

# Xen Project: Moving a commercial OSS Project to an OSS Foundation

Lars Kurth

Community Manger, Xen Project

Chairman, Xen Project Advisory Board

Director, Open Source, Citrix



lars\_kurth



# About Me

Was a contributor to various projects

Worked in parallel computing, tools,  
mobile and now virtualization

Long history in change projects

Community guy at Symbian Foundation

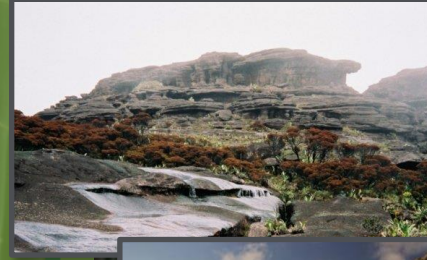
Learned how NOT to do stuff

Community guy for the Xen Project

Working for Citrix

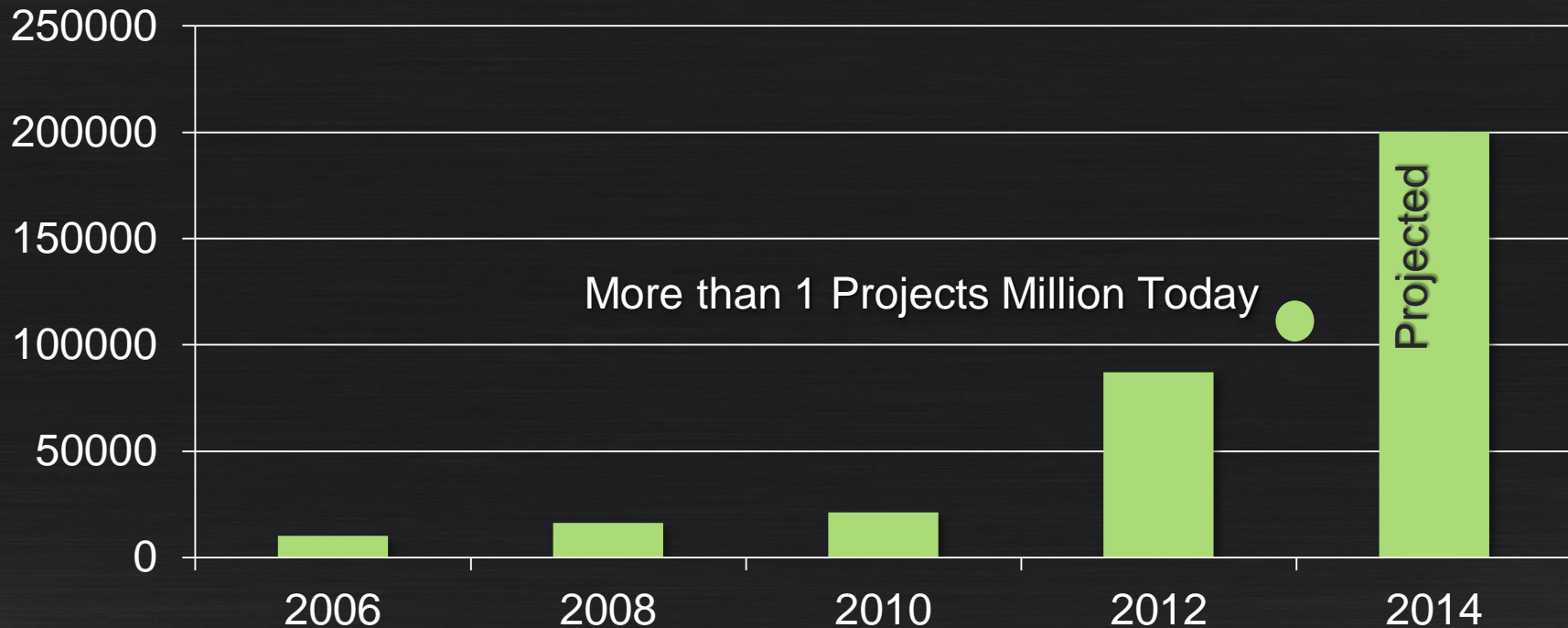
Accountable to Xen Project Advisory Board

Chairman of Xen Project Advisory Board



# Evolution of OSS

# The # of Projects is growing



Source: The 2013 Future of Open Source Survey Results

# Free Software to Open Source



# Free Software to Open Source



Late 90's

Individuals & Hobbyist's

# Free Software to Open Source



Late 90's



Today

Individuals & Hobbyist's

Still about Individuals

But, a majority are employees

Companies have a huge stake

**More Projects  
+  
Bigger Commercial Interests**



# Massively multi-player beauty Contest



# Massively multi-player beauty Contest



## Features

How many users you have

How many vendors back you

How you are seen in the press

...

