

Open Source as a Business

Strategy, Struggle & Success

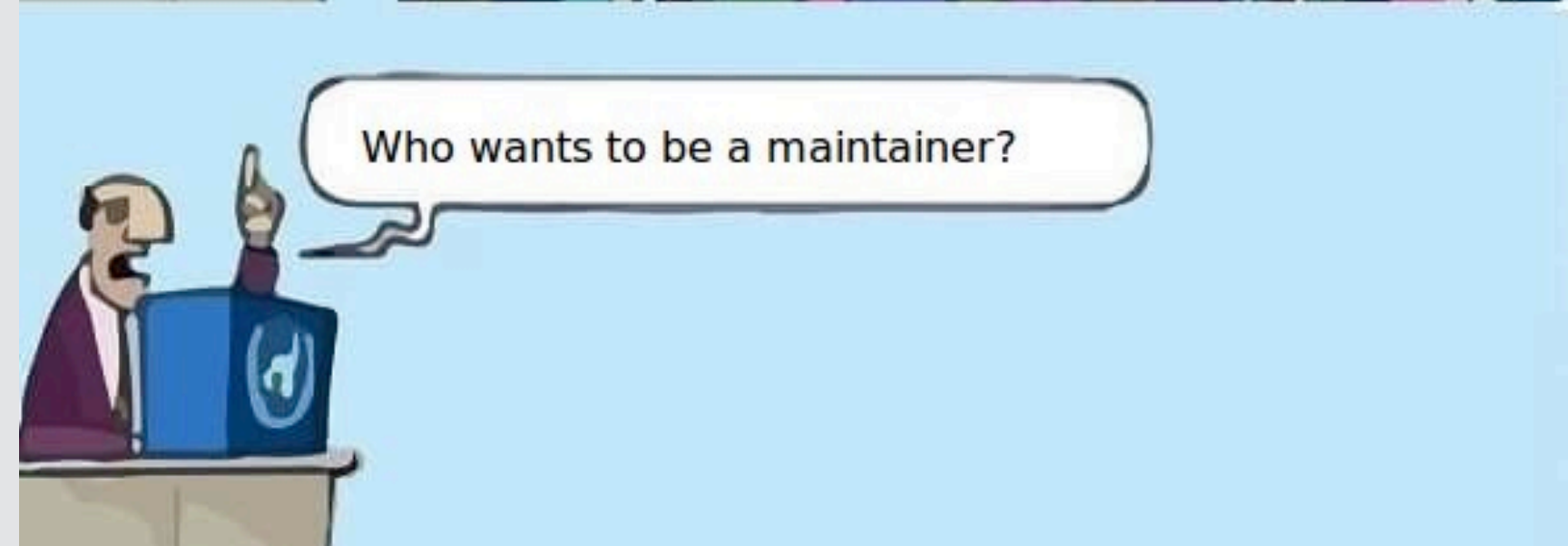
Philipp Krenn

@xeraa

[...] allow software to be
freely used, modified, and
shared.

<https://opensource.org/licenses>

<https://twitter.com/geowolf/status/971811346823221248>



Ninety-eight-point-five percent of the code
ever put into the core of Puppet was put in
there by somebody I paid.

Luke Kaines (founder of Puppet), <https://www.geekwire.com/2018/might-time-big-cloud-share-wealth-open-source-startups/>

Open Source \neq Business Model

Open source is a distribution
model that allows us to build
community. It's a force
multiplier.

Shay Banon, Elastic



Get Datomic On-Prem

All Datomic On-Prem licenses are **perpetual** and include **all features**:

- Unlimited Peers and/or Clients
- [High Availability](#) for Failover
- Integrated [memcached](#) Support
- Supports [all Storages](#)

The available editions vary by availability of maintenance and support. Choose the one that best fits your needs.

Starter	Pro	Enterprise
No Cost	\$5000 per Year per System Includes Maintenance and Updates	Enterprise Integration Support
Maintenance/Updates Limited to 1 Year	Standard EULA	Negotiated License Terms
Standard EULA	2 Day Business-Hours- Only Support	24x7 Support
Community Supported		
Download Starter	Purchase Pro	Contact Us



