A Tale of Two Cities:

When Yahoo! + Aol. blended Open Source Programs

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Prepared by Gil Yehuda
Your company needs an Open Source Program

Boil it down to one thing:

No OSPO → problems
Yes OSPO → benefits

1. Stories
2. Details
3. Q&A
It was the best of times

Verizon acquired AOL in 2016
Verizon acquired some of Yahoo in 2017
The unified business unit was called Oath:
It is now called Verizon Media✓
The business combines internet media and consumer experiences with ad tech / B2B brands.

It was the worst of times...

Companies are cool and companies suck
Tech press presents a distorted view of reality
Culture is subjective and measurement is local
Integrating two cultures gets political and ugly
Stories are fun, but we’re here to inform / inspire
E Pluribus Unum

Which is where the story gets complicated. This is not a story of two companies, but of 100 companies and thousands of people.

Could this be brought together to make one?
What does “Engineering Culture” mean?

- How effective is your corporate technical governance?
- What is the role of engineering w/r/t the company?
- How do others perceive your engineering culture?

Is software created in *anticipation* of a need, or in *response* to a need?
Insight

Why do bad things happen with no central OSPO?

- Engineers have misconceptions about licenses and are afraid to ask for help.
- When engineers don’t trust the process, they invent their own rules; inviting more risk.
- It only takes a few people to create a lot of problems.
In “theory” you might face these questions

- Who removes people from your GitHub org when they leave the company?
- Should you use free TravisCI by publishing your proprietary code on GitHub?
- Are you one P4ssW0rd away from being hacked if you don’t turn on 2FA on the org?
- What if you buy a company and distribute their code without M&A diligence?
- Would anyone actually publish code that is downright embarrassing to your corporate brand?
- Why is it bad to have code on GitHub with no owner, no license?
Problems that creep up when you don’t run an OSPO

Tech Debt and Industry Misalignment
Holding an investment in outdated tech that block you from keeping current.

Attracting and Retaining Talent
Engineers tend to prefer working at companies with a strong engineering culture that supports open source.

Legal and License Problems
Published projects with wrong or missing licenses. No open source terms in contacts. No license compliance on apps.

Leaked Information
Former employees with privileged access to repos see your code. Employees publish what they want anywhere.
Blending companies is hard, but...

<Insert profound insight: how to make it easy to blend corporate cultures>

Open Source Community Theory can help.
  ○ Shared Fate
  ○ Shared Faith
  ○ Utility > interaction costs
Maybe we focus on shared objectives?

**Control Tech Debt**
Open Source keeps us aligned with industry.

**Achieve Excellence**
By using open source properly, we reduce abandonment and rework.

**Legal Compliance**
At least to avoid dealing with any legal problems.

and shared values...

**Support Engineers**
Make it easy for engineers to interact with open source and with any code for that matter.

**Help Hiring / Branding**
Leveraging open source to attract talent and reclaim recognition that we’re also a tech company.

**Be Good Citizens**
By giving back to the community, by sharing code and proven effective practices.
The OSPO Team + Partners

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Responsible for managing GitHub.com administration.
What does the OSPO do?

**Program Management**
Supporting internal engineering groups with open source issues

**License inbound review**
Reviewing the use of open source in our products and platforms

**Contributions to projects**
Reviewing contribution policies and CLAs

**Compliance Management**
Responsible for mobile and TV app compliance engineering and automation

**Open Source partnerships**
Reset membership with foundations, partner companies

**Community development**
Promoting projects via blogs, podcasts, and speaking events

**New project publication**
Reviewing publication steps completed prior to publication

**Issue support and resolution**
Ensuring issues are addressed on our external repos

**Unauthorized code removal**
Bug Bounty alerting us of unauthorized code published

**Security Alerts**
GitHub alerting us about vulnerable dependencies
At the initial, tactical level

**Program Management**
Set up and communicate

**License inbound review**
Take them as they come

**Contributions to projects**
Set up CLA review process with legal

**Compliance Management**
Install tools and run baseline

**Open Source partnerships**
Do the minimum

**Community development**
Create content events, partner with PR

**New project publication**
Publish process: lightweight and graduated

**Issue support and resolution**
Get visibility to the problem and triage

**Unauthorized code removal**
Do a ton of cleanup and tracking

**Security Alerts**
Set up process and automate it
## Where we are now

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineers pay attention to OSPO</td>
<td>500+</td>
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<tr>
<td>Jira tickets per quarter</td>
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<tr>
<td>Strategic projects</td>
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<tr>
<td>Promoted projects</td>
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<td>Mobile and TV apps</td>
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<tr>
<td>App License Compliance</td>
<td>100%</td>
</tr>
<tr>
<td>Artifact Compliance</td>
<td>100%</td>
</tr>
</tbody>
</table>
Open Source Page is live
Podcast page is live!
Open Source is Newsworthy

In fact, open source is the technology leadership we can talk about externally. It is what people use to develop an impression of our tech savvy and leadership.
Seven strategic projects

Athenz
Java
Athenz is a role-based authorization (RBAC) system for provisioning and configuration (centralized authorization).
Overview | Source Code
88 | 254

Bullet-Core
Java
Bullet is a streaming query engine that can be plugged into any singular data stream using a Stream Processing...
Overview | Source Code
8 | 11

Moloch
JavaScript
Moloch is an open source, large scale, full packet capturing, indexing, and database system.
Overview | Source Code
598 | 2966

Panoptes
Python
A Global Scale Network Telemetry Ecosystem
Source Code
6 | 38

Screwdriver
JavaScript
An open source build platform designed for continuous delivery.
Overview | Source Code
89 | 561

Vespa
Java
Vespa is an engine for low-latency computation over large data sets.
Overview | Source Code
319 | 2653

DataSketches
Getting the best approximations from Big Data sets.

opensource.yahoo.com
Happy Ending!

Blending companies is not easy. Pointing to really bad mistakes helps demonstrate you need to fix things ASAP. It takes a team. Value must be greater than the cost of interaction. Eventually the shared fate leads to shared faith and collaboration on outcomes.
Takeaway messages:

1. Your company needs an Open Source Program
2. Supporting the engineering culture helps
3. Get alignment on the outcome, the OSPO will follow
Thank You

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