OPEN SOURCE COMMUNITIES AND BUSINESS ECOSYSTEM STRATEGY

OW2 Consortium from the perspective of a Board Member

Slovenia Business Linux Conference
27th September 2010

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Engineering Group
OW2 BoD member

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Why this talk

This talk is not an official OW2 presentation, but it gives the point of view of an OW2 founding member (Engineering Group) and of an OW2 Board of Directors member.

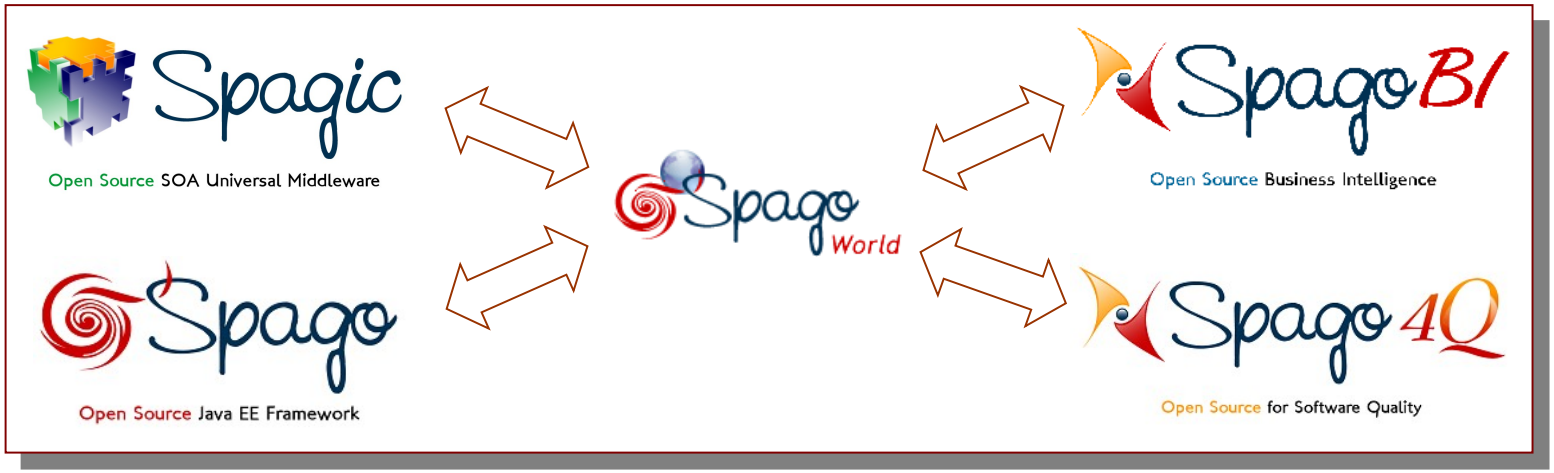
My aim is both to promote OW2 Consortium and to suggest some reflections about Open Source (OS) Communities and OS ecosystems strategies.

The first point is: who am I?

A short bio

Engineering Group is the first player in Italy in software and services with a unique and complete business model: system integration, consultancy, outsourcing, solution & product for cross and vertical markets.

OSS Editor



Communities

OW2 Consortium — www.ow2.org
eclipse — www.eclipse.org
OSGi Alliance Supporter — www.osgi.org
NESSI — www.nessi-europe.com
Qualipso — Quality Platform for Open Source Software — www.qualipso.org
Centro di Competenza Italiano per l'Open Source — www.flossitaly.it

Initiatives

eclipseSOA
GeoBI initiative
OW2 Europe Local Chapter
OW2 BI Initiative

I am Architectures&Consulting Director within the Research&Innovation Division. **Founder of the SpagoWorld initiative** and **member of OW2 Consortium BoD**, active in the **Eclipse Foundation Community** and in the **Italian Open Source Competence Center**. I signed the **FLOSS CC Network Manifesto** and I was professor for open source at the University of Padua, Italy.

Agenda

- The current OS world
- New generation of OS communities
- OW2 Consortium: software & business platform
- OW2 Initiatives: ecosystems @ work
- OS Communities: some reflections
- Concluding remarks

Where we started

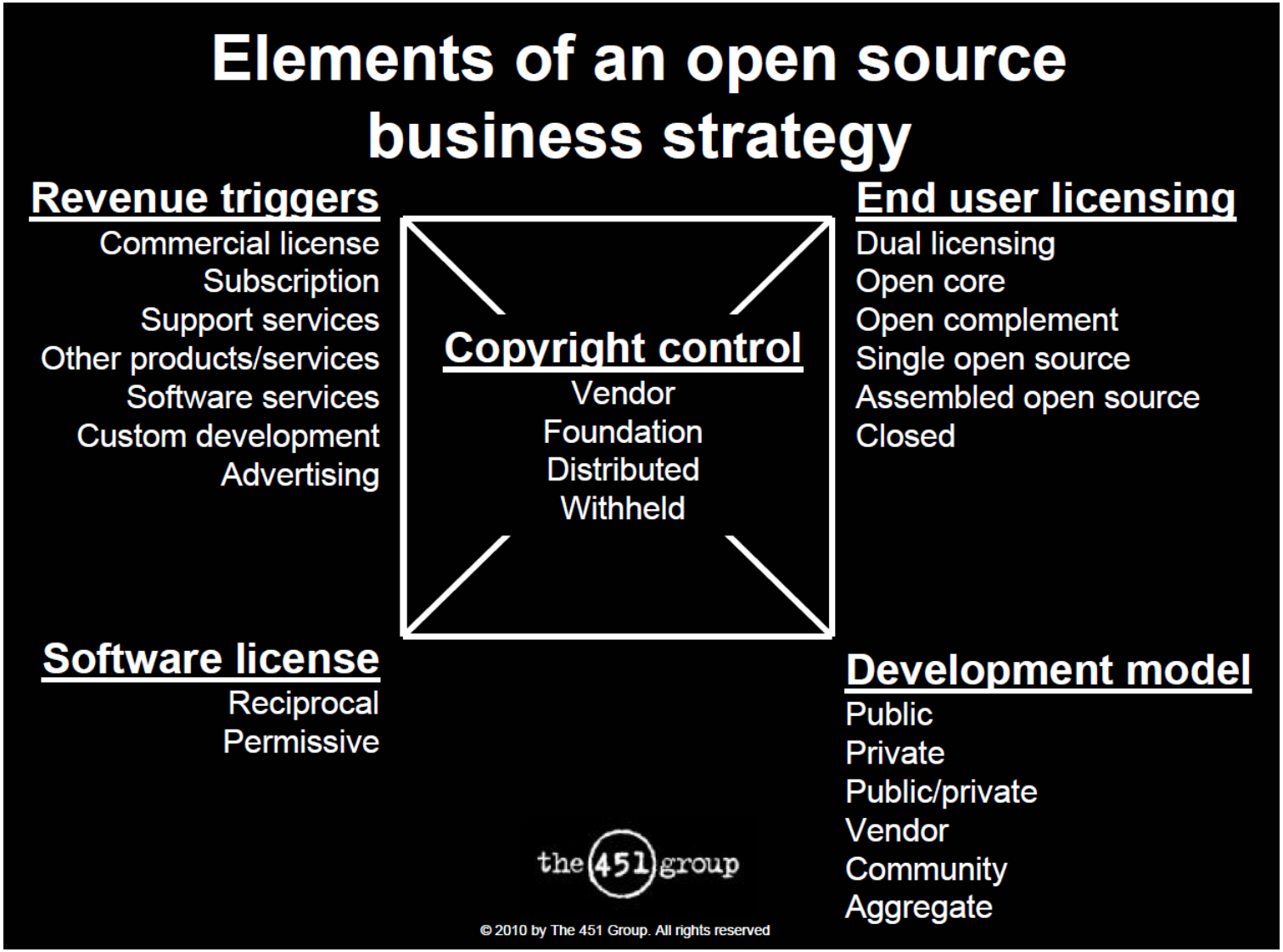
0> The freedom to run the software for any purpose