elastic

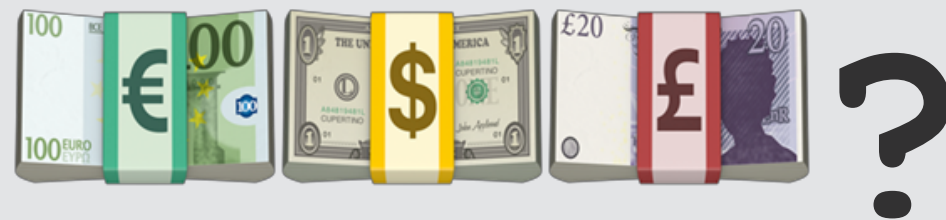
Developer







Where is the



Agenda

Strategy

Struggle

Success

Strategy

Services



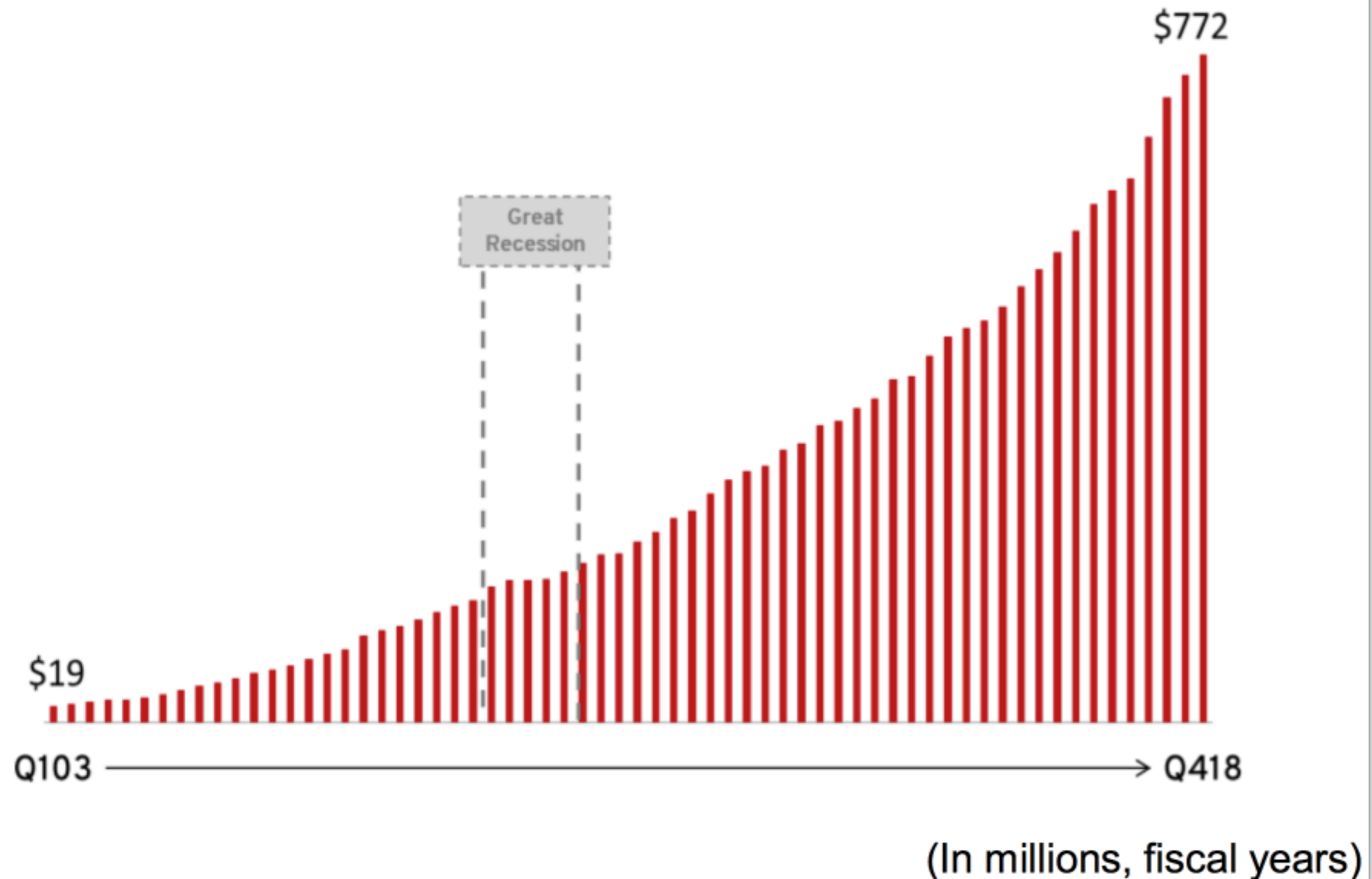
Support, Consulting, Training, Certification

CANONICAL



redhat.®

64 Quarters of Revenue Growth





Support Problem

Ease of Use

Support Problem

Renewal Rates

Service & Training Problem

Consulting-Only Competition

Open Core





MAPR



Global
HD

Problem

Competing Tools

Problem

Less Open, More Commercial

Problem

Cloud Providers

Cloud Service









Problem

Cloud Providers

The intent of open source software was not so
that someone else can take the exact same
software and offer it as a service.

<https://www.geekwire.com/2018/might-time-big-cloud-share-wealth-open-source-startups/>

Partnerships





Problem

Domain Specific

Donations



WIKIMEDIA
FOUNDATION

Problem

Scaling & Planning

For Patreon/donations to be a viable business model, have to put in just as much work as you'd have to do selling services/product, likely ending up w less from donations

You can point to donation models that had it easy & I can point to traditional businesses that got lucky too

<https://twitter.com/sehurlburt/status/1036091578060656640>

Certified Partners



moodle

Problem

Requires Commercial Ecosystem

Ads





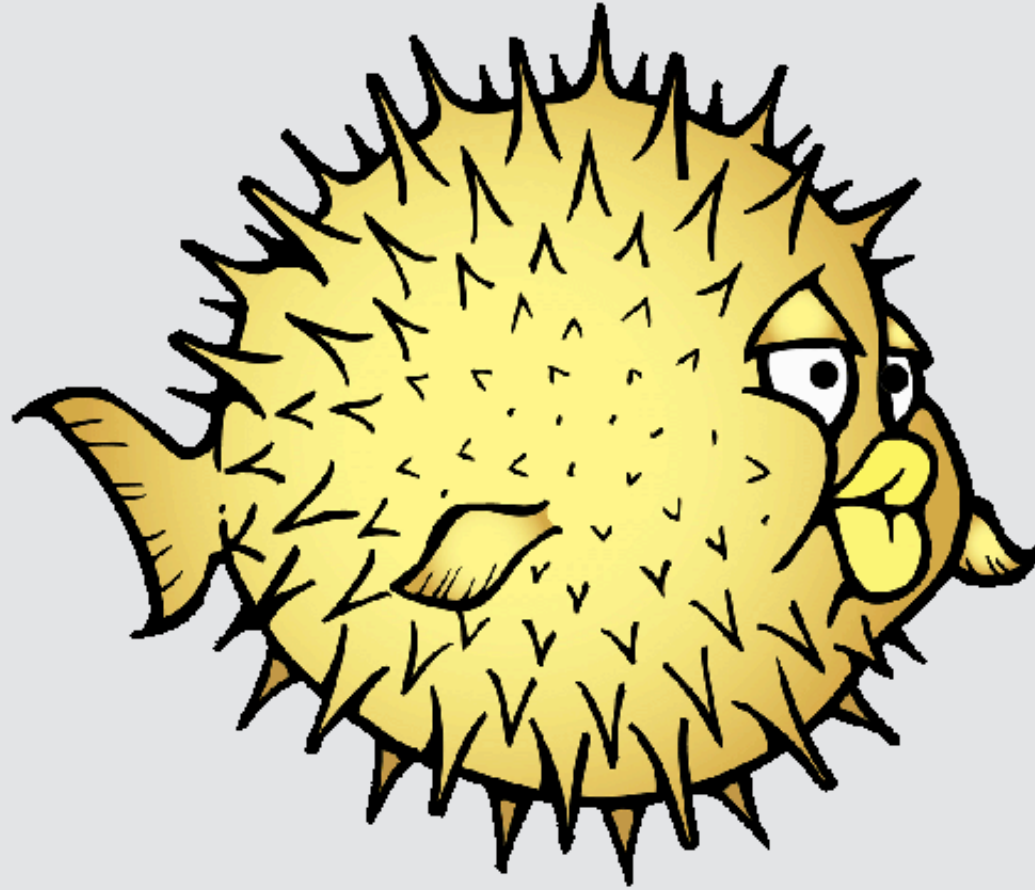
AdBlock

Problem

What Is Acceptable

Merchandise





***Open*BSD**

Problem

Revenue

Bounty / Crowdfunding 💰

Wataclass

DATKIDASS

Abba

Problem

Vision & Maintainability

Corporate Sponsoring



Amazon FreeRTOS

C

Amazon FreeRTOS is an OS for microcontrollers that makes small, low-power edge devices easy to program, deploy, secure, connect, and manage.

