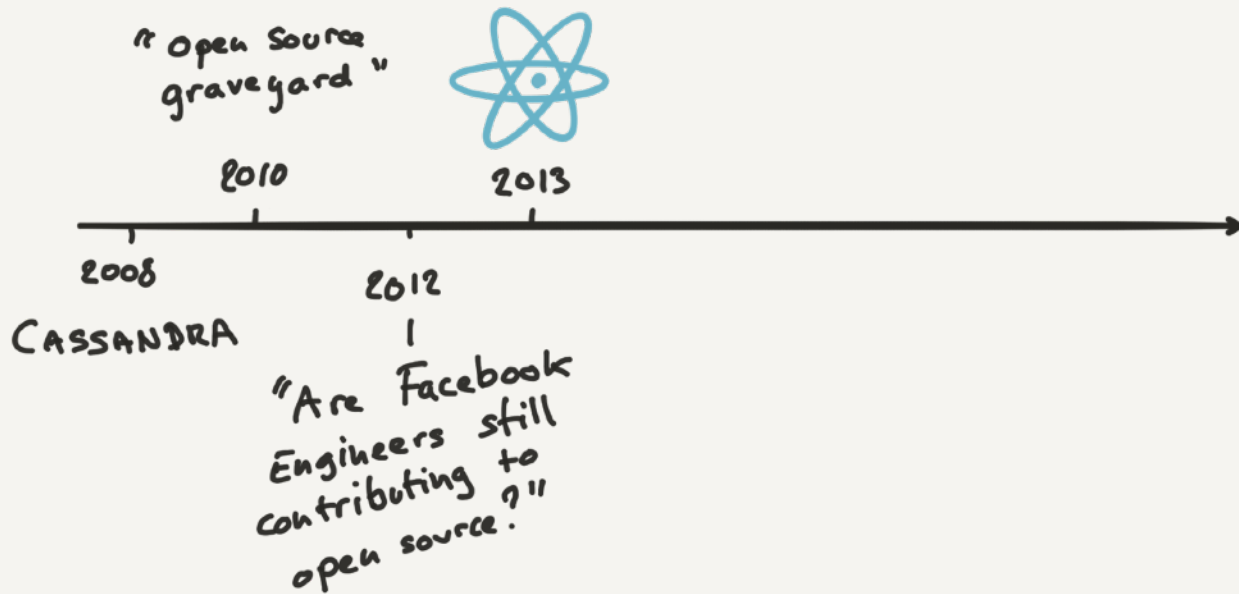
2008

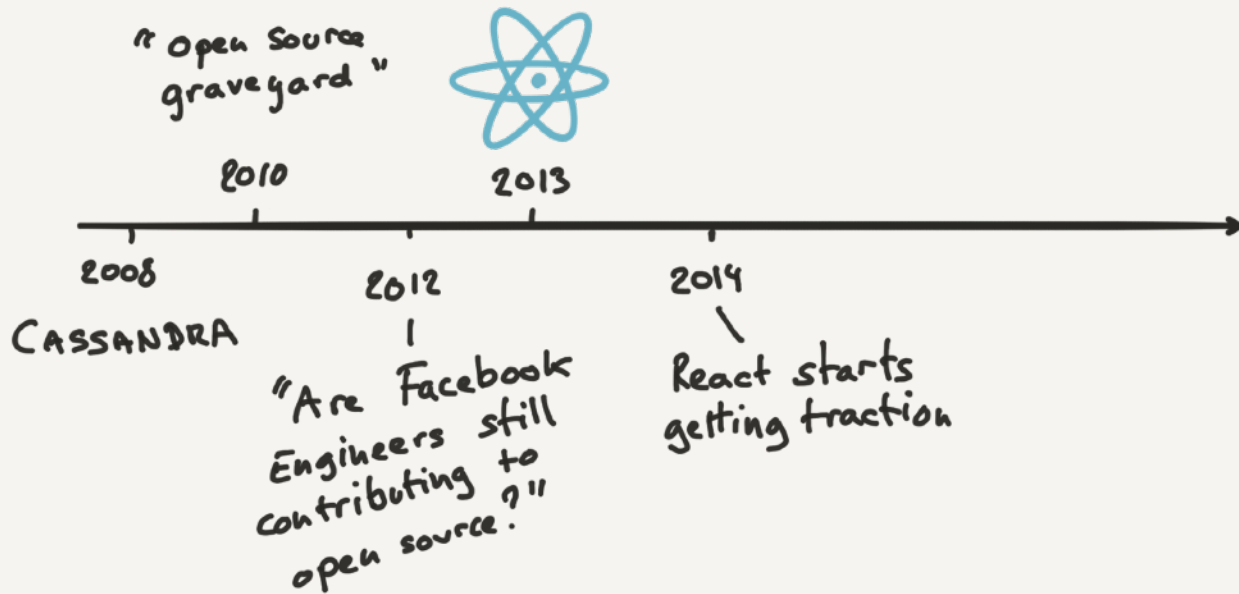