# Massively multi-player beauty Contest



## Features

How many users you have

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Different Management  
Disciplines

# Open Source Foundations

can help you succeed



# OSS Foundation = Magnify Impact



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Neutrality / Perception

Support Infrastructure

Expertise / Mentoring

Vendor / People Network

...

# OSS Foundation = Magnify Impact



Neutrality / Perception

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...

**BUT:** You still need to do  
**all** the right things



# Different OSS Foundations

## Different strengths







## *Case Study*

 **LINUX FOUNDATION**  
COLLABORATIVE PROJECTS

# What is the Xen Project?

An Open Source Hypervisor

> 10M Users

Powering some of the biggest Clouds in Production

Amazon Web Services, Rackspace Public Cloud, Terremark, ...

Several sub-projects

Xen Hypervisor, XAPI management tools, Mirage OS

Linux Foundation Collaborative Project

Sponsored by Amazon Web Services, AMD, Bromium, Calxeda, CA Technologies, Cisco, Citrix, Google, Intel, NetApp, Oracle, Samsung and Verizon

10 years old



# The project had big issues

In different areas







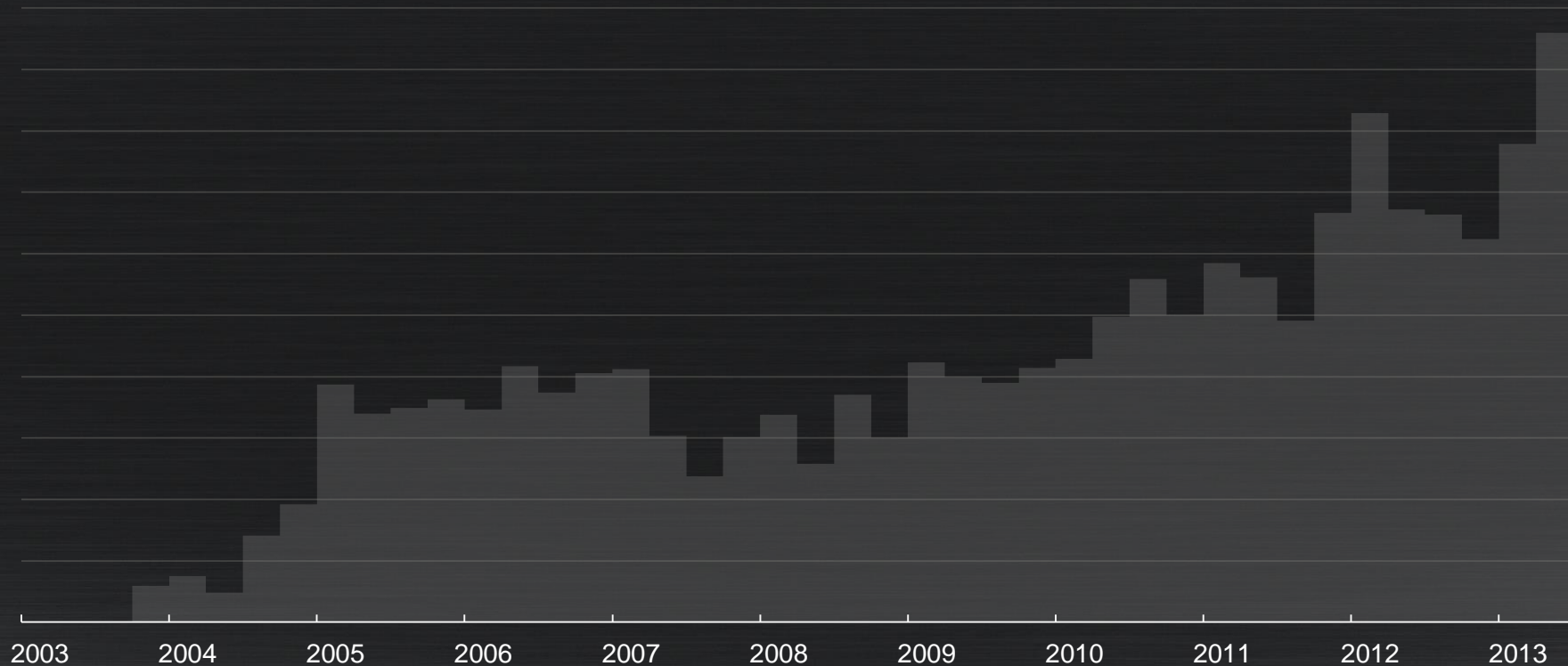


[xenproject.org/help/presentations-and-videos/video/latest/linuxconna-xen-project-lessons-learned.html](http://xenproject.org/help/presentations-and-videos/video/latest/linuxconna-xen-project-lessons-learned.html)





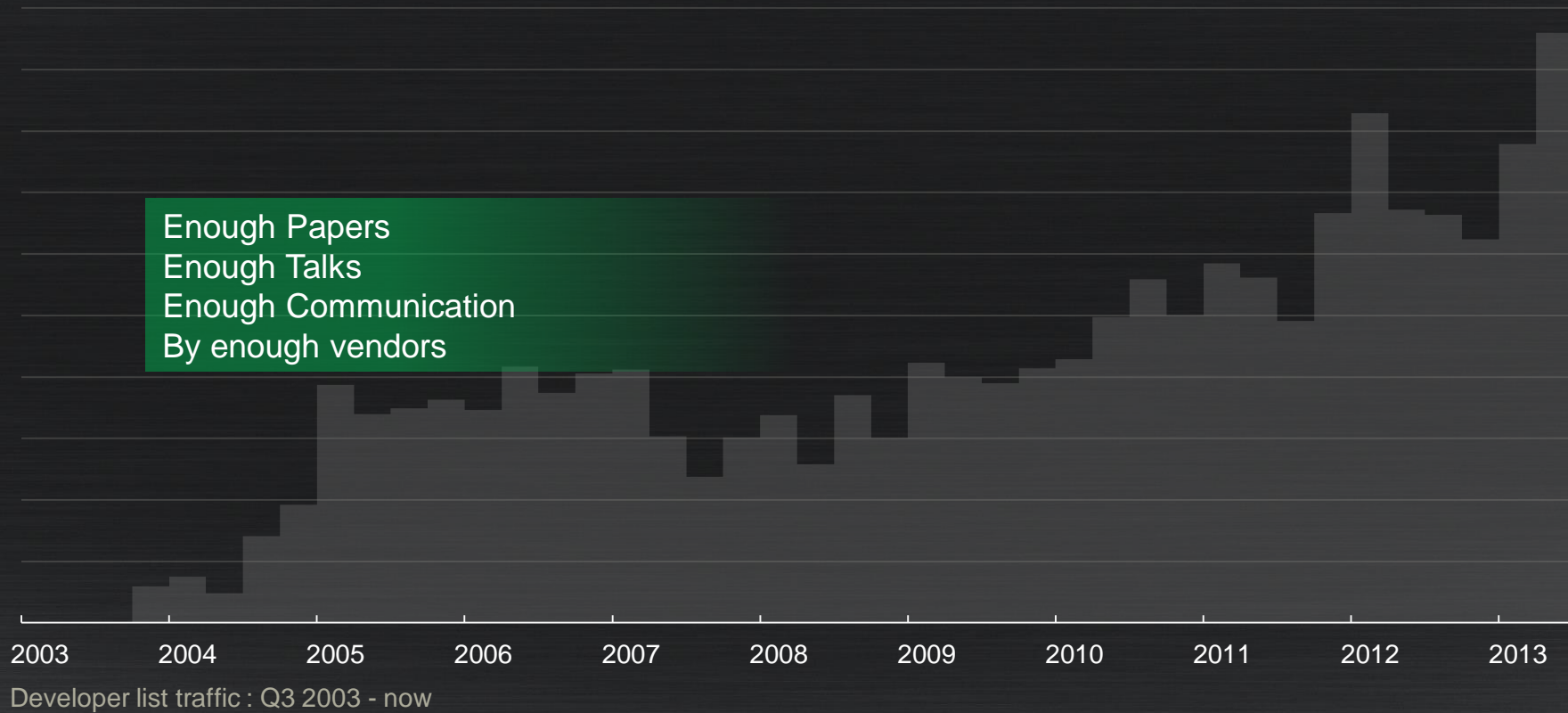
# Little Communication!