Apache MXNet

C++

A deep learning framework designed for both efficiency and flexibility. Allows you to mix symbolic and imperative programming.

AWS Amplify

JavaScript

AWS Amplify is a JavaScript library for front-end and mobile developers building cloud-enabled applications.

Blox

Java

Build schedulers and integrate third-party schedulers on top of ECS, while leveraging Amazon ECS to fully manage and scale your clusters.

S2N

C

A C99 implementation of the TLS/SSL protocols that is designed to be simple, small, fast, and with security as a priority.

Boto

Python

Allows Python developers to write software that makes use of services like Amazon S3 and Amazon EC2.

Sockeye

Python

A sequence-to-sequence framework with a focus on Neural Machine Translation based on Apache MXNet.

AWS CLI

Python

Universal Command Line Interface for Amazon Web Services.

Chalice

Python

Python serverless microframework for AWS that allows you to quickly create and deploy applications that use Amazon API Gateway and AWS Lambda.

AWS SDK for Go

Go

AWS SDK for the Go programming language.

AWS SDK for JavaScript

Javascript

The official AWS SDK for JavaScript, available for browsers and mobile devices, or Node.js backends

Git Secrets

Shell

Prevents you from committing passwords and other sensitive information to a git repository.

AWS X-Ray SDK for Go

Go

AWS X-Ray SDK for the Go programming language.

AWS Shell

Python

An integrated shell for working with the AWS CLI.

AWS EC2 FPGA Kit


VHDL

The AWS EC2 FPGA Hardware and Software Development Kit.


https://aws.github.io

Problem

Incentives



AWS Amplify is a JavaScript library for front-end and mobile developers building cloud-enabled applications.



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AWS EC2 FPGA Kit

VHDL

The AWS EC2 FPGA Hardware and Software Development Kit.

Struggle

Philosophy 🧠

If you are claiming your startup/company is
open source and you aren't contributing to some
form of upstream... then you aren't really.
Sorry not sorry.

<https://twitter.com/jessfraz/status/954802380125736961>

Contributors 

Users 

Consumers 

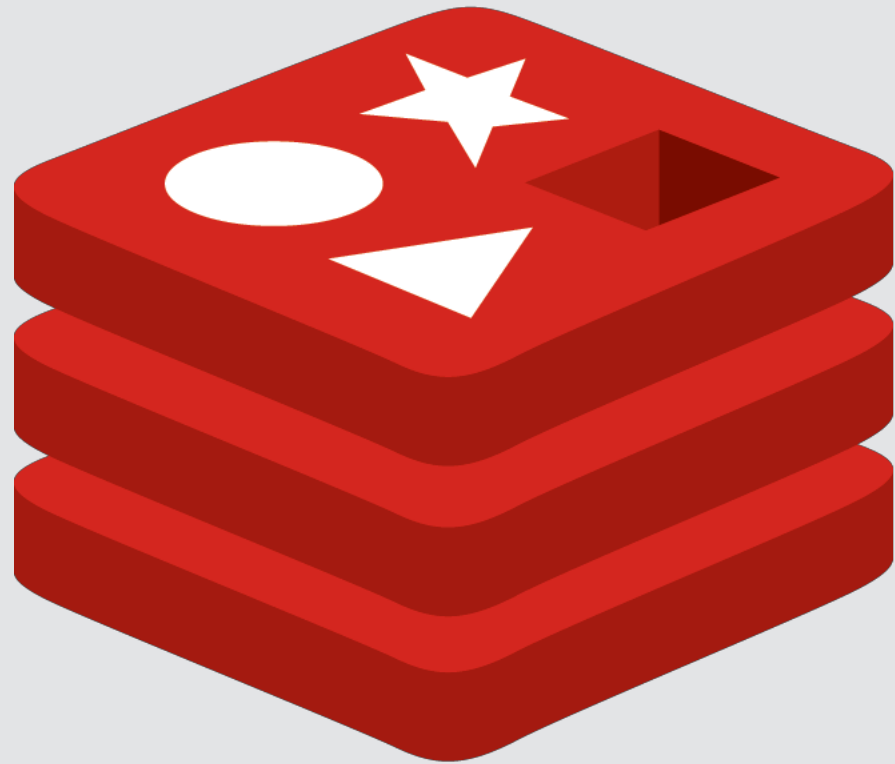


[...] Amazon, on one hand, bashes the open source ecosystem and highlights the advantage of its own tools, while at the same time taking projects like Presto, which was developed in the open by Facebook, and turning it into a packaged, revenue-generating product (the newly announced Athena service).

<https://dzone.com/articles/did-amazon-just-kill-open-source>

[...] If you are MSFT and I ask you if you've used Redis and you say "you mean Azure Redis Cache?", that's not a good sign.

<https://twitter.com/jensenharris/status/984268950136537088>



redis

RedisLabs Modules: AGPL

**Apache 2 modified with
Commons Clause (2018/08)**

**Redisearch, Redis Graph, ReJSON, ReBloom,
Redis-ML**

Without limiting other conditions in the License, the grant of rights under the License will not include, and the License does not grant to you, the right to Sell the Software.

<https://commonsclause.com>

Commons Clause

Still OSS?

Why not AGPL?

Confusion

CC

Apache 2 modified with Commons Clause
<https://commons.apache.org>

Some rabid open-source wonks accused Redis Labs of trying to trick the community into thinking that modules were open source, because they used the word "Apache."