CASSANDRA

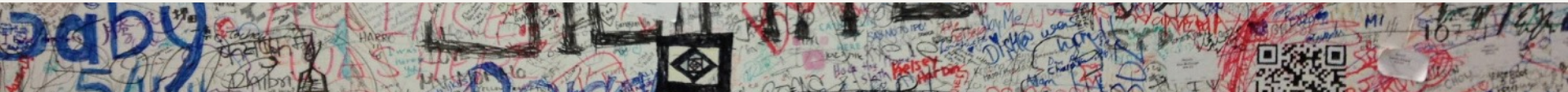
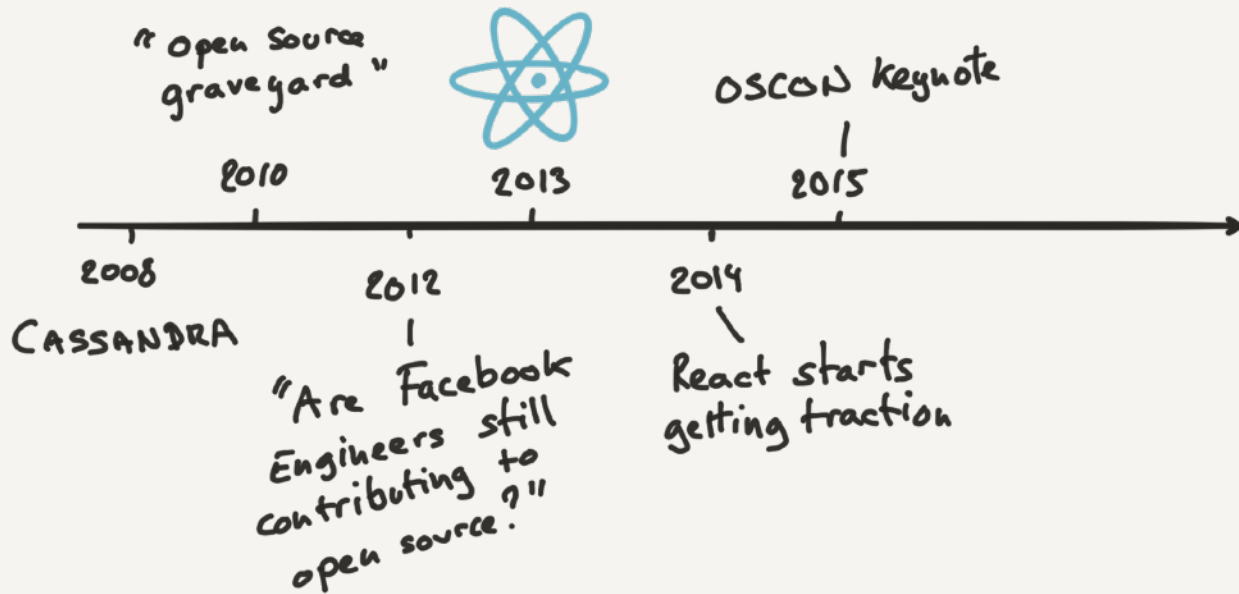




