



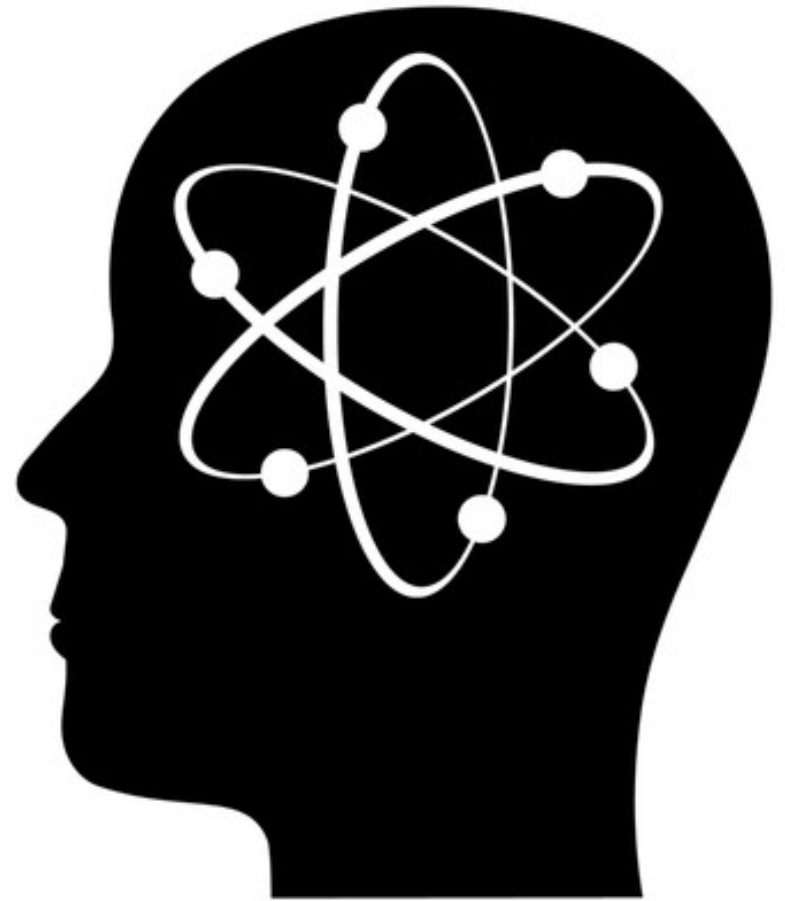
Open-source middleware,  
an entrepreneurship perspective,  
Christophe Ney

something open-source\*  
something about business  
something about you!

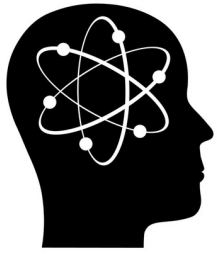




Open Source



Business



# Entrepreneur's mindset

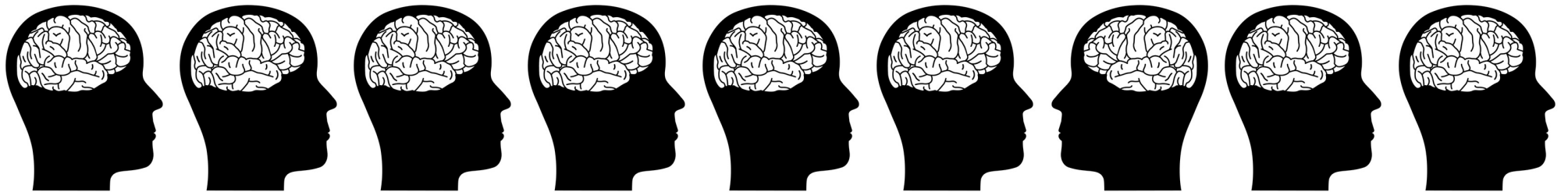
- Building unique products
- Making money from products
- Making breaking news
- Increasing recurring sales
- Growing company IP portfolio
- Hiring committed employees



# Open source mindset

- Ensuring freedom of users
- Sharing digital commons
- Making available at no cost
- Contributing to someone else's project
- Releasing non-mature and untested code
- Working with people you don't even know

**Do you think this can align?  
or is it yet so paradoxical ?**





Can open-source  
help me make  
more money?