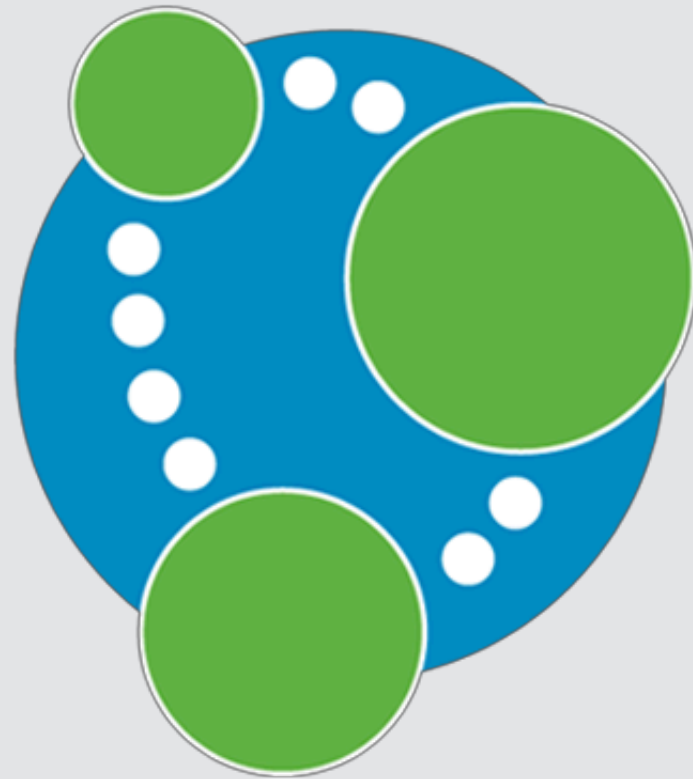
<https://techcrunch.com/2018/09/07/commons-clause-stops-open-source-abuse/>

Be aware that the debate starting up about the Common Clause license due to Redis Labs adopting it will likely be heavily tainted by large corporations who have a lot of free labor to lose suddenly pretending to be huge champions of free software ideals.

<https://twitter.com/taotetek/status/1032248562116186112>

Redis : BSD

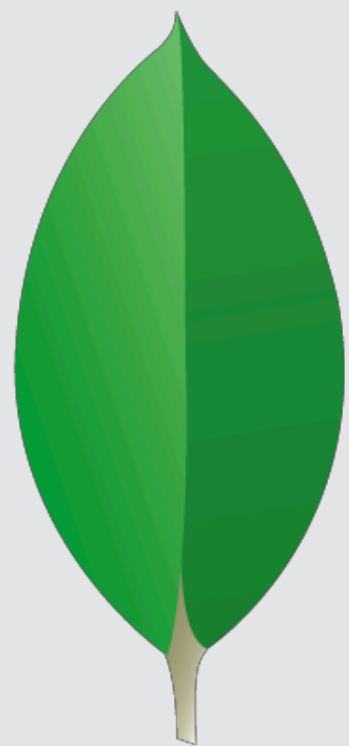
"Redis will remain BSD licensed" <http://antirez.com/news/120>
"Redis is not "open core" <http://antirez.com/news/121>



neo4j

Neo4j Enterprise consists of modules from Neo4j Community Edition [GPLv3] and modules licensed under AGPLv3 with the Commons Clause in this repository, and other closed source components not present in this repository.

<https://github.com/neo4j/neo4j>



mongoDB

AGPL Server / Apache Clients

Server Side Public License

(2018/10)

"13. Offering the Program as a Service."

<https://www.mongodb.com/licensing/server-side-public-license>

SSPL

Still OSS?

Why not AGPL?

Timing

Effective Today





Users



🔒 Elasticsearch-rails & -ruby are abandoned 🖊️

■ Elasticsearch



Oct '17

It was pointed out 3 months ago [here](#) 54 and nothing has changed - 66 PRs and a lot of bugs not being fixed.

Latest commit was made 5+ months ago.

elasticsearch-rails will be incompatible with an upcoming Rails 5.2 and it looks like nobody cares. How can we rely on a product with such bad support?



warkolm  Mark Walkom [Elastic Team Member](#)

Oct '17

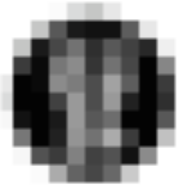
Would you be willing to take on some of the maintainer load to assist?

2 Replies 

5 Likes



 Reply



Oct '17

Of course not. Can't you hire 1 more developer?



 Reply

If you're unhappy with an open source project you're entitled to a full, immediate refund to the \$0.00 you paid for it. Alternatively, get involved with the project to make it better.

<https://twitter.com/MikeMcQuaid/status/970000490468708352>



softwareedoug Doug Turnbull

Oct '17

Wow! Come on man, you're getting this stuff for free. Don't be a freeloader, if you see problems share the load! That's the joy and burden of open source 😊

5 Likes



Reply



[Redacted]

Oct '17

Are you sure I'm using it for free? Elasticsearch is a commercial product with \$104m of funding and a lot of [paid subscriptions](#) ⁵, why the hell would I work for them for free? Btw, you're walking on the streets and breathing air for free - do you clean them up and plant new trees from time to time (also for free)? Nope? Why not?



Reply

The first crucial aspect to address is that the [Ruby client](#) ³ and the [Rails integrations](#) ¹ are two completely separate projects, which together contain eight different Rubygems (not counting the [X-Pack integration](#), with a very different degree of problematic aspects. For any further discussion, let's keep this distinction in mind.

The Ruby client has [6 open pull requests](#) ² right now, with [5 pull requests] waiting for reply from the contributor. There are also [10 issues with questions waiting for reply](#) ², and [26 issues with general discussion waiting for reply](#) ³. The client *and* associated libraries, like `elasticsearch-extensions` are [consistently updated](#) ², with a lot of activity from October 2017, actively tracking the changes in the Elasticsearch 6.x branch. [Travis CI](#) currently fails because of incorrect snapshot URL for the Elasticsearch 6.0 package, not with a load of actual test failures. That, to me, doesn't look like an "abandoned" project at all. If it does to our community, I'm very much in favour of a discussion about how can we improve here.

The Rails integration is a different story, and I understand the frustration expressed in the original post by [\[redacted\]](#). The project itself consists of *three* totally different Rubygems: the integration with ActiveRecord models, the persistence layer, and the Rails helpers and extensions. All three are pretty different when it comes to complexity, usage — *and* community contributions. Just compare the download numbers between `elasticsearch-model` ² and `elasticsearch-persistence` ²: 3 million versus 600 thousands. But one of biggest sources of troubles, manifesting in the number of issues and pull requests submitted, is actually `elasticsearch-persistence`, which skews the perspective quite significantly.