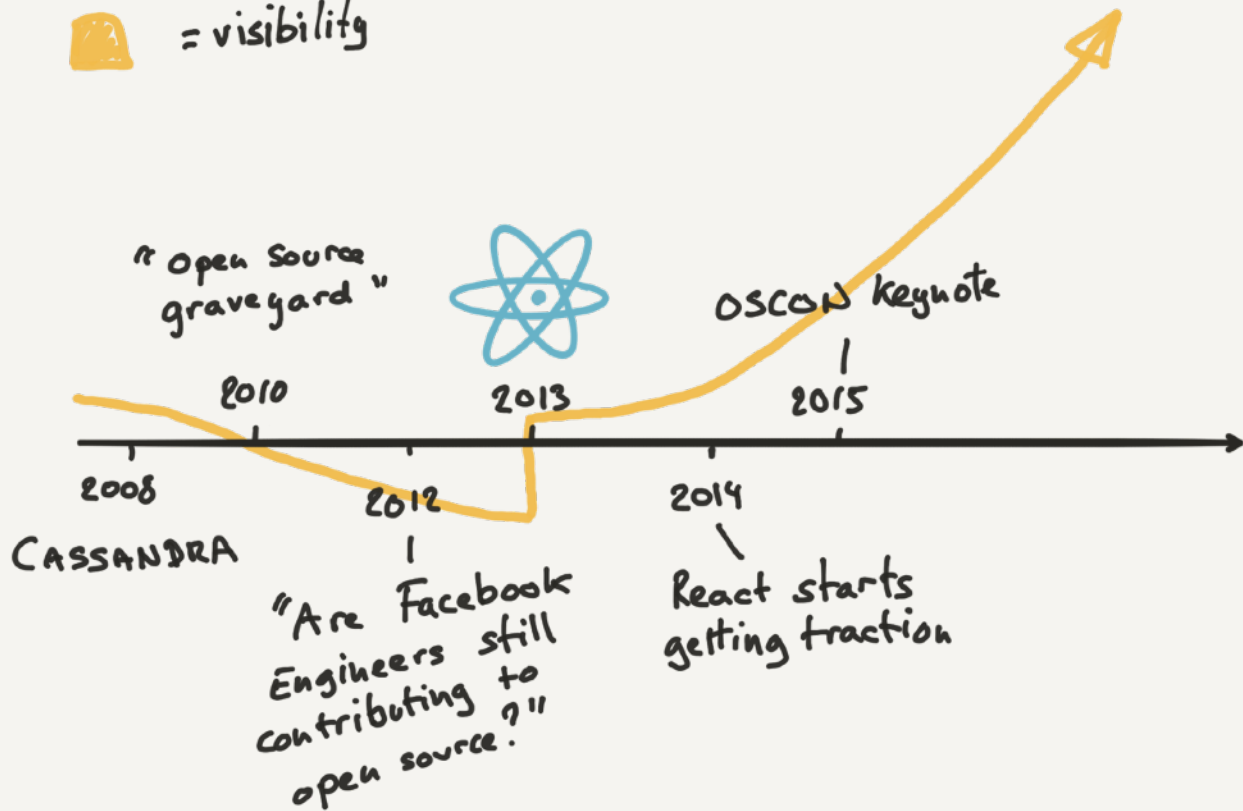








 = visibility

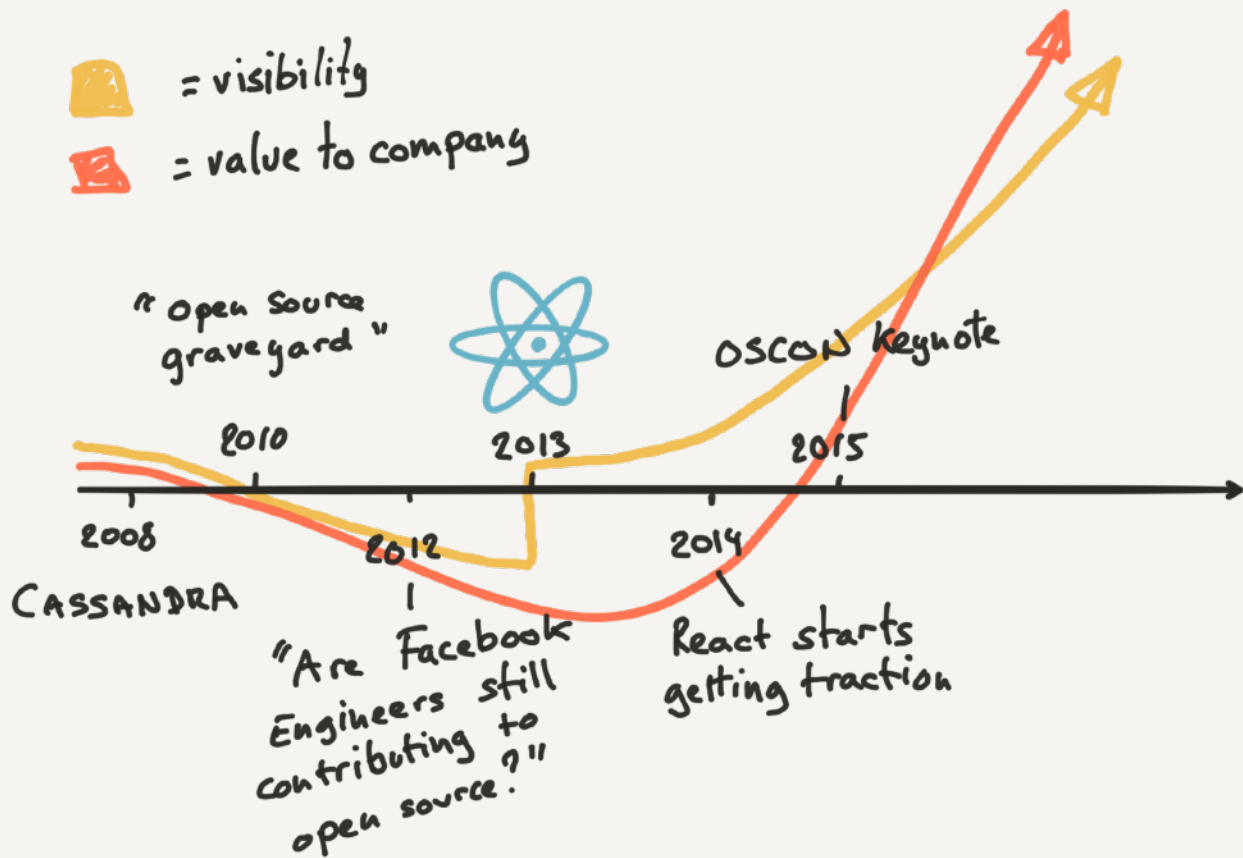




= visibility

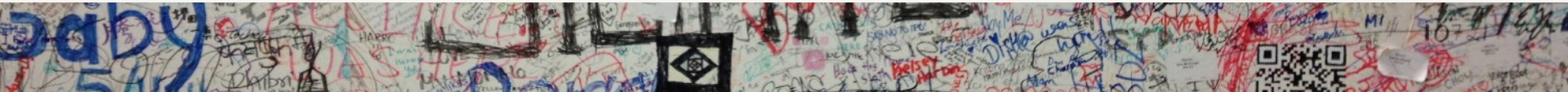


= value to company



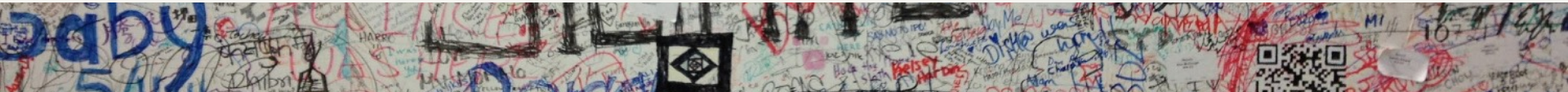
*“React was having this **outsized impact** on Facebook’s ability to attract and retain great talent and to establish itself as a well-known brand [in software engineering].”*

—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 the top of the hill.

