SOSCON
How enemies become friends

Collaborating with competitors in
open source communities

Samsung Research America | Open Source Group |
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A different look at your rivals

Luke, I am your father!
루크, 내가 너의 아버지다

https://starwarsblog.starwars.com/wp-content/uploads/2017/10/star-wars-empire-strikes-back-darth-vader-luke-skywalker-1.jpg

You might have more in common with your enemies than you thought!

SOSCON2019

SAMSUNG OPEN SOURCE CONFERENCE 2019

Agenda

1. What is Changing

2. Success Story

3. Tips and Tricks

What is changing?

New opportunities

Before the revolution

The traditional way of doing business in the software market

- Differentiation by "secret sauce"

- Protecting your code is protecting your organization's secrets

- Avoiding direct contact with competitors

- No common ground for collaboration

What changed?

Open Source and the need for a new business model

- Open Source Software itself is not a business model

- Companies are driven to better define their "secret sauce"

- Big parts of the software are no longer a differentiator

- The differentiation may not be in a proprietary piece of software (RedHat)

How is our view of our competitors is changing?

From protecting secrets to sharing the workload

Back then

- Protect proprietary code

- Knowledge is power – limit knowledge

  sharing. Disinformation

- Work in silo

Now

- Share code – "exchange notes"

- Share enough to drive collaboration

- Tap into a pool of knowledge

- Acting in the same domain – have

  relevant expertise

Why collaborate?

What is in it for me?

- Share the load

- Get a new perspective

- Avoid proprietary solutions

- Find new business opportunities

Peace on earth?

Is open source the end of competition?

- Absolutely not!

- Differentiate where it matters

- More resources available to develop competitive edge

- Better competitive intelligence

- Value does not only come from source code

Proceed, with caution

What are the risks

- Cannibalizing on the competitive edge

- Uneven load sharing

- Sharing too much information

- Talent loss

- Management objection
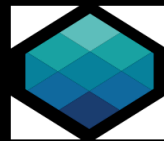
Success Story

ONAP

What is ONAP

An industry wide platform for collaboration

- ONAP – Open Networking Automation Platform

- Launched by CSPs and vendors to accelerate harmonization

- Competing vendors are participating in order to reach the same customers

ONAP
OPEN NETWORK AUTOMATION PLATFORM

ONAP

What are competing vendors doing

- Realized they have the same goals of addressing the customer needs

- Similar architecture – differentiation is in the internal implementation

- History of collaboration in standards organizations

ONAP

What are competing operators doing

- Realized they have the same goals of addressing similar use cases

- Have limited resources – sharing the load is attractive

- Drive business collaboration through open source collaboration (CCVPN)

ONAP

How does it work

- Everybody has their agenda - we don't need one that fits all

- It is better to be open about the intentions

- Leverage existing assets

- Joint initiatives gain more credibility

ONAP

What can be improved?

- There are still cases where the community is divided into "camps"

- Sometimes there is lack of real willingness to listen to other ideas, that may seem wrong of lack value at a first glance

- It is all about the people – be nice!

What drove successful collaboration

- Openness to accept different approaches

- Stating each organization's goals clearly

- Being kind and respectful

- Being careful

- Knowing what to expect

And how to avoid them

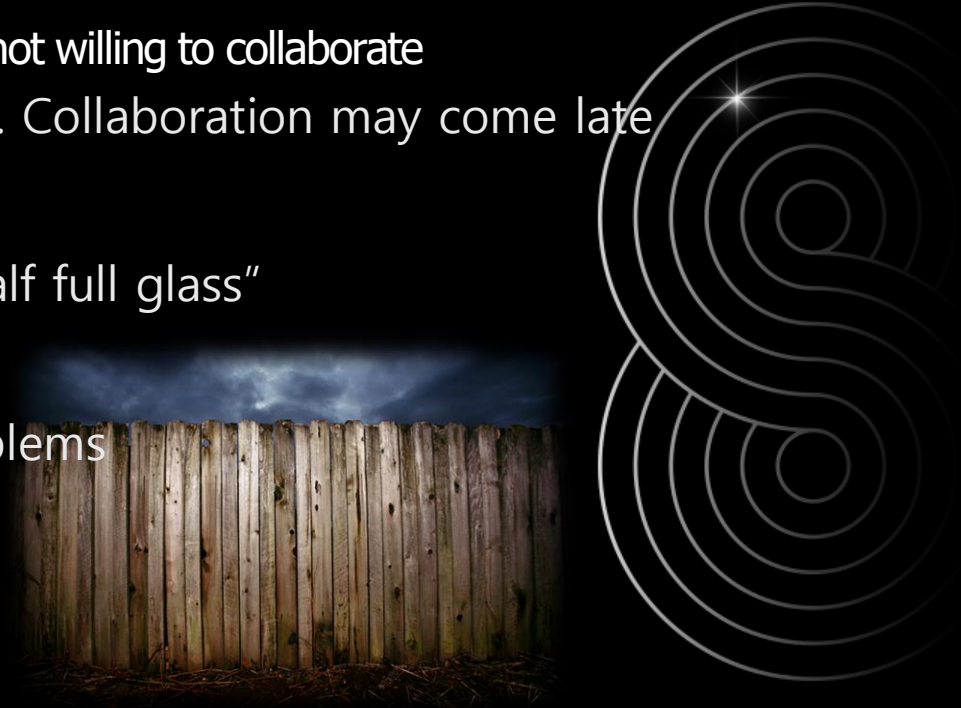- People from competing companies are not willing to collaborate
    Don't force it. Work in the open. Collaboration may come late

- Conflicts of interest
    Work around it. Look for the "half full glass"

- Different names for similar things
    Invest time on defining the problems

- Language and culture barriers
    Use written communication

When does it make sense to collaborate with competitors?

- Identify your differentiators. Everything else is potential collaboration area

- Repeat if necessary

- Find competitors who are willing to cooperate

- Sometimes it does not work out. Let it go!

Tips for success

Some things that worked before and may work again

- Clearly state your goals upfront

- Don't try to outsmart your competitors

- Avoid controversial areas

- Build interpersonal relations. Know your ~~enemy.~~ *friend*

THANK YOU