With that in mind, let's consider the technical details. For a good example, I've been actively and publicly telling people that the *ActiveRecord* pattern for the `elasticsearch-persistence` is too challenging from the development *and* usage standpoint, and that it's going to be deprecated in favour of the [Repository](#) ⁴ pattern. Now, you *can* hold it against the maintainer, in this case me, to not act on such a plan in a very long time. Doing this transition properly, which means updating the code with deprecation

Ruby on Rails Integrations Engineer

[APPLY NOW](#)

Location: Anywhere EMEA or US

Department: Engineering

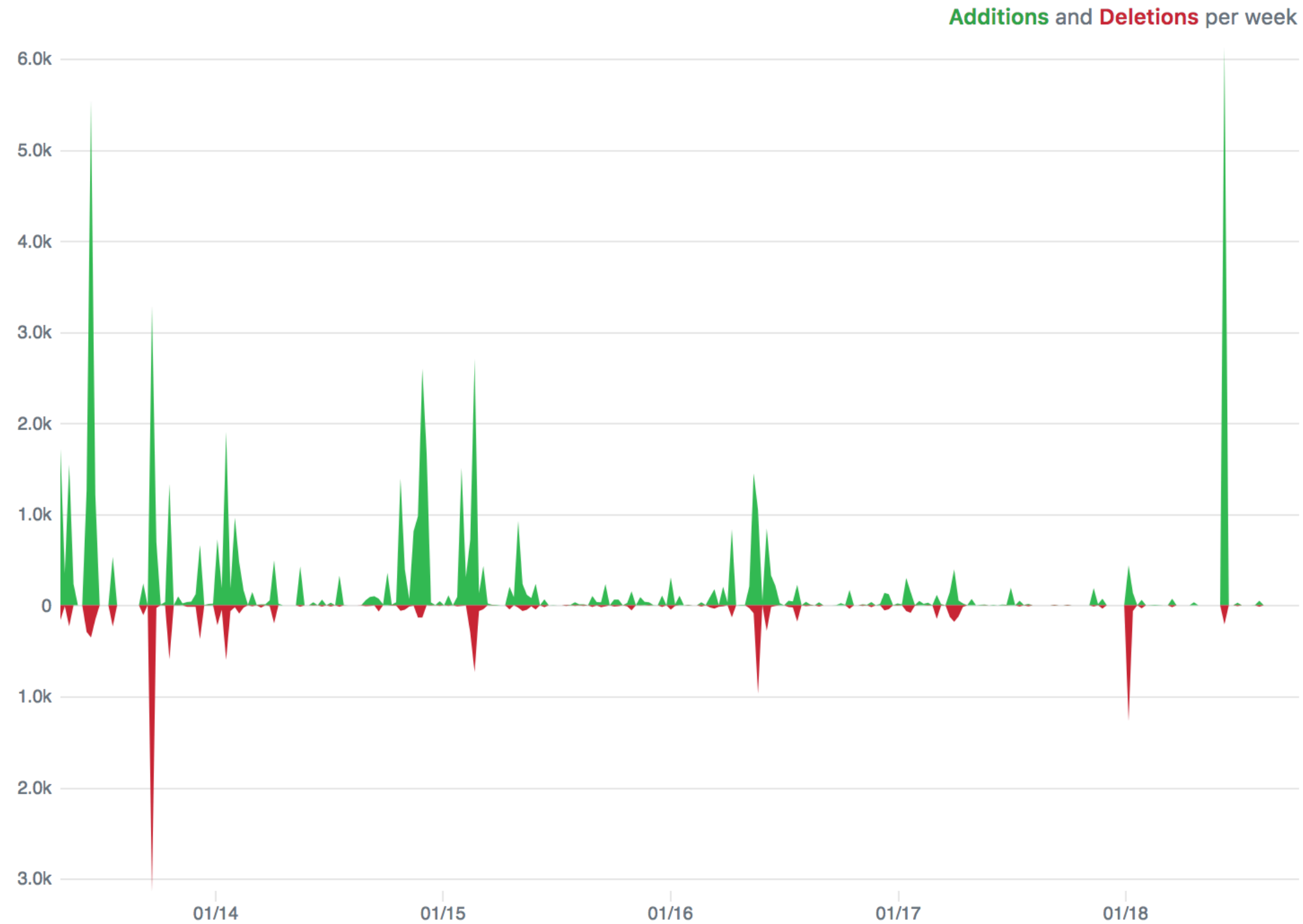
At Elastic, we have a simple goal: to solve the world's data problems with products that delight and inspire. As the company behind the popular open source projects — Elasticsearch, Kibana, Logstash, and Beats — we help people around the world do great things with their data. From stock quotes to real time Twitter streams, Apache logs to WordPress blogs, our products are extending what's possible with data, delivering on the promise that good things come from connecting the dots. The Elastic family unites employees across 30+ countries into one coherent team, while the broader community spans across over 100 countries.

Right now, we are looking to add a talented Ruby Engineer with a deep understanding of Rails and real passion for open source development to collaborate within our small, but globally distributed team.