**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

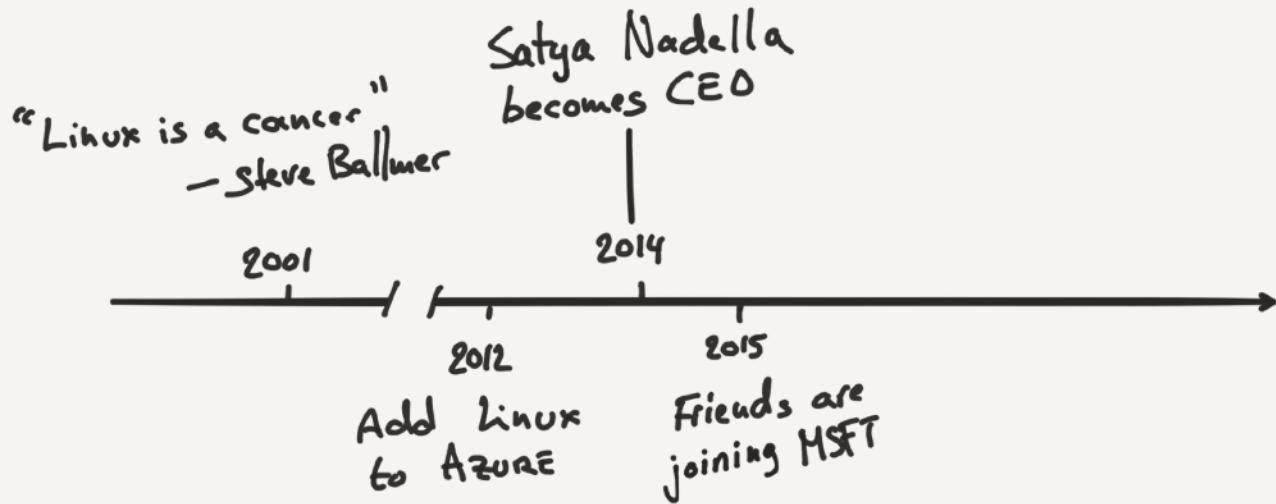
2014

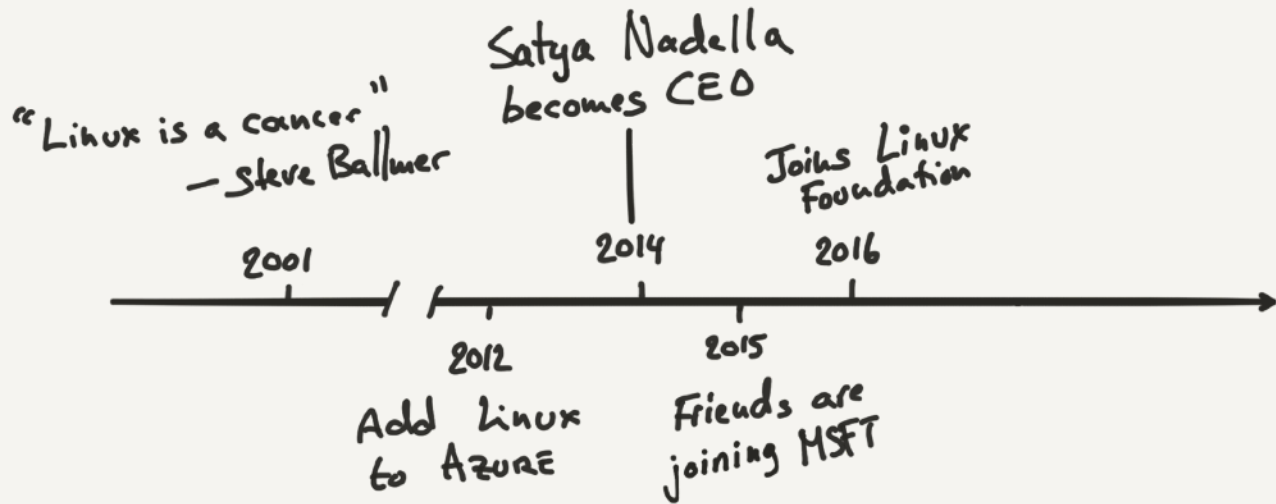


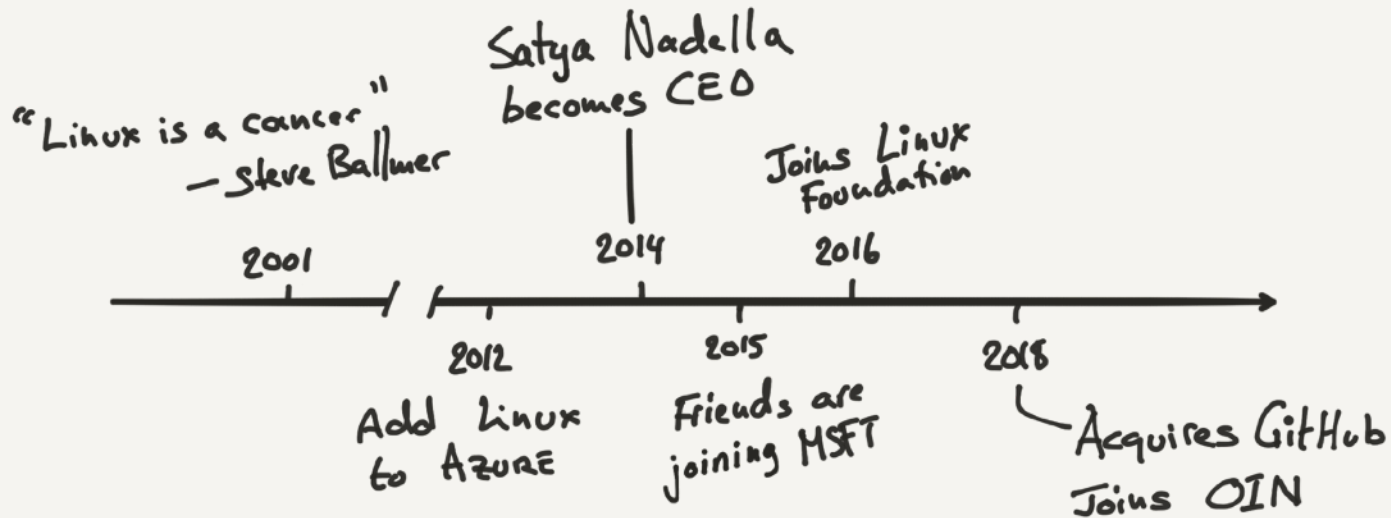


*“I tell my colleagues they get to own a customer scenario, not the code.”*