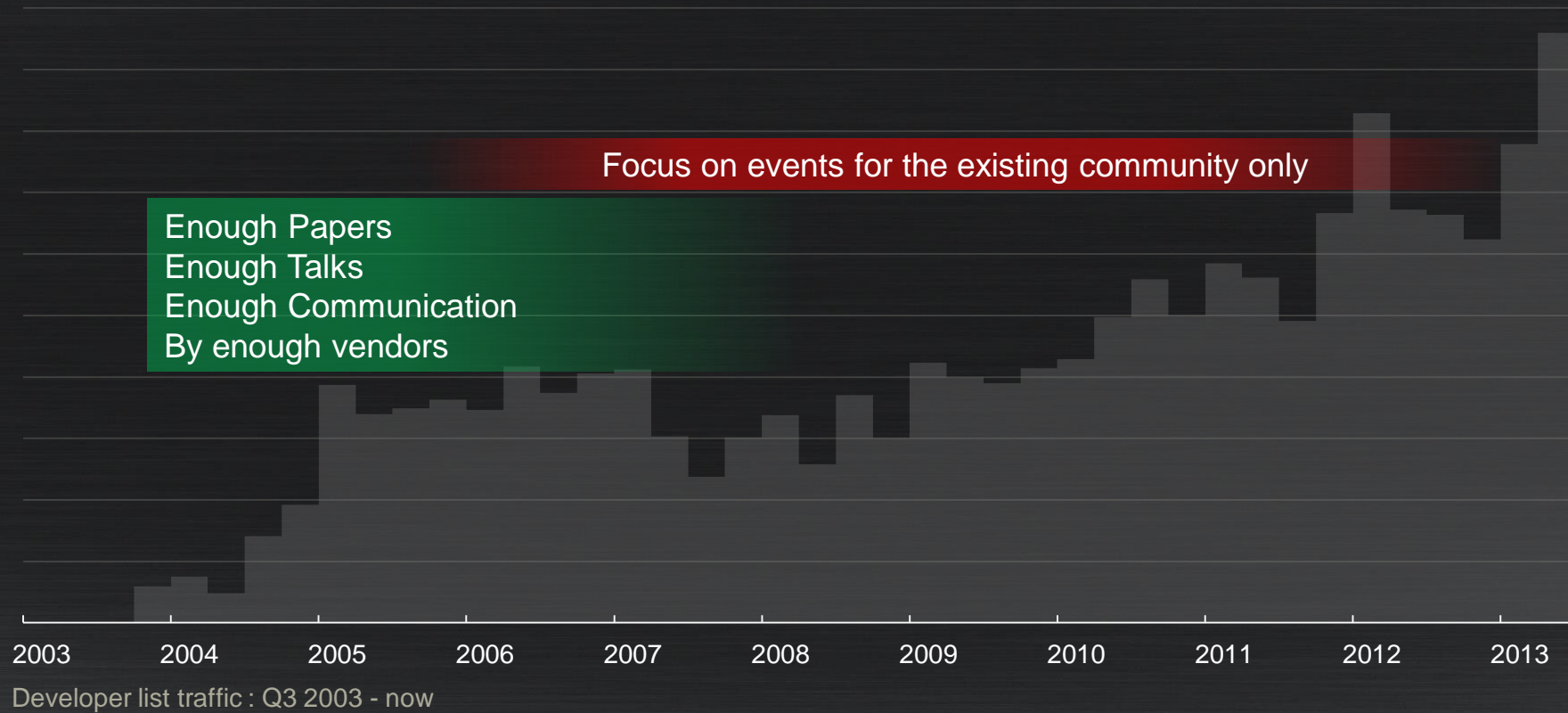
Developer list traffic : Q3 2003 - now



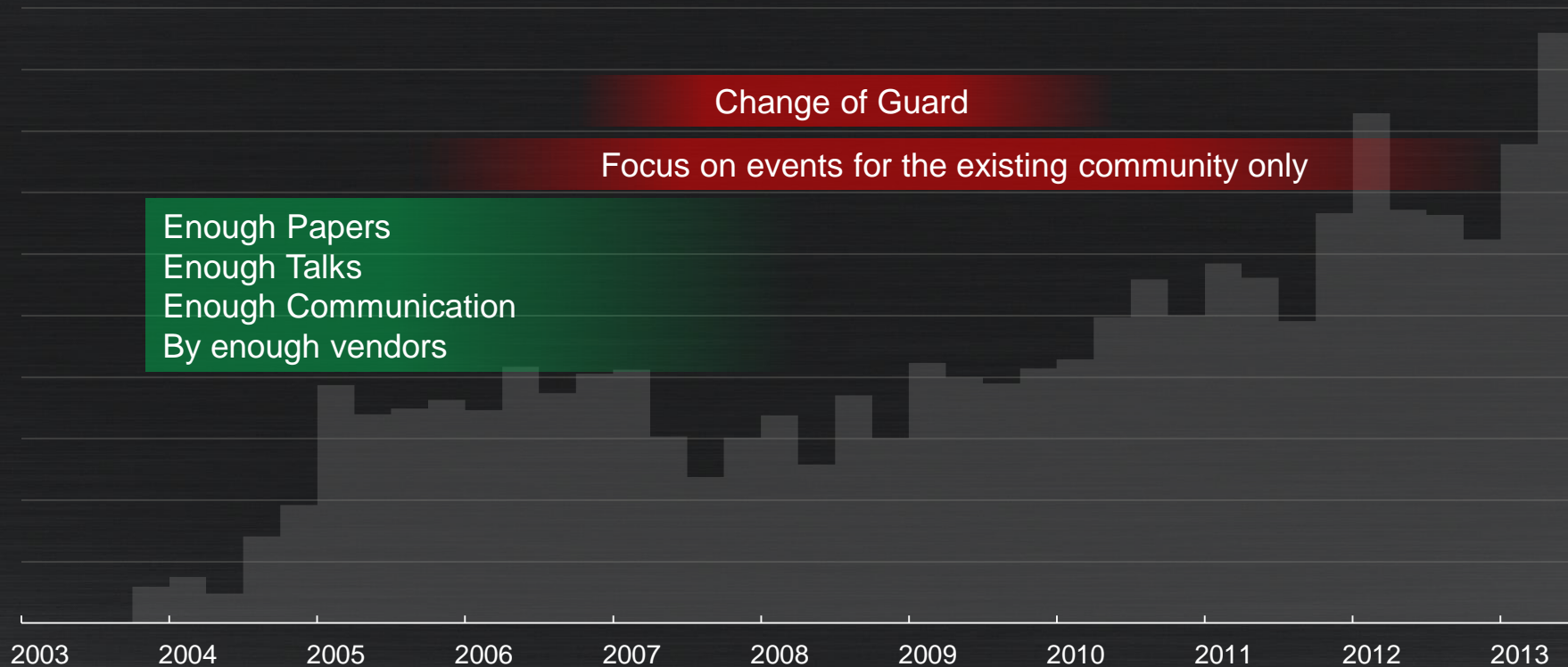
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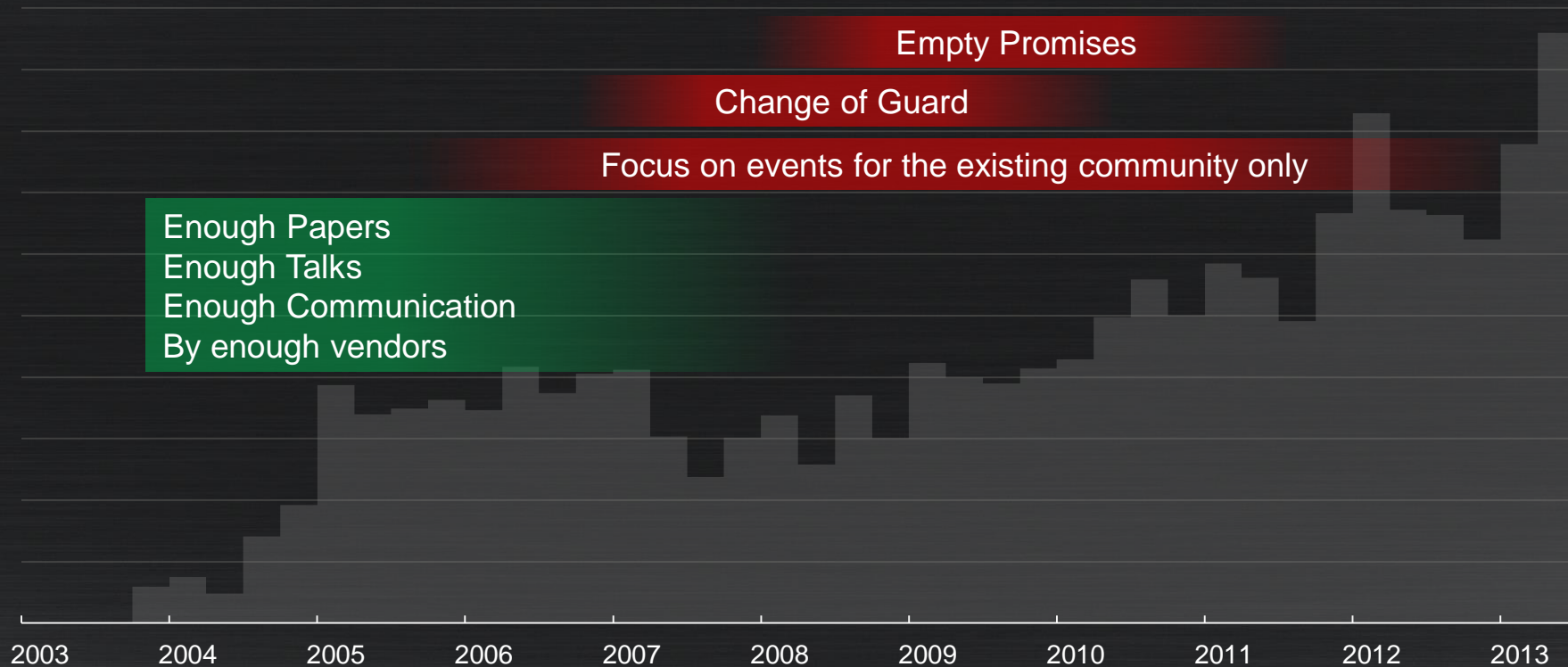


# Little Communication!



Developer list traffic : Q3 2003 - now

# Little Communication!



Developer list traffic : Q3 2003 - now



# View of the project In 2011

Project became an “invisible man”

Belief that Xen is not open source

Slowed the growth of the user base

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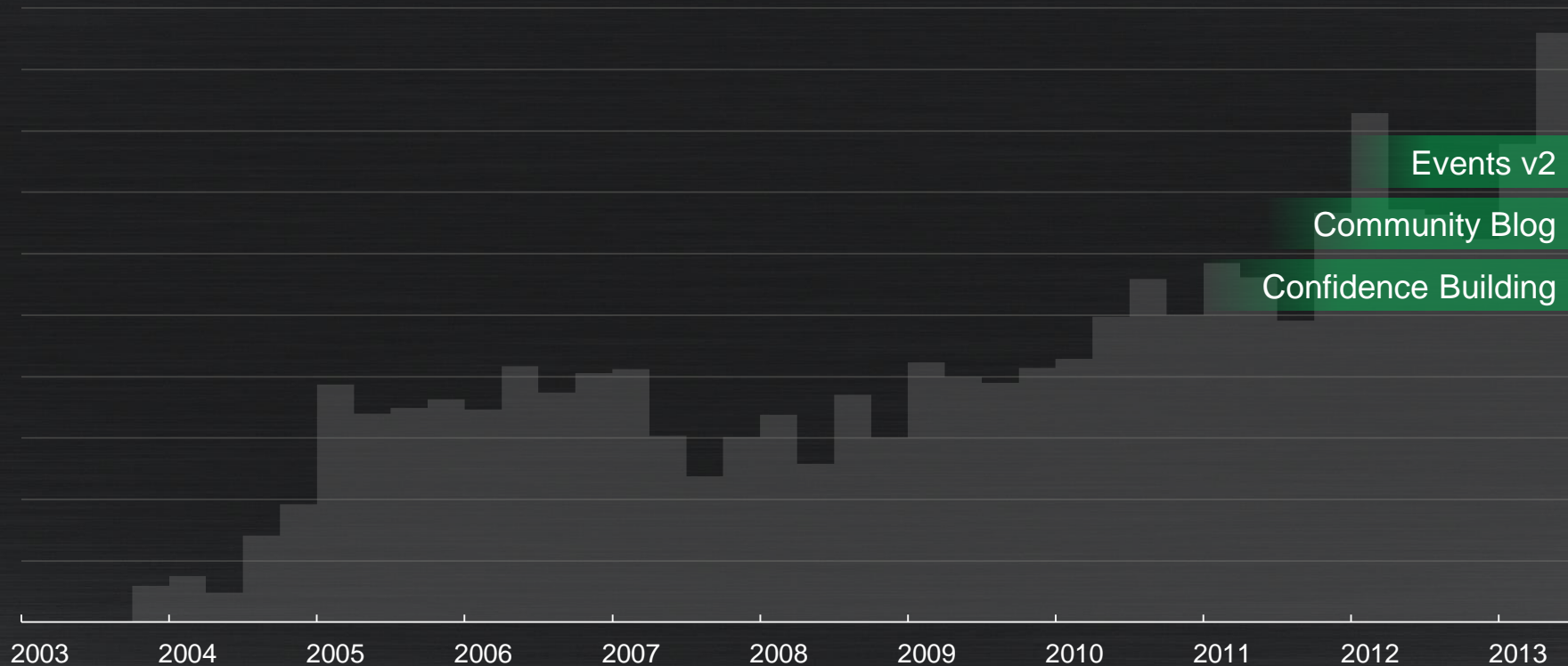
Perception: the project is “dead”

Constant stories in the press that the project is dying

First: Defiance – this is all “Fud”

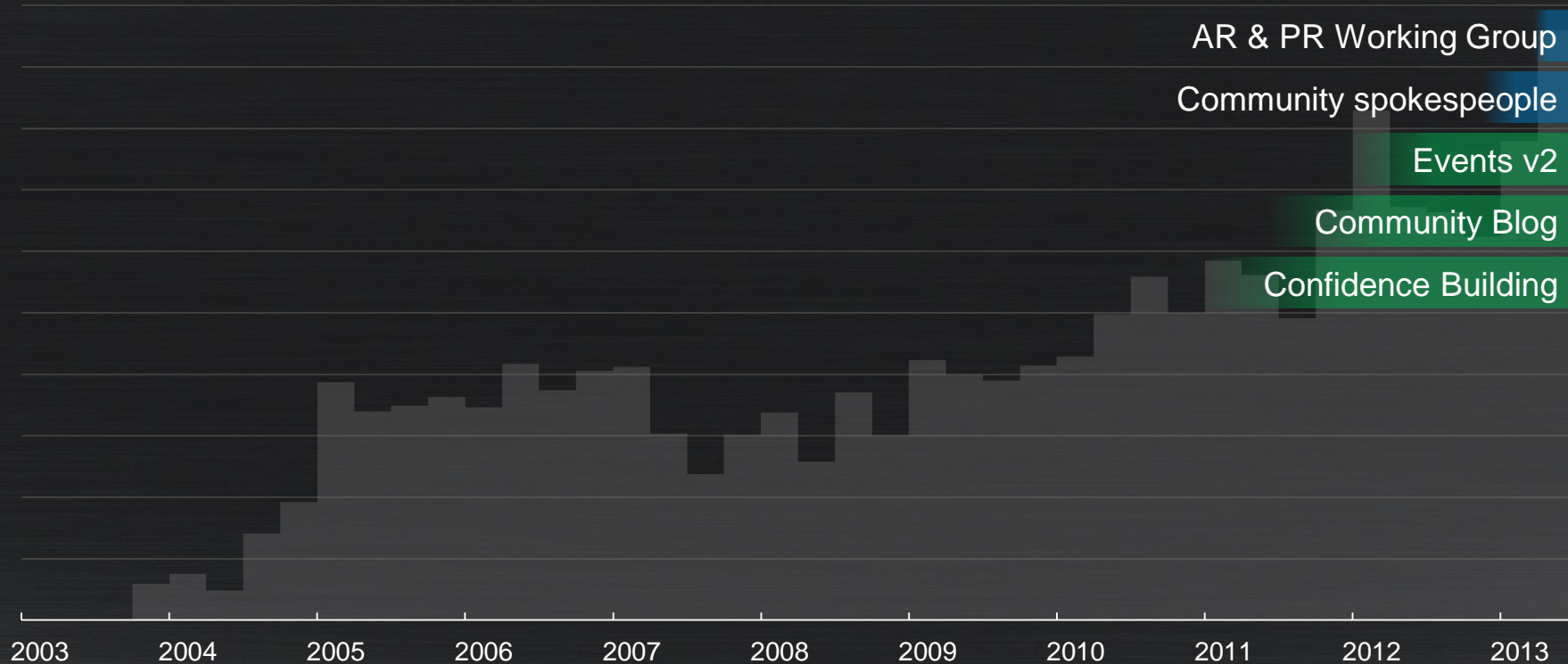
Then: Project started to believe this too

# Communication v2



Developer list traffic : Q3 2003 - now

# Communication v2



Developer list traffic : Q3 2003 - now



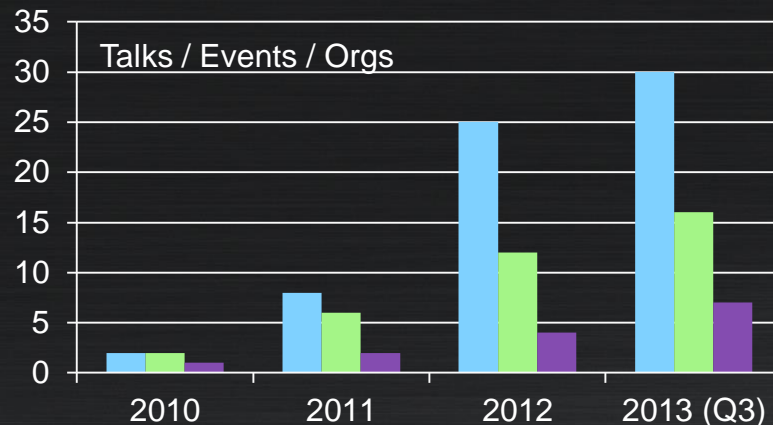
# Impact

Project perception has changed dramatically

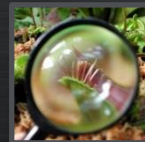
Neutral to positive (example: eWeek “How Xen got its Zen back”)

No more Xen bashing

New influx of people to the project



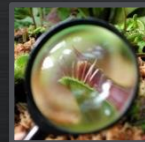
# Role of the Linux Foundation



## Two very successful Press Releases

Powerful message (that is true, but was not told/heard before)

# Role of the Linux Foundation



## Two very successful Press Releases

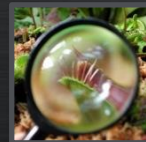
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## Linux Foundation Expertise

Press Releases and other LF channels

Coaching and supporting of community members

# Role of the Linux Foundation



## Two very successful Press Releases

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## Linux Foundation Expertise

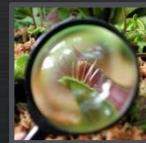
Press Releases and other LF channels

Coaching and supporting of community members

## Xen Project Advisory Board : Marketing and PR Committee



# Role of the Linux Foundation



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Xen Project Advisory Board : Marketing and PR Committee

# Conclusion

Open source is more competitive than ever

Projects need to excel in many disciplines

Its not just about the code

OSS Foundations bring credibility, networks & expertise

Joining a OSS can make a huge difference

Different OSS Foundations have different strengths

# Thank You!

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# Credits and Resources

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## Other Images:

By Lars Kurth or acquired

## Xen Project:

[www.xenproject.org](http://www.xenproject.org)

[blog.xenproject.org](http://blog.xenproject.org)

[wiki.xenproject.org](http://wiki.xenproject.org)

[lists.xenproject.org](http://lists.xenproject.org)

[xenbits.xenproject.org](http://xenbits.xenproject.org)



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