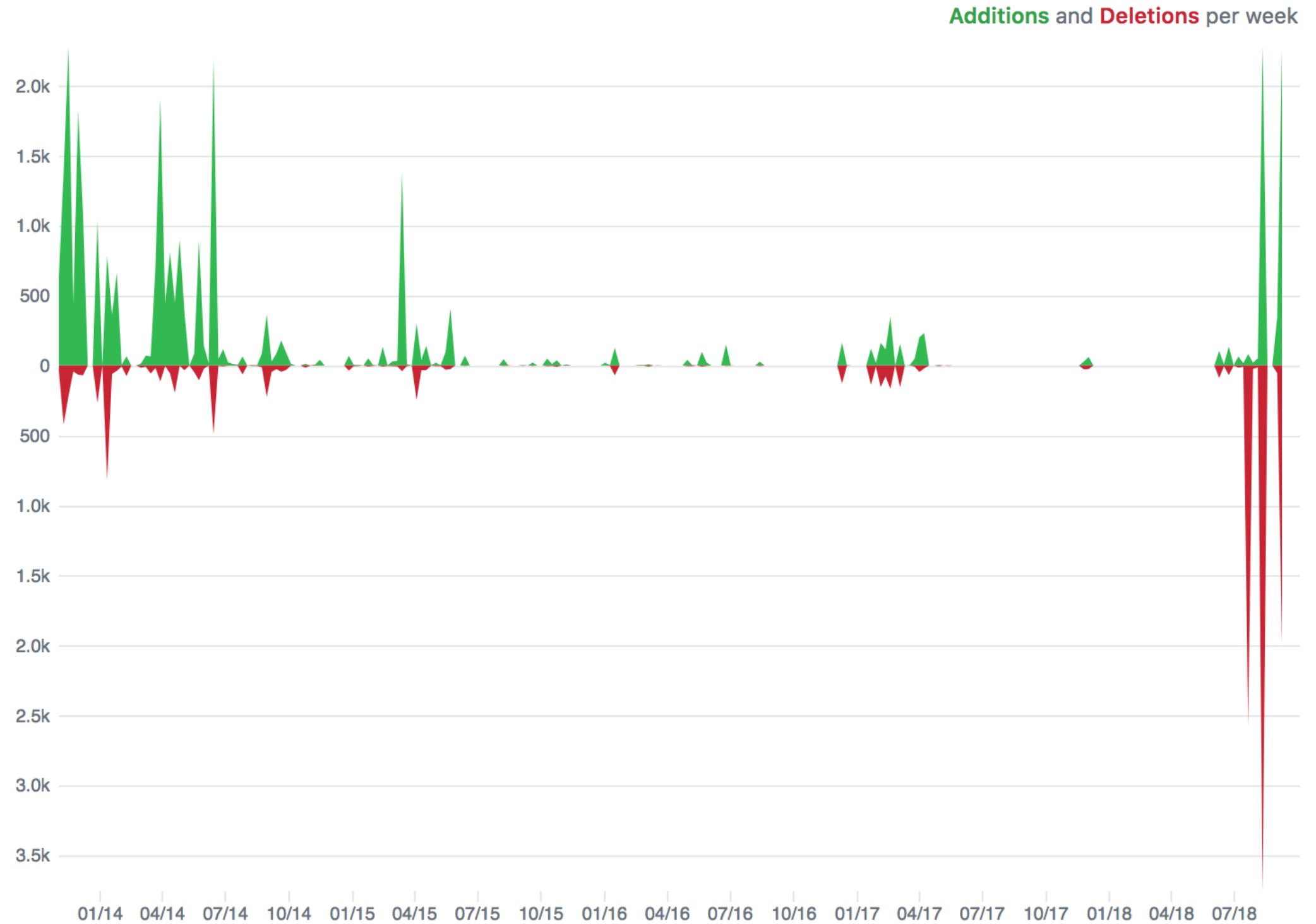
Responsibilities

Your primary responsibility will be to develop and maintain the integration between the Ruby on Rails platform and the Elastic stack. This includes:

- Pulse
- Contributors
- Community
- Traffic
- Commits
- Code frequency**
- Dependency graph
- Network
- Forks



Pulse
Contributors
Community
Traffic
Commits
Code frequency
Dependency graph
Network
Forks



Money



Conflict of Interest

Open Source vs Commercial View



DATASTAX 

SCYLLA.

Venture Capital

Accelerated Development vs Calling the Shots



Couchbase

Development

Hobbled Product vs Starving Company



influxdb



RethinkDB



docker

Commercial Code

Open / Visible Code vs Closed Source



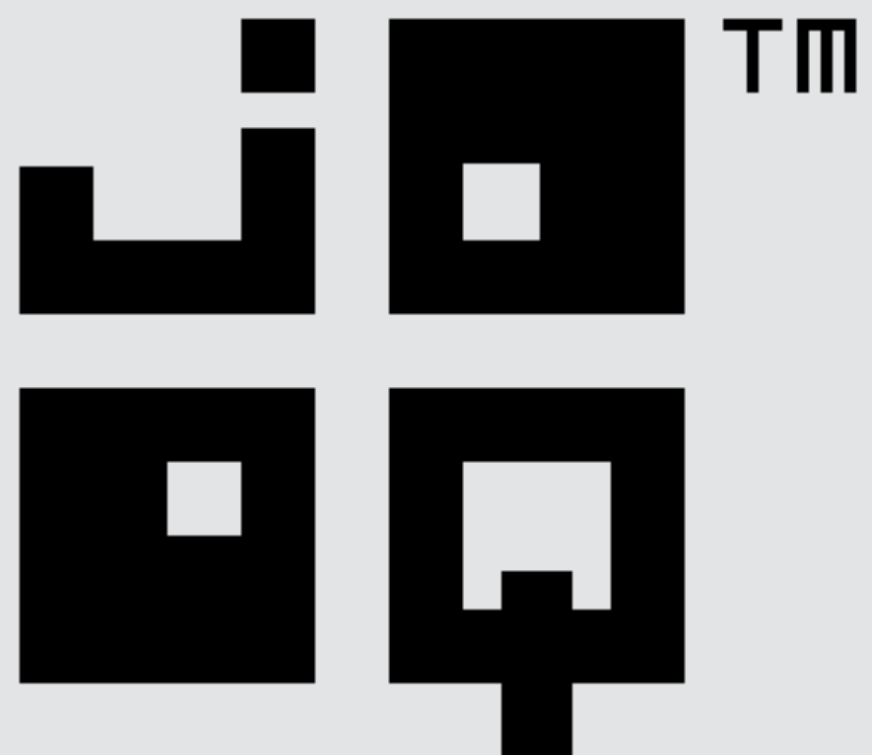
DynamoDB



Tricks

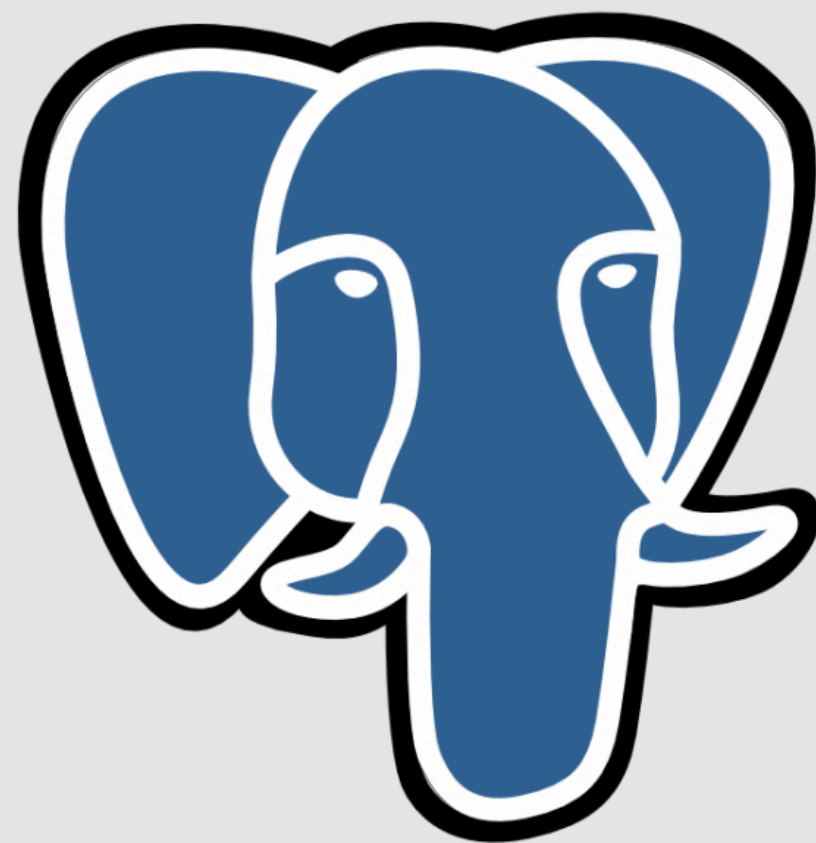
Open Source but...