—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  
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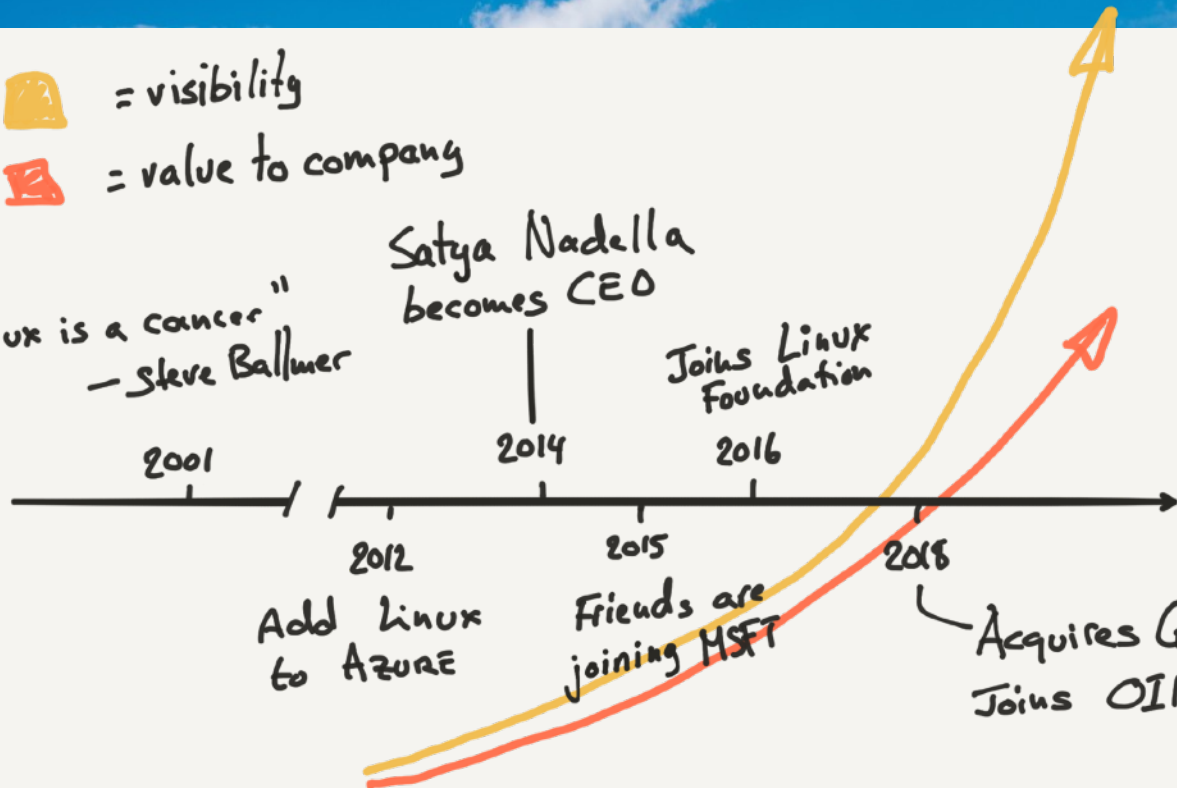
2015

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.