1> The freedom to study how the software works and to adapt it to your needs

2> The freedom to redistribute copies of the software

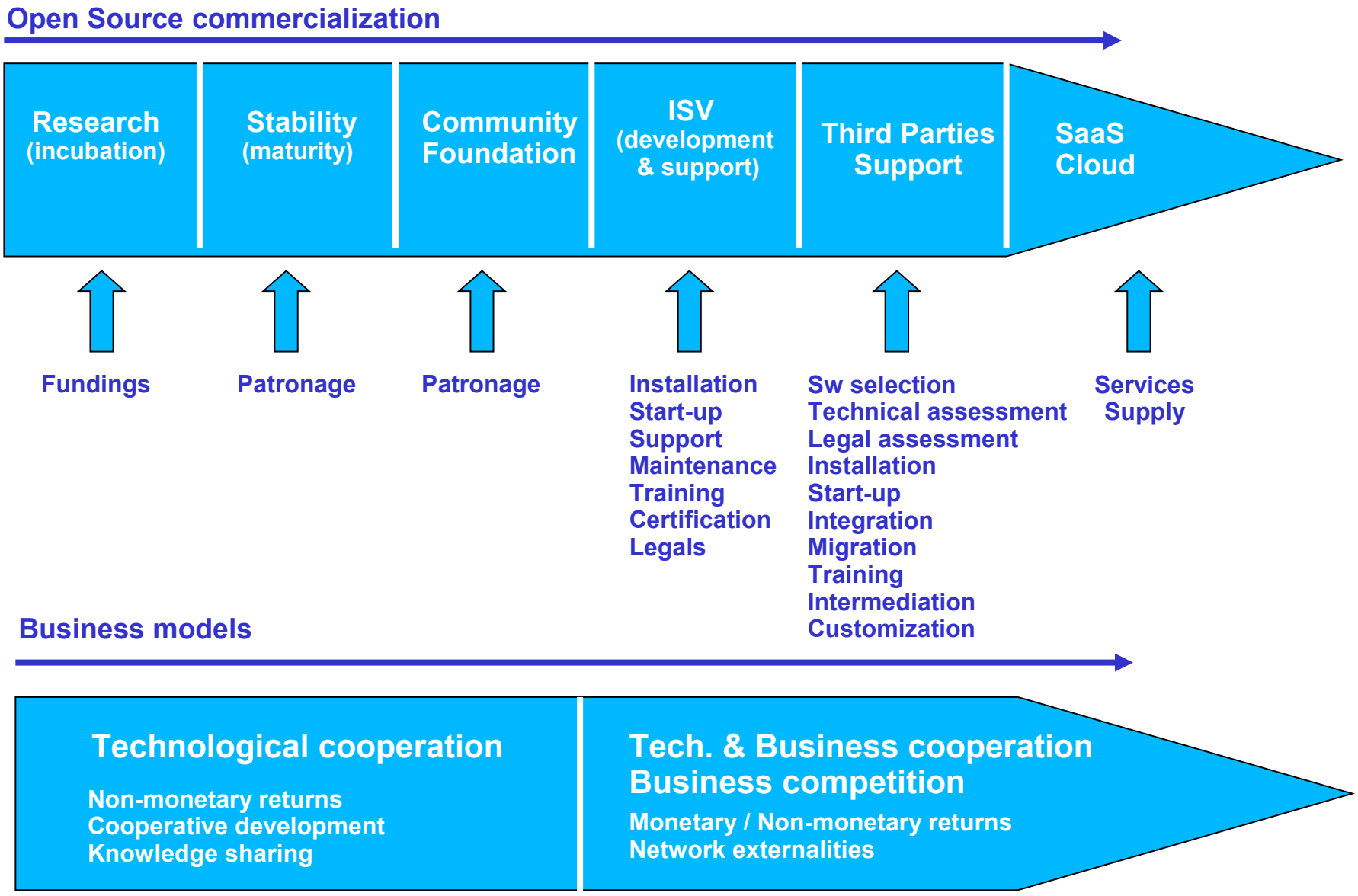
3> The freedom to improve the software and distribute your improvements to the public

Current OS world: business strategies



www.the451group.com/caos

Business models -> towards commercialization

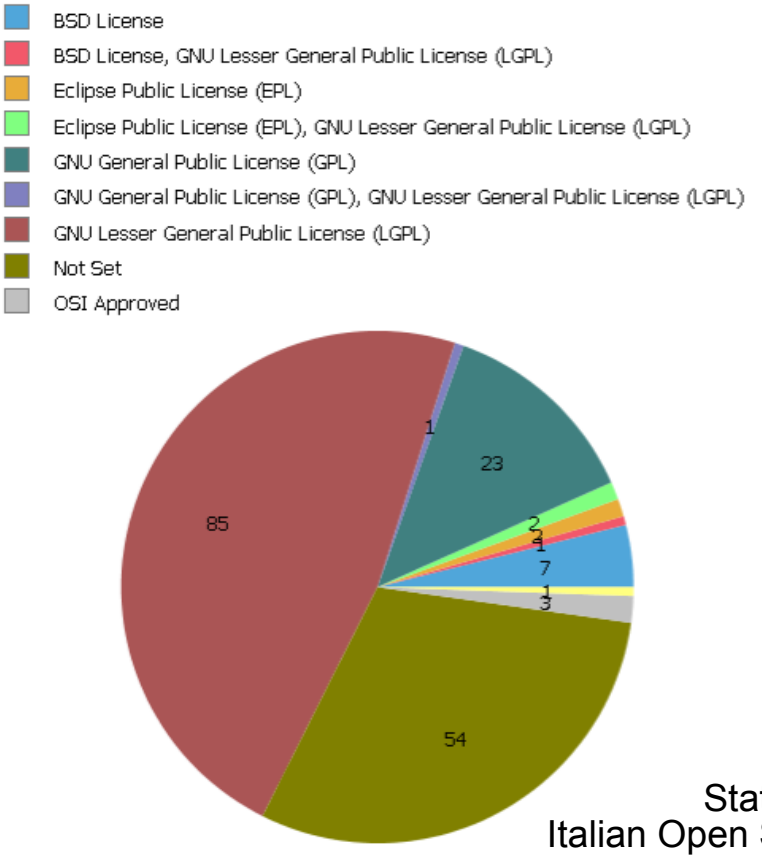


OS strategies based on licensing models

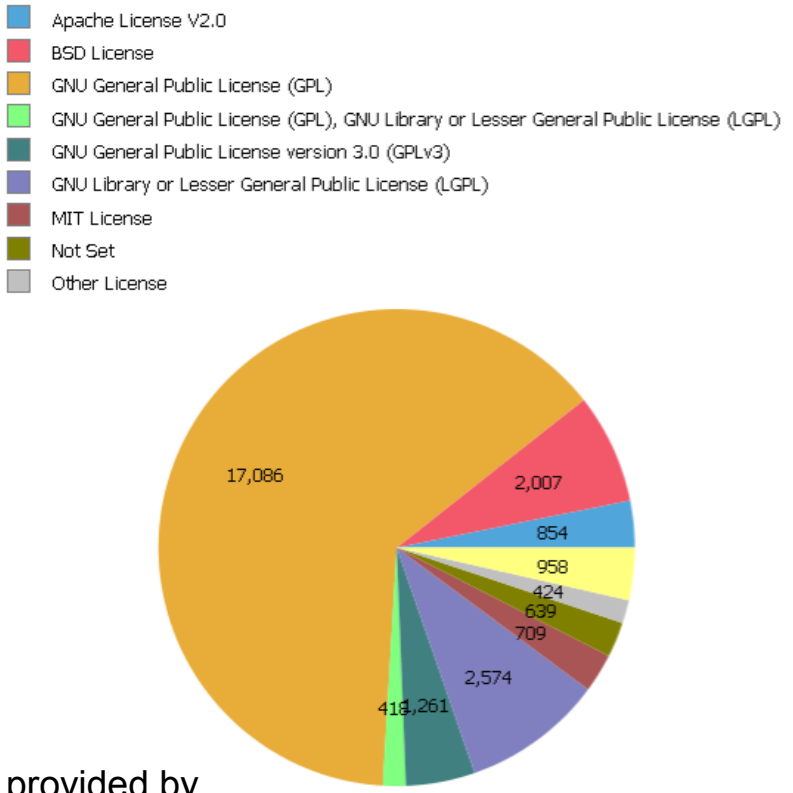
Pure Open Source, Dual Licensing, Open Core, Open Complement, …

Forges Licences distribution

OW2



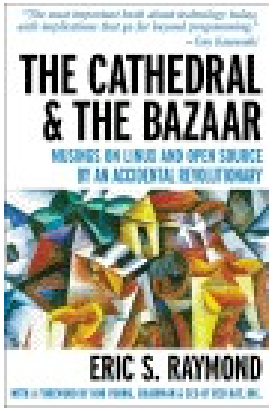
Sourceforge

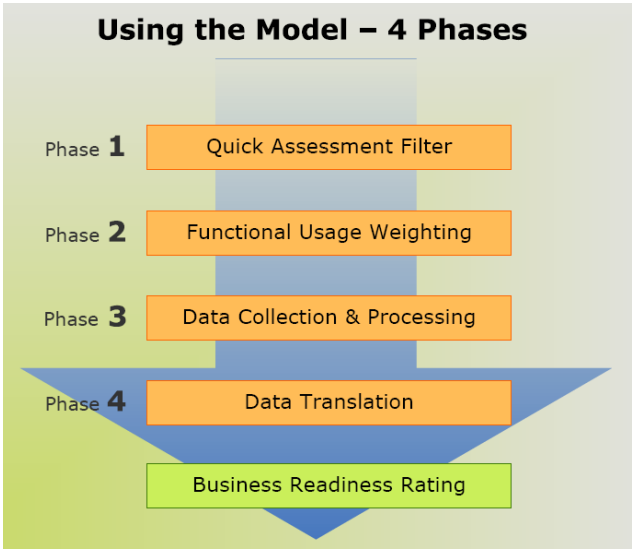


Statistics provided by
Italian Open Source Competence Center
using: Spago 4Q
Open Source for Software Quality

More information at: http://en.flossitaly.it/?q=content/comparative-analysis-open-source-forges

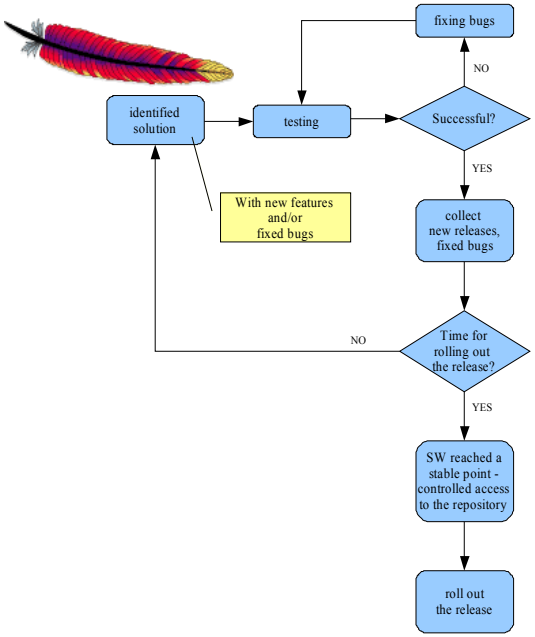
Developing model -> towards Quality Assessment



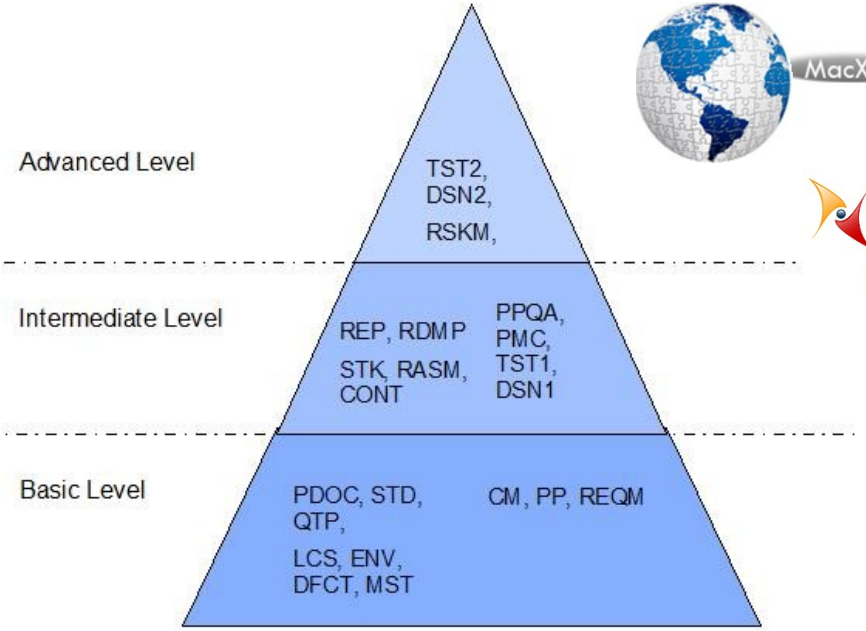


Open BRR

Apache Quality Assurance



OMM (Open Maturity Model) **& MOSST** (Model for Open Source Software Trustworthiness) by Qualipso



Spago 4Q
Open Source for Software Quality

New generation of OSS communities

Open Source Communities evolution over time

FLOSSCC

Actors	**Individuals**	**Community**	**Communities Consortia/ Working Groups Competence Centers**
Guidance	**Hacker ethics**	**Governance**	**Networks Ecosystems**
Goals	**Technology**	**Technological**	**Technological Business**

Third generation of open source communities gathering different legal entities, federating companies, vendors, customers, public administrations and individuals.

A collective business model: the core of their value proposition, oriented towards the value increment of the organization as a whole, consists in stimulating collaboration among members to reach various goals, useful to all.

OW2 Consortium: sw & business platform

One of top-4 global open source organizations with diversified code

- Diversified-code organizations
- Product line organizations
- Technology-oriented communities
- Legal resources organizations
- Standards organizations
- Advocacy and lobbying organizations

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Consortium Structure Overview

Same as a company but with specific constituents

Community

Governance

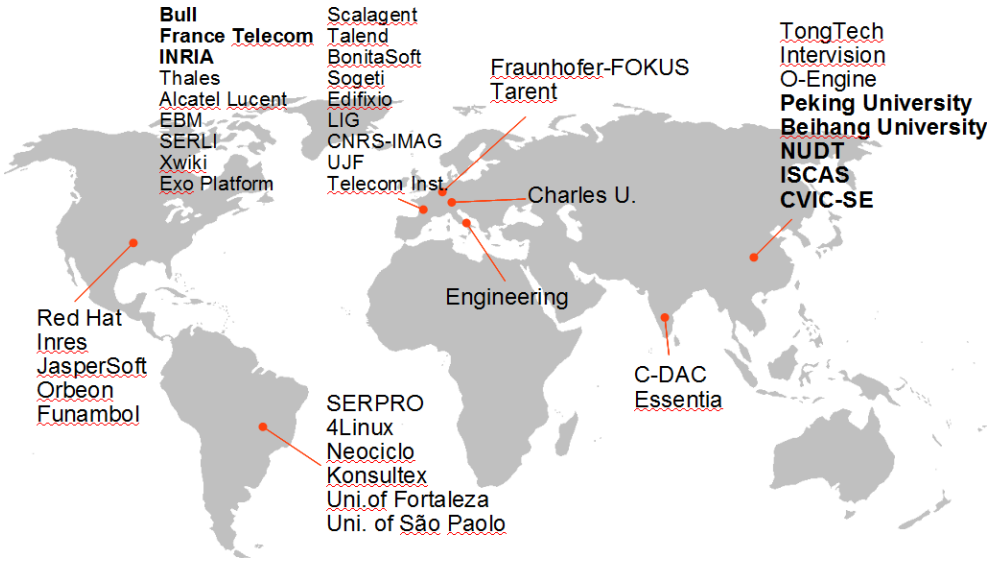
Code Base

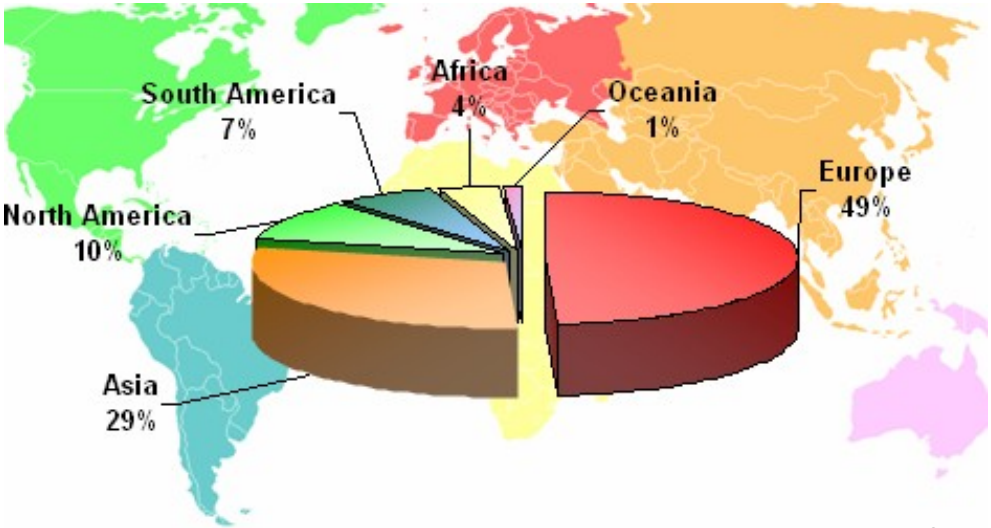
Activities

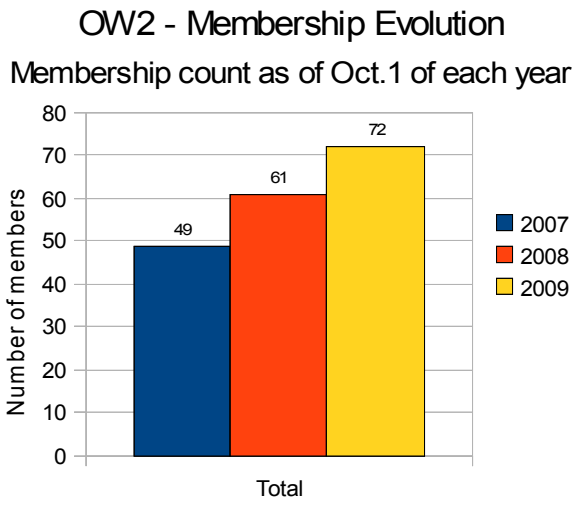
Membership Fees

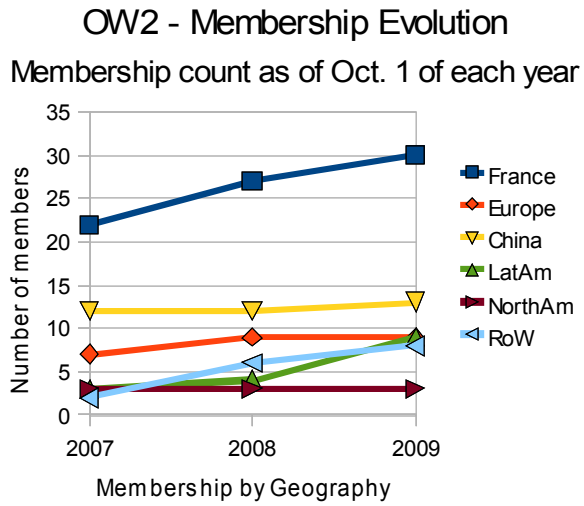
Community

a global membership… to be energized as a community









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Activities

The three activities of the OW2 Community

- **Projects**
  - Technology Innovation

OW2 hosts world-class projects. They require:
- **IP support**
- **Greater visibility**

- **Initiatives**
  - Business Leverage

OPEN SOURCE CLOUDWARE initiative

OW2 BI Initiative

Unique to OW2.
It requires commitment and management skills.

- **Local Chapters**
  - Global Governance

Will drive and help the community grow locally.
Not yet operational

Governance

OW2 Governance Model

Board of Directors

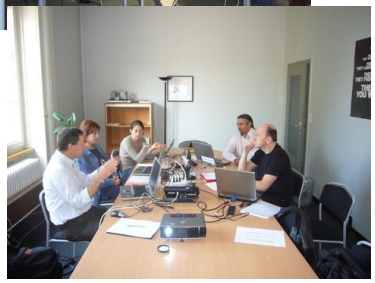
Management Office

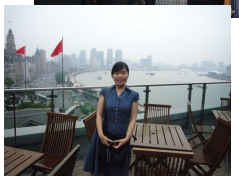
Activities Management Team

Technology Council

MarCom Council

Operations Council





Openness, Fairness, Trust, Transparency, Independence

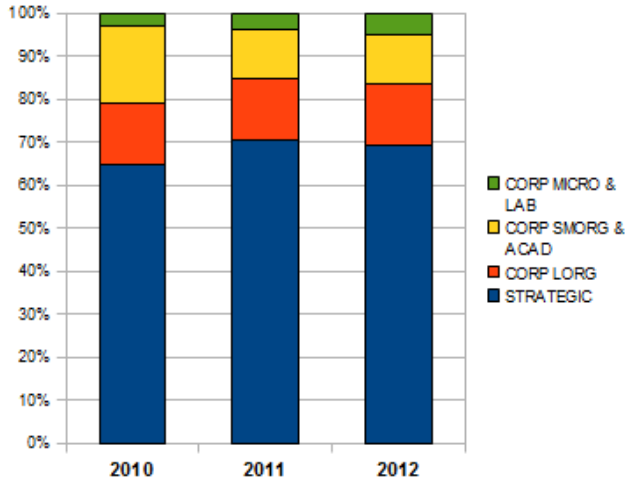
Membership fees

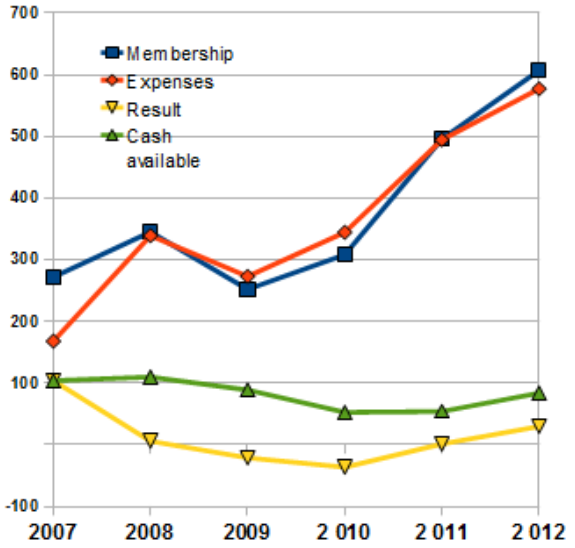
a "low-cost" organization

Strategic Members
- *€50,000*
- *3-year commitment*

Corporate Members
- *LORGs €10,000*
- *SMORGs €5,000*
- *Micro €1,500*
- *Academia €4,000*
- *Labs €1,000*
- *1-year commitment*

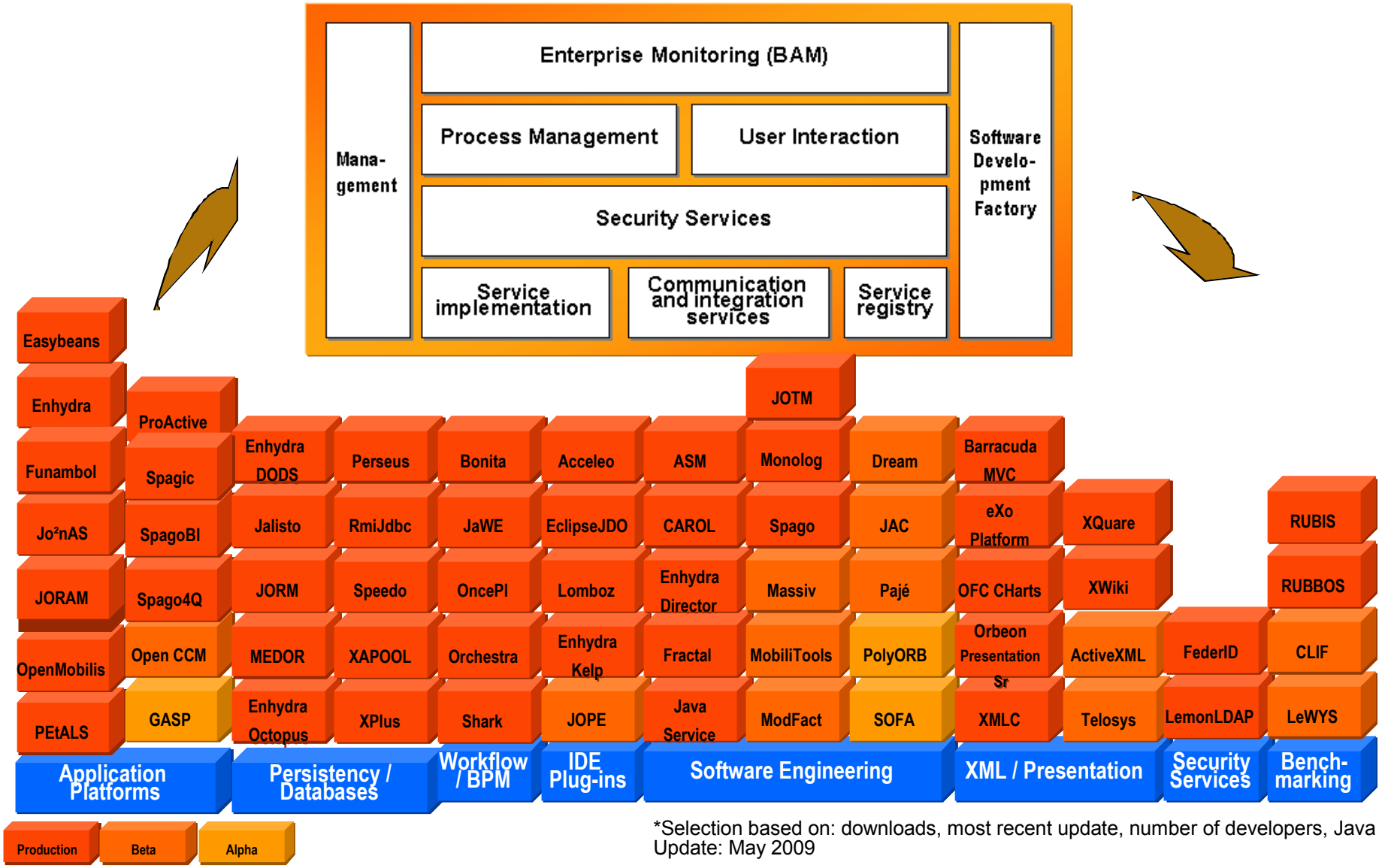
Individual Members
- *No charge*





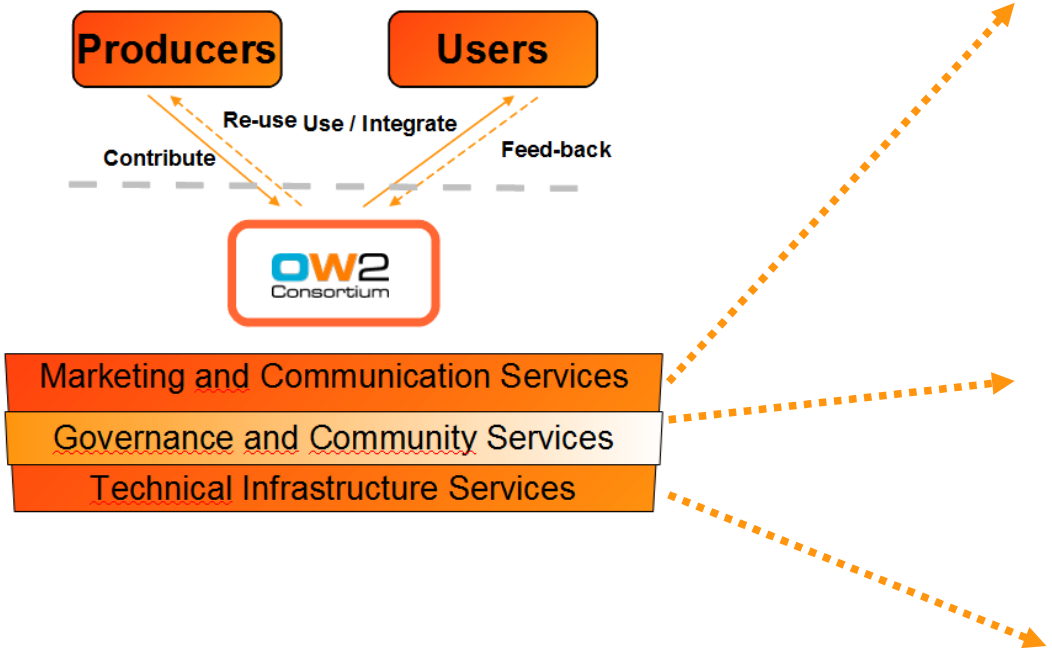
- **2010 budget just balanced. No offices. No public funding, No donations (so far). OW2 still relies on in-kind contributions by Strategic Members**

A software platform



*Selection based on: downloads, most recent update, number of developers, Java
Update: May 2009

A business ecosystem platform



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Initiatives: ecosystem @ work

OW2 Consortium

OW2 Business Intelligence Initiative

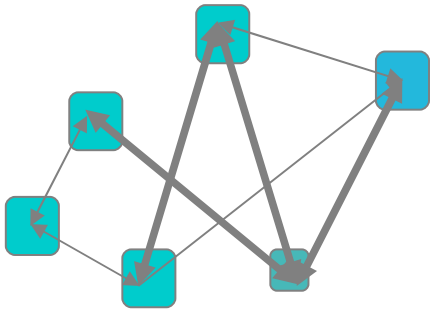
www.ow2.org/view/BusinessIntelligence/

VISION & GOALS

OS Business Intelligence qualification

BI investigation and research

Use cases and best practices

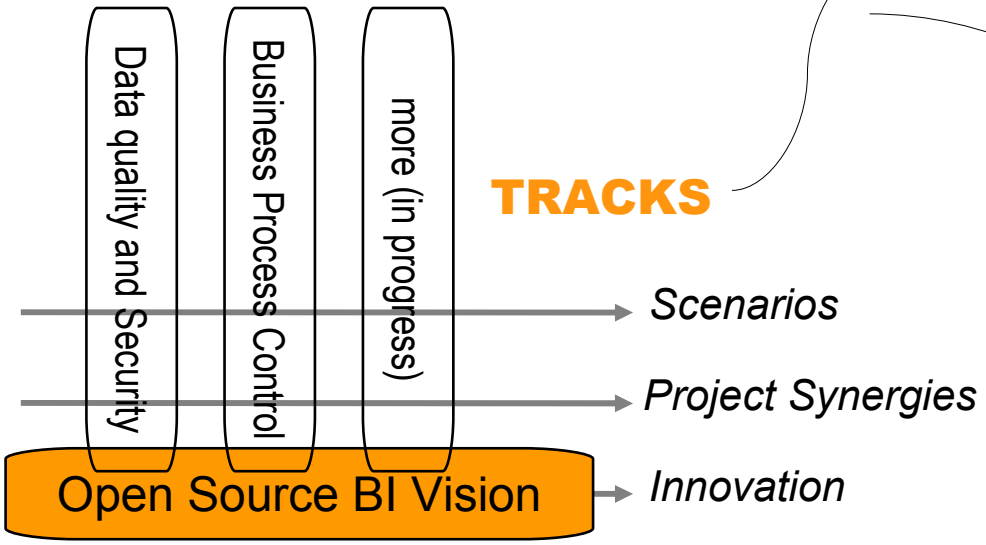


Open Source BI Business Ecosystem

STAKEHOLDERS

Software Vendors
Systems Integrators
Academia
Enterprises
SMEs
Public Entities
Consultants

TRACKS



OW2 PROJECTS

SpagoBI talend

JASPERSOFT INGRES

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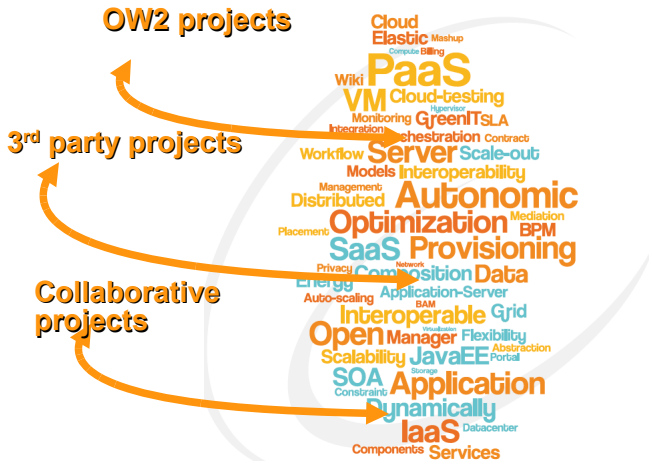
Initiatives: ecosystem @ work

OW2 Open Source Cloudware Initiative

www.ow2.org/view/Cloud/

VISION & GOALS

- OW2 Technology Vision
- *JetStream* discussion
- From Middleware to Cloudware
- Open Cloud Computing
- Open Source Empowerment



STAKEHOLDERS

- Software Vendors
- Systems Integrators
- Academia
- Enterprises
- Telcos
- SMEs
- Public Entities

Initiative bedrock

JOnAS, ProActive Parallel Suite, JASMINe, CLIF, JORAM, SpagoBI, JASPERSOFT, orbeon, ubikis, INGRES, XWIKI, talend, bonitasoft, SCALAGENT, ebm WEBSOURCING, eXo, REQUEA, INRIA, BULL, france telecom

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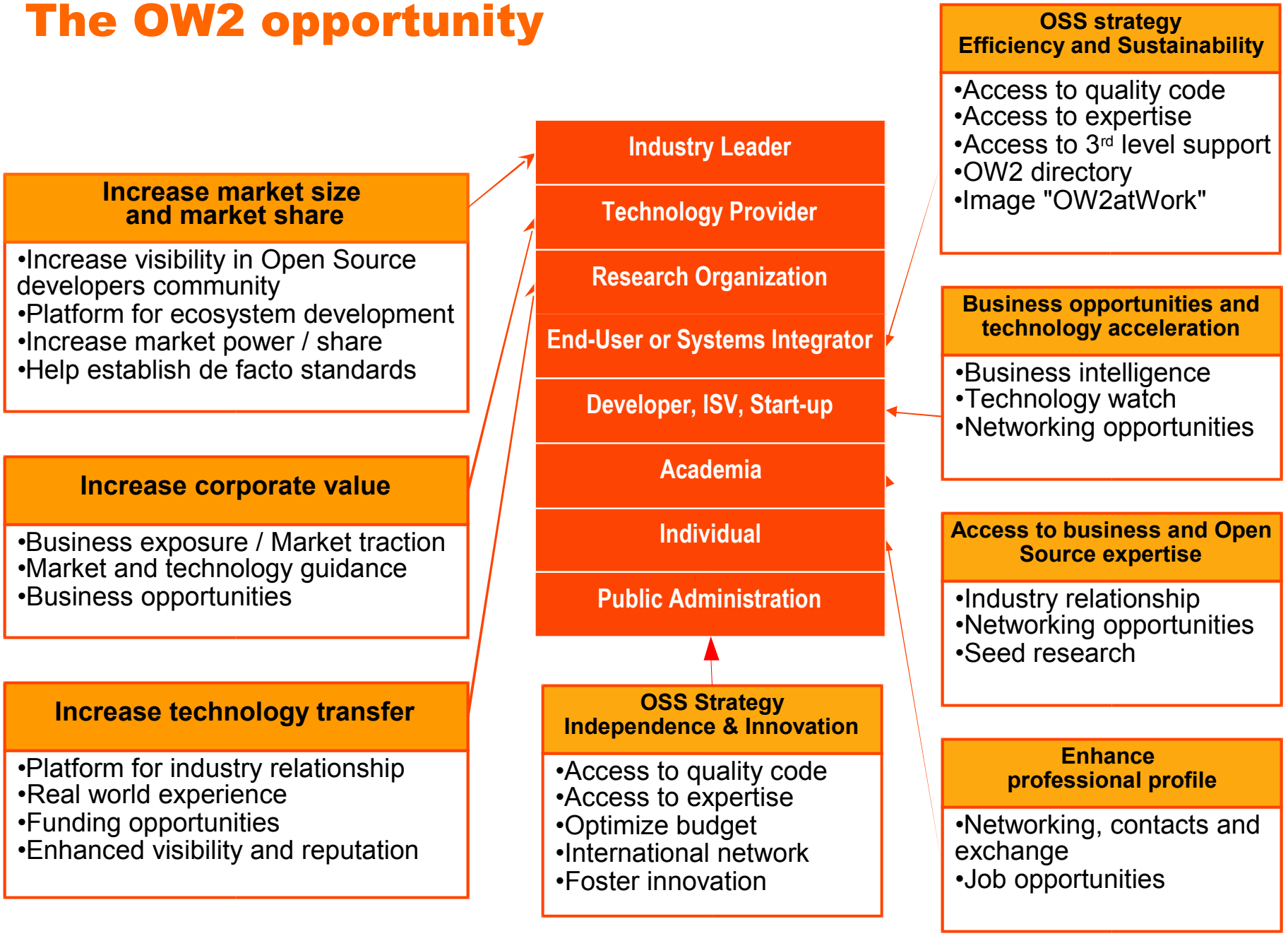
The OW2 opportunity