Success

Business Is
Optional



PostgreSQL



mattklein123

[Follow](#)

Engineer @lyft

Jun 17, 2017 · 6 min read

Optimizing impact: why I will not start an Envoy platform company

The following are my own views, and not that of my employer, Lyft.

Although almost unbelievable to me, Envoy has gained exceptional traction since it was open sourced about 9 months ago. (If unfamiliar with Envoy see [here](#) and [here](#) for more information). Very early on I received inbound requests from investors and entrepreneurs who were attracted to a new solution in the burgeoning area of microservice networking and management and who wanted to discuss the potential for commercial opportunities around the software. Over the last few months, especially as excitement for the software has increased (a substantial partnership with Google, the launch of [Istio](#), uptake and excitement of other large companies, etc.), the amount of inbound requests and push by the investment community to figure out a

Business Is
Complicated

It saddens me that closed source companies are
acclaimed for merely putting a piece of code on
GitHub, while commercial open source companies
get the worse shit for any action that involves
protecting their work.

<https://twitter.com/icecrime/status/1032155227368185856>

Time for an
Updated Model?

MongoDB seeks to do what the FSF failed to do in 2007: close the “ASP loophole.” That is, to make the GPL (and open source) more relevant to the cloud era by ensuring those that modify and distribute open source as a cloud service contribute back.

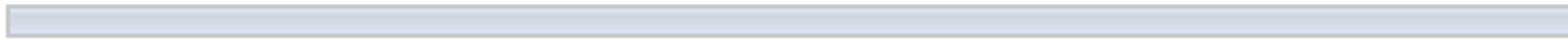
<https://twitter.com/mjasay/status/1052191818937327616>

More than Reciprocal

Permissive vs Copyleft vs SSPL

In the light of the MongoDB license changes...

I will continue using MongoDB Community, the change does not impact me (49%, 139 Votes)



I will look to replace MongoDB with a different data store (49%, 139 Votes)



I will have to purchase MongoDB Enterprise Subscription (1%, 4 Votes)



Total Voters: **282**

<https://www.percona.com/blog/2018/10/24/poll-mongodb-license-change/>

FRIENDS DON'T LET
REAL FRIENDS USE
RELATIONAL DATABASES



mongoDB.

14' x 48'

CLEAR CHANNEL

#15211

**Friends don't let real
friends use *non open source*
databases**

Elastic's Strategy

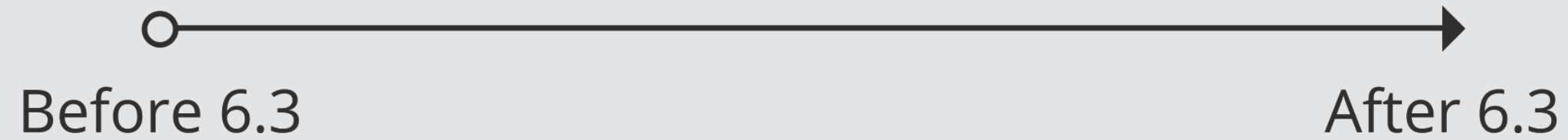
FREE		GOLD	PLATINUM
OPEN SOURCE	BASIC		
Download		Request Info	Request Info

ELASTIC STACK

Elasticsearch				
<div> <div></div> Scalability & Resiliency </div>	✓	✓	✓	✓
<div> <div></div> Query & Analytics </div>	✓	✓	✓	✓
<div> <div></div> Data Enrichment </div>	✓	✓	✓	✓
<div> <div></div> Management & Tooling </div>	✓	✓	✓	✓
<div> <div></div> Security </div>			✓	✓
<div> <div></div> Alerting </div>			✓	✓
<div> <div></div> Machine Learning </div>				✓
Kibana				
<div> <div></div> Explore & Visualize </div>	✓	✓	✓	✓
<div> <div></div> Stack Management & Tooling </div>	✓	✓	✓	✓
<div> <div></div> Stack Monitoring </div>		✓	✓	✓

All Code Open

Not Open Source –
Apache 2 & Elastic License



 Public Repo

elasticsearch

< code >

License: **Apache 2.0**

 Private Repo

x-pack-elasticsearch

< code >

License: **Elastic License**

 Public Repo

elasticsearch

< oss code >
Apache 2.0

< x-pack code >
Elastic License

Community License: **Apache 2.0 + Elastic License**

Training Consulting



elastic cloud



elastic cloud

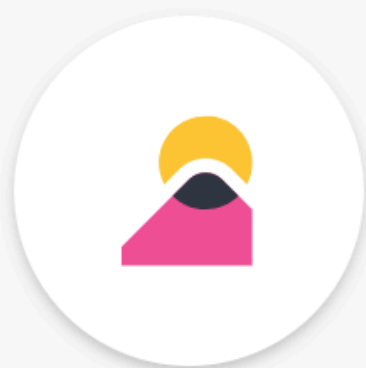
enterprise

Elastic Solutions

Do you just want to tail a log file? Or know which IP addresses to block? Or index a million documents for fast search? Here are just a few ways the Elastic Stack comes together for you.