**In the entrepreneur's mind**



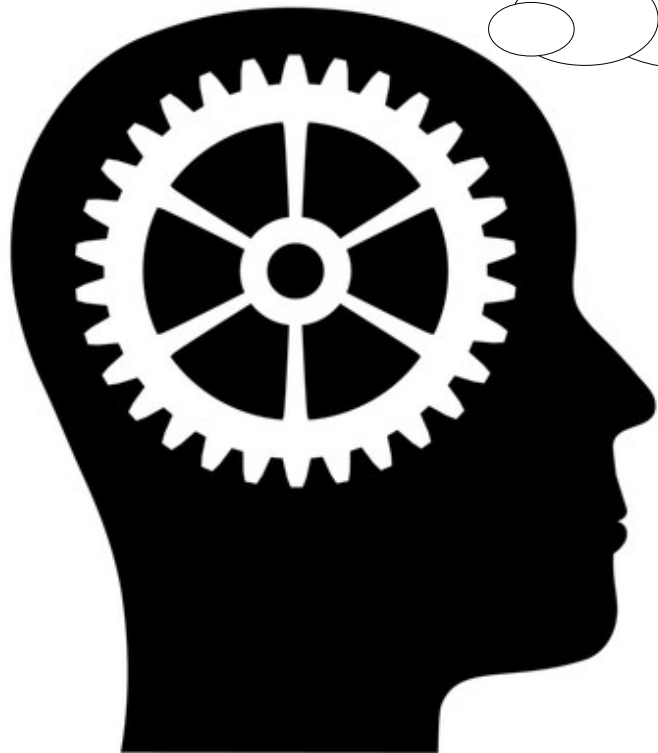
"free" as in "free  
speech," not as in "free  
beer"\*

\* except at the OW2 conference



# Open Source & Money

- **Not supposed to be cost-cutting**
  - but many users say they save on licensing ??
- **No revenue model as such**
  - but, there are many OS related business-models
- **Not favorized by VCs**
  - but, no-one wants to fund R&D
  - and some have raised plenty



Best practices from  
open-source does  
help build  
great products!

**In the entrepreneur's mind**

# These are good practices....

## White Paper: The Cathedral and the Bazaar

by Eric S. Raymond

---

### Content

1. [The Cathedral and the Bazaar](#)
2. [The Mail Must Get Through](#)
3. [The Importance of Having Users](#)
4. [Release Early, Release Often](#)
5. [When Is A Rose Not A Rose?](#)
6. [Popclient becomes Fetchmail](#)
7. [Fetchmail Grows Up](#)
8. [A Few More Lessons From Fetchmail](#)
9. [Necessary Preconditions for the Bazaar Style](#)
10. [The Social Context of Free Software](#)
11. [Acknowledgements](#)
12. [For Further Reading](#)
13. [Version and Change History:](#)

---

### Abstract

I anatomize a successful free-software project, fetchmail, that was run as a deliberate experiment. I explore surprising theories about software engineering suggested by the history of Linux. I compare these theories in terms of two fundamentally different development styles, the "cathedral" model of the commercial world versus the "bazaar" model of the Linux world. I show that the differences stem from opposing assumptions about the nature of the software-debugging task. I then argue from the Linux experience for the proposition that "Given enough eyeballs, all bugs are shallow", suggest productive analogies with other self-correcting systems of self-organization, and conclude with some exploration of the implications of this insight for the future of



# but what about breaking news ...

**You Tube** Broadcast Yourself™  
France | Français

[Accueil](#) [Vidéos](#) [Chaînes](#) [Communauté](#)

## Macworld Video: Keynote highlights



The video frame shows a hand holding a large, oversized iPhone in the foreground. In the background, a person is standing on a stage, presenting to an audience. The scene is lit with stage lights, and the audience is visible in the foreground.

00:31 / 13:37

★★★★★ 25 avis

Vues : 21242



Can open-source  
help reach the  
market?

**In the entrepreneur's mind**

# FLOSS Marketing Mix



7-Ps or Extended Marketing  
Mix of Booms and Bitner

# But the BIG thing....

Comes from the fact that you can force a market leader to cut down the price of a technology leader to cut down the price of a technology differentiator

And whether or not you own the IP of the alternative does not really matter as long as people with BIG money DO care.





At least,  
open-source helps  
grow fair and  
ethical business...

**In the entrepreneur's mind**

# Freedom of Users...

**You Tube** Broadcast Yourself™  
France | Français

Accueil

Vidéos

Chaînes

Communauté

**Stallman interview on free software**



0:14 / 9:31

★★★★★ 127 avis

Vues : 32474

# Freedom of customers?

**Helpful**

to achieving the objective

**Harmful**

to achieving the objective

**Organisation**

internal origin attributes

## Strengths

- 'Life Style' : You may share more with customers and partners than just a product.
- Customers will come back for good reasons
- It can be BIG THING

## Weaknesses

- It meaningless for non-technical people, so you may have to translate values.
- You will end up dealing with number of weakly committed people

**Environment**

external origin attributes

## Opportunities

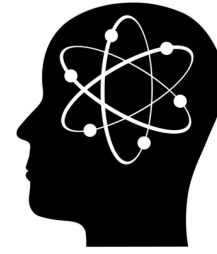
- Fair trade Ecosystem
- no-one has to pay to play.
- can be seen as different
- Future trends?

## Threats

- Very little lock-in to keep your customers
- Competition will always be not far behind



-VS-



Freedom	Commitment
Commons	IP Portfolio
Free of charge	Revenue
Collaborative	Unique
Incremental	Radical
Volunteers	Dedicated