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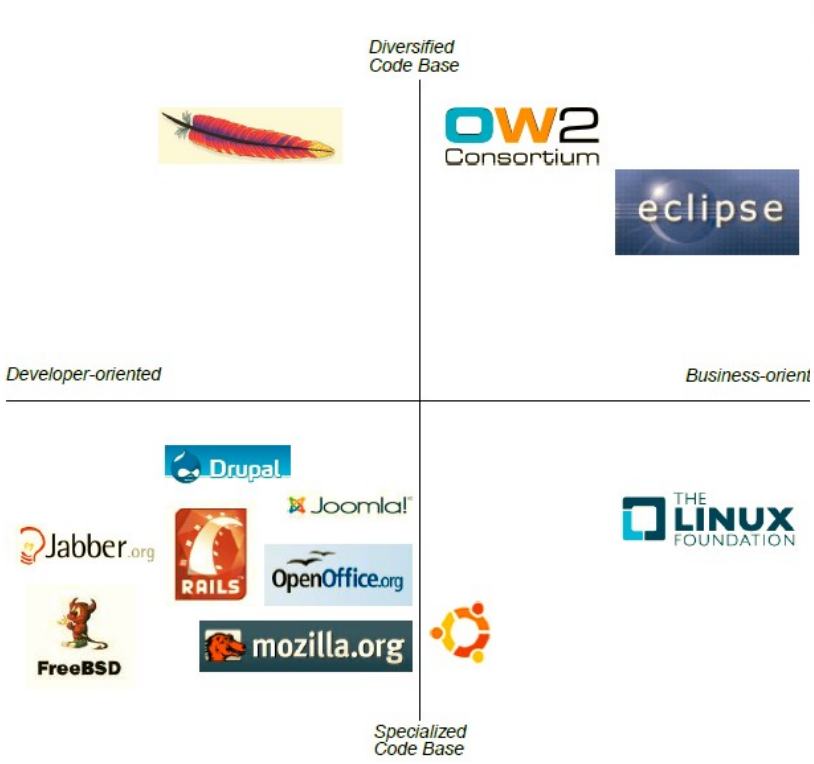
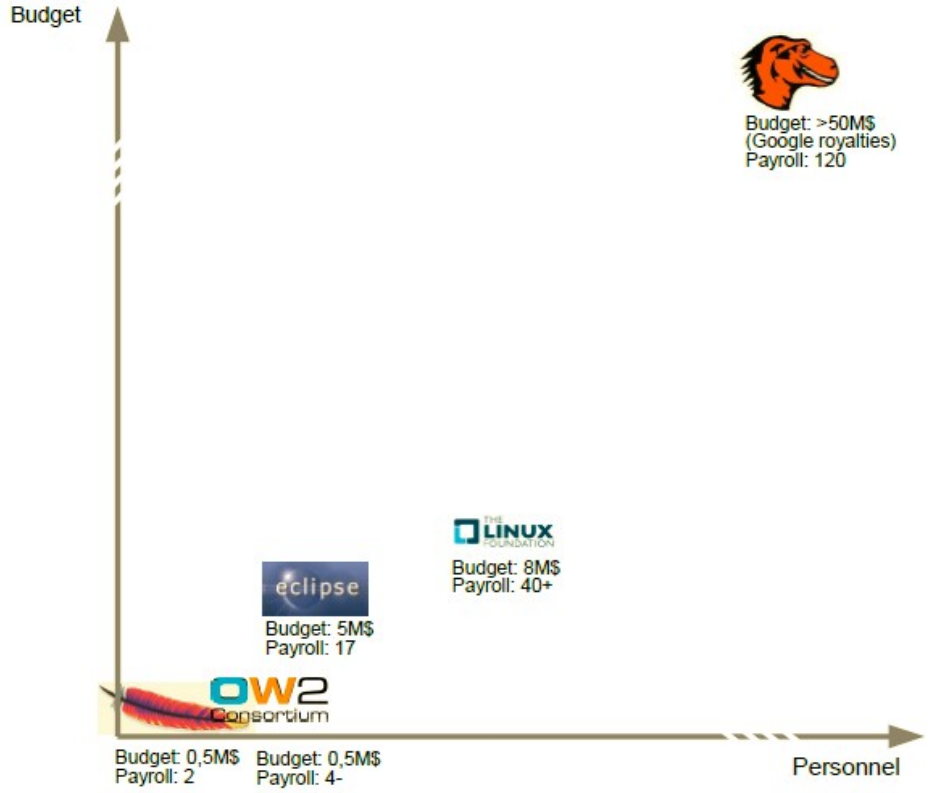
OS Communities: some reflections

- more or less project oriented
- many projects are supported by a company, instead of a community effort
- most contributors are users instead of developers
- often they are mainly a marketing tool, whose interest is influenced by leading members
- a well-established organization and the availability of economic resources are crucial for their success



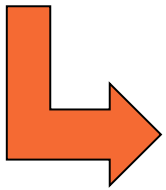


Source of pictures: Open Source and its Communities, C. Thomas, fOSSa Conference 2009, www.slideshare.net/fossaconference/presentations

OS Communities – OW2 Lessons learned

Typical OS organization value proposal

- **Technology services**
  - Technical infrastructure
- **Community services**
  - Governance framework
- **MarCom services**
  - Brand and identity



How *good* is your *open source community model*?

- **You can control it**
  - Not a *de facto* model that controls *you*
- **It is documented**
  - It can be explained, even to your *parents*
- **It provides clear guidance**
  - To *both* current *and* potential members
- **It supports governance**
  - Helps *mitigate conflicts* with a sense of direction

Source: Open Source and its Communities, C. Thomas, fOSSa Conference 2009
www.slideshare.net/fossaconference/presentations

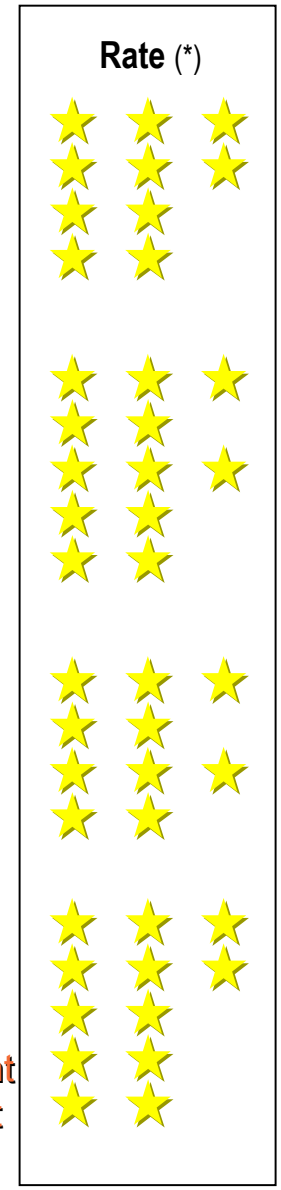
How to kill a community?

#1 Restrict enthusiasm & free expressions, prevent open discussions about vision & strategy, never seek members' views & opinion
#2 Set up strict by-laws & rigid processes, establish a strong top-down oriented community, stick to one business model & never change it whatever may happen
#3 Avoid participation from community members to any decision making process, ensure that communication, dissemination & promotion initiatives require your despotic approval
#4 Impose closed monolithic architecture software, state that globalization / localization / skin adaptation adds on are useless, don't publish roadmap neither your project security threads, block momentum
#5 Do not promote; reputation will grow by itself thanks to product excellence
#6 Never acknowledge contribution, never acknowledge recognize successes, never award incentives
#7 Force the OSS communities to merge or fight against one another, never monitor your community, move your OSS non-profit organization to a profit organization.

Source: How to kill an Open Source Community?, S.Ribas, M.Chezon, INRIA - fOSSa Conference 2009
www.slideshare.net/fossaconference/presentations

Rate your own community

or the community you are looking for



Vision		
Values	★★★	Clear objectives, principles, corresponding activities
Goals	★★★	Balance focus and re-direction, tradition vs innovation
Independence	★★	Openness, transparency
Trustworthiness	★★	Inclusive attitude, altruistic approach
Ecosystem		
Members' participation	★★★	Inclusive attitude & efforts, participation rate
Individuals' involvement	★★	Inclusion, feedback & credits mgt., awareness, accomplishment
Communications	★★★	Type, quality, frequency rate, supporting infrastructure
Credits & feedback mgt.	★★	Members' accomplishment
Knowledge management	★★	Infrastructure, open involvement, effectiveness
Governance		
Democracy	★★★	Role of members, balance between members, consensus mgt.
Rules management	★★	Solid frame, law observance, flexibility, adaptability
Community leadership	★★★	Role of leaders: chairman, directors, community manager
Role of Directors	★★	Openness of the BoD, decision management
Technology		
Code base	★★★	Market recogn., adoption results, innovation, accept. procedures
Supporting infrastructure	★★★	Usability, availability, robustness, effectiveness, support
Development process	★★	Project management, procedures, quality control
Contribution management	★★	Typology, quality, frequency rate
IPR/license management	★★	Guidance, support, transparency

(*) My "priority" rate, instead of an all 3-stars rate

Concluding remarks

Open source software has started changing
- initial emphasis on ethic values and community involvement has diminished
- digital technology is becoming commoditized; *digital natives* are more interested in the services that technology offers than in the technology itself
- IT market has adopted the open message; OSS solutions are often used to attract users towards proprietary solutions
- new business models are arising and they will lead technology more than technology can do.

What can we do?

1) We should actively *preadapt* ourselves to future events, building an organizational context that can generate some potential resources that can be used in the future, well knowing how using them.
2) A rough waiting for monetary returns will not produce any *sustainability*. We must fund OS future on a new sustainable development environment based on renovated and shared values.

The right organizational context is the key to success!

The five questions

1) **Innovation.** OSS is valuable only if it innovates, if it's at the bleeding-edge, if it supports the creation of knowledge, collaboration, trust, transparency, and projects initiatives, business relations, services. ***Why OSS solutions are not evaluated on the basis of their innovation rate?***

2) **Education.** Training and research are crucial everytime, expecially in the period of crisis and incertitude. ***How can the OS world promote an education system that trasfers its ability to use, share, participate and conceive to the citiziens and professionals of tomorrow?***

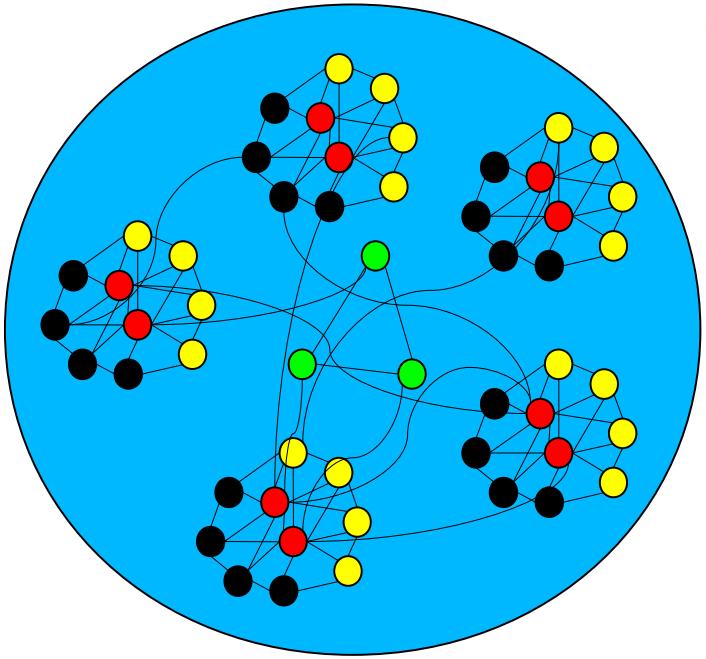
3) **Governance.** Everything cannot be planned; serendipity is crucial. ***Is only the result of an OS project relevant, or, in addition, is how we achieve this result important as well (according to a self-organizing and self-training model that is useful to attain the expected and unexpected results)?***

4) **Community.** A community can grow only if its members are aware of the basic emotional/cognitive relations existing among individuals and in the group. ***Can we consider an organization as a community if it does not promote the altruistic approach at the basis of the knowledge society?***

5) **Market.** The OSS success has been determined by the market that is based on traditional values. We cannot expect any radical market change. But, ***which approaches do we have to adopt in order to lead the business and technological innovation toward a new intensive way of producing and living?***

Join an organization that can help you (and let you) answer properly!

My answer: ecology of value



Open Source Business Ecosystem

- **Enterprises**
  End users
- **Developers**
- **Services Providers**
  System Integrators
- **Network aggregators**

- ❑ The participants explore the value of their real and potential relations, seeking complementarities able to increase the business and ecosystem sustainability
- ❑ The ecosystem creativeness lies in its variety of resources as well as in its attraction and inclusion capacity
- ❑ Coopetition (i.e.: simultaneous cooperation - in non-monetary issues - and competition - in the same market) enables the complex relations to foster the ecosystem.

An ecology is a value creation process set on the background of a complex network of business and social relationships, of shared values and interdependencies between the different participants

www.ow2.org

Join **OW2 Consortium** at:

2010 OW2 Annual Conference, Paris 24-25 November
www.ow2.org/view/Events/OW2AnnualConference2010

Join the **discussion about new funding OSS values** at:

2010 fOSSa Conference, Grenoble 8-10 November http://fossa2010.inrialpes.fr/

For information about **OW2 Consortium** contact:
Cedric Thomas (CEO) cedric thomas @ ow2 org

For information about **this talk** contact:
Gabriele Ruffatti gabriele ruffatti @ eng it

Resources & Credits

Leading Open Source Middleware - OW2 general presentation, *Cedric Thomas 2009*
www.ow2.org/view/NewsEvents/MarketingResources

OW2 business ecosystem - *Cedric Thomas, 2008*
www.ow2.org/view/NewsEvents/MarketingResources

Many papers about OW2 Consortium strategies (business ecosystem or platform strategy, open source strategy) at: www.ow2.org/view/About/OW2Consortium

fOSSa Conference 2009 – Presentations
www.slideshare.net/fossaconference/presentations

SpagoWorld, the Open Source Initiative by Engineering Group - Lessons learned by a company in the development of free software at enterprise level - *Gabriele Ruffatti, 2009*
www.spagoworld.org/xwiki/bin/view/Resources/RuffattiArticleSpagoWorldInitiative

Which open source software for the current decade? Five question for the future. - *Gabriele Ruffatti, 2010*
www.spagoworld.org/xwiki/bin/view/Resources/OSFiveQuestionsFutureRuffatti

Ecology of Value – SpagoWorld Blog
www.spagoworld.org/blog/category/ecology-of-value