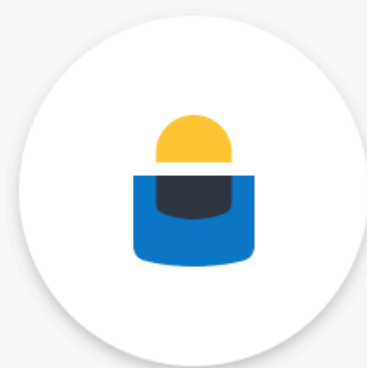
Logging



Metrics



Site Search



Security
Analytics



APM



App Search



Business
Analytics



Enterprise
Search



Home

All

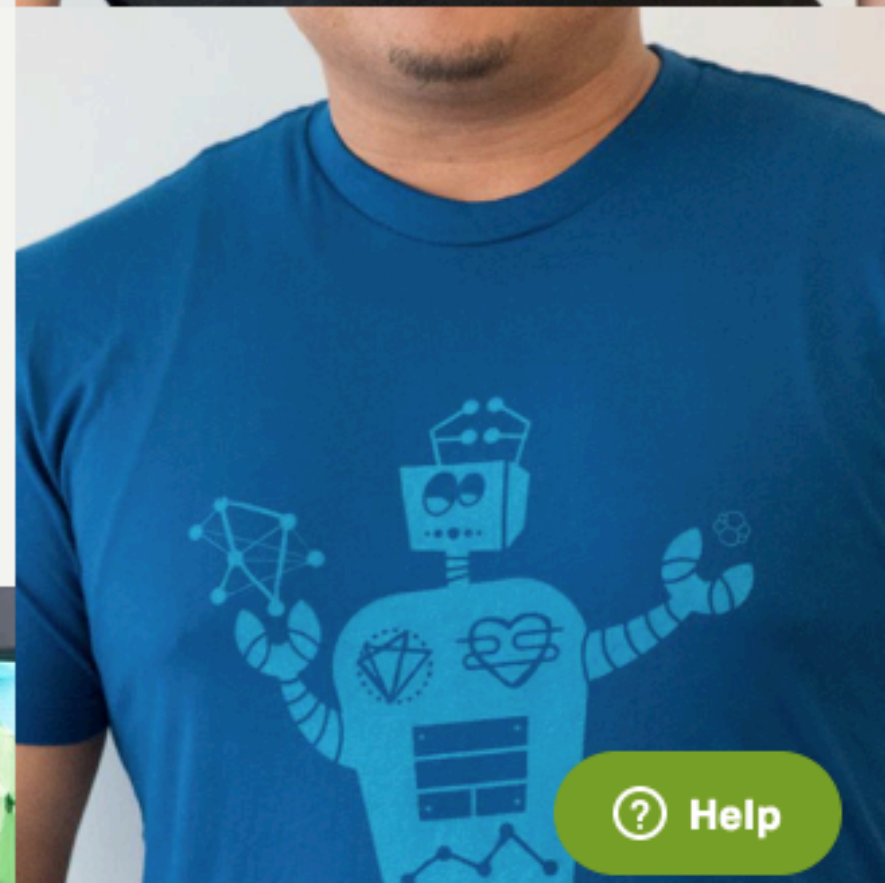
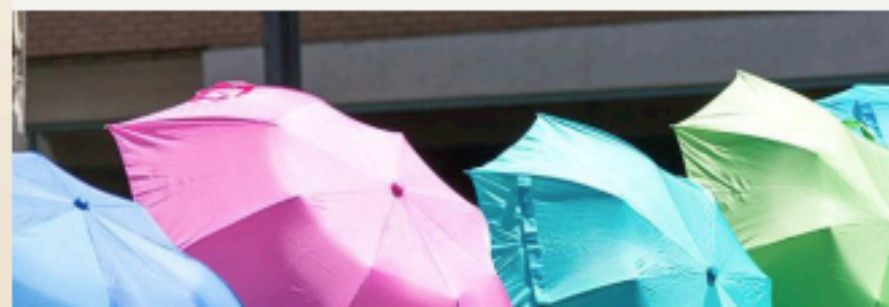
Apparel

Gadgets



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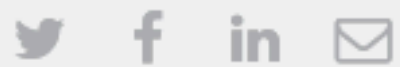


Home

All

Apparel

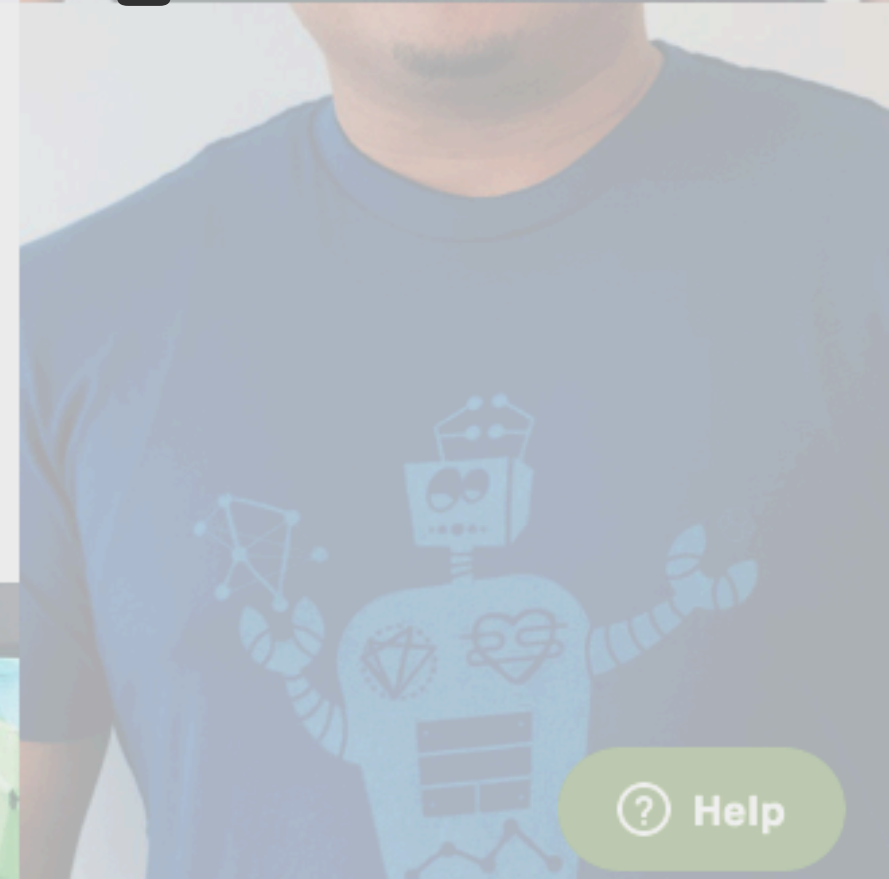
Gadgets



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<https://elastic.shop>



Questions? Disagreement?

Philipp Krenn

@xeraa