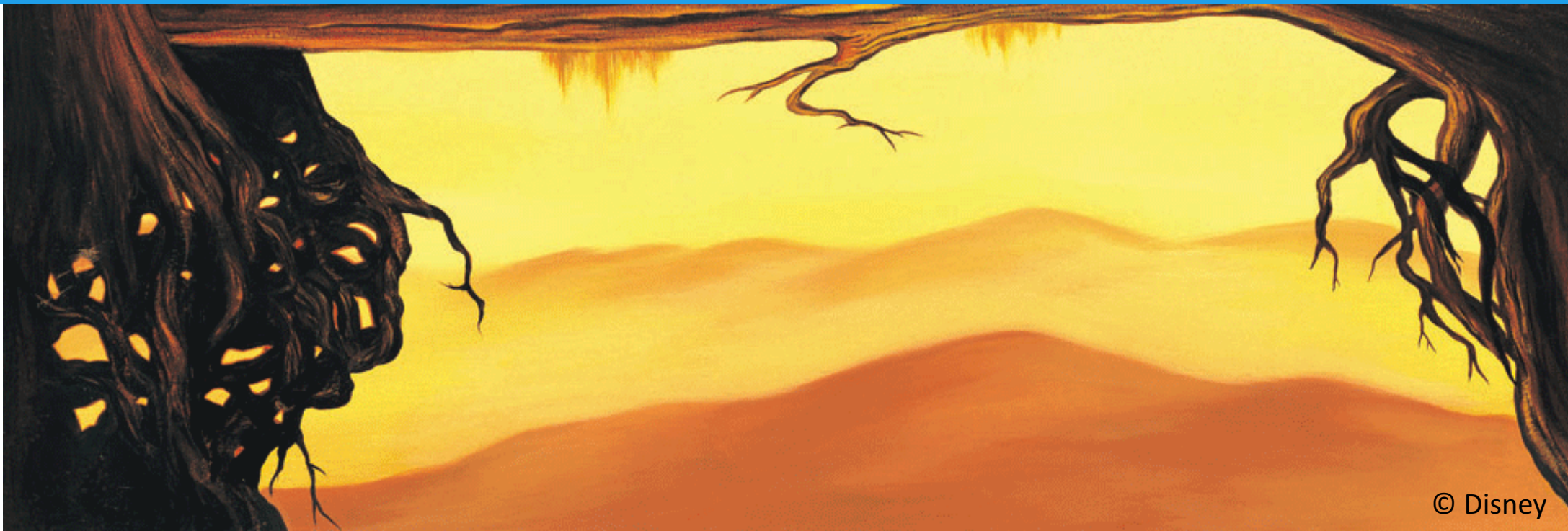




The **WALT DISNEY** Company

Enabling Developers While Managing Risk: Disney's Open Source Journey



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Director, Tech Strategy & Architecture at The Walt Disney Company

Joined Disney in 2010

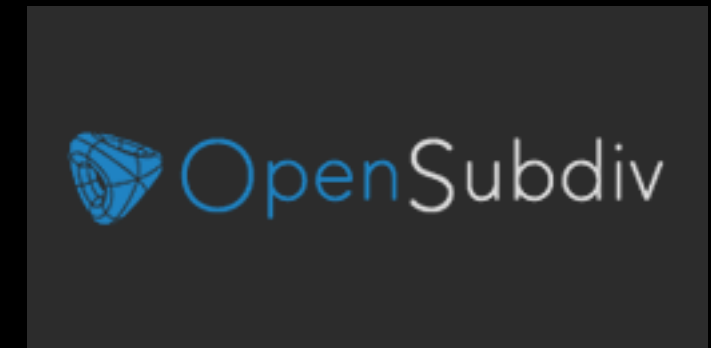
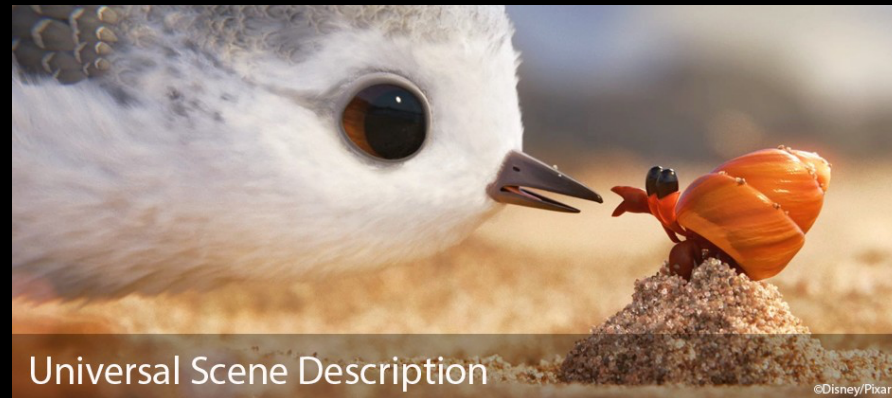
Open Source contributor since 2007

Leader in Disney's Enterprise Architecture Group, which has cross-enterprise perspective

I run Disney's Open Source Program

Disney and Open Source

Disney has a history of releasing software as open source



Identifying the Problem: Where We Started

- ▶ Open Source is scary
- ▶ Developers cannot be trusted
- ▶ All code is precious and must never be released
- ▶ Therefore, we must review and control everything

FOE!



Why this didn't work

Problems with the process:

- ▶ Scalability
- ▶ Dedicating the right resources
- ▶ Manual workflow
- ▶ Review efficiency
- ▶ Adoption and consistency
- ▶ Comprehensiveness of reviews
- ▶ Architectural consistency
- ▶ Visibility and tracking
- ▶ Coverage

Why this didn't work

Problems with scale:

- ▶ **235,641** open source downloads¹, **5,329** unique components
- ▶ **479** with known security vulnerabilities

< 3% reviewed

Solution?

- ▶ Improve coverage and scalability

What did we want to achieve?

- A. Control?
- B. Compliance?
- C. Risk Management?
- D. Enablement?
- E. All of the above

1 ► Identify the Goals

We want to **enable** developers to do everything they need to do with open source while **managing risk** for the company.

An enablement philosophy

1 ► Form a team

- Identify the stakeholders
- Form a coalition of the willing: Open Source Working Group
- Provide a vision that everyone can rally behind



2 ▶ Define a manifesto

- ▶ Jointly define a manifesto that everyone agrees with
- ▶ A “North Star” for the program



Open Source Manifesto

Version 4

created by [Nigel Simpson](#) on Jul 19, 2013 4:56 PM, last modified by [Nigel Simpson](#) on Jul 24, 2013 9:01 AM

Why does Disney need open source governance? How will Disney govern open source? What will this mean for developers? This document is a manifesto for open source at Disney.

Why open source governance?

- Open source is key to Disney – we use it to operate our business, and deliver a wide variety of guest experiences.
- Disney consumes, contributes to, and releases open source today.
- Open source enables Disney to accelerate development and reduce cost, but it introduces legal, security, patent and security risks. These risks must be governed.
- Today Disney has no open source governance program, no open source policy, and cumbersome, ineffective, and inconsistent open source processes.
- The consequences are that our services contain security vulnerabilities that enable them to be compromised, leading to poor guest experiences, impact on revenue, and costly remediation.

What governance will deliver:

- Open source governance will mitigate these risks by establish policies for use of open source that enable Disney to leverage the benefits of open source while restricting behaviors that expose Disney to risk.
- Standard processes will ensure that necessary checks and balances are in place to enable developers and business units to make informed decisions about open source risks.
- These processes will use open source governance tools to provide visibility to risk so they can be mitigated. As a result, Disney's exposure to open source risks will be significantly reduced.

How we will do this:

- The Open Source Working Group (OSWG) will define open source policy and processes that will form the foundation of open source governance.
- The OSWG review these with stakeholders across the company.
- The OSWG benchmark policy and process against industry best practices by engaging open source consultants to review the documents the working group produces.
- An Open Source Committee will be formed that will provide open source governance for Disney. This committee will include legal, patent, security, and technical stakeholders from across the enterprise, ensuring that there is consistency in the use and application of the open source policy.
- We will streamline the use of open source by providing a way for developers to obtain pre-approved, white-listed open source software.
- We will implement review processes that are commensurate with risk.
- We will enable Disney developers to be full participants in the open source community by providing them with open source training and the approvals they need.
- We will release useful technology as open source projects and build and sustain communities around them.
- We will repair Disney's reputation (Google: "disney open source") as an open innovator and technology leader by establishing an open source presence on the web (opensource.disney.com) where we will index and document all Disney open source projects.
- We will participate in open source conferences to engage with the open source community and promote

3 ► Create a policy

A policy, but not *that kind of policy*
One that enables rather than limits

“Have you got a 27B/6?”

Educate and Trust



vs Limit and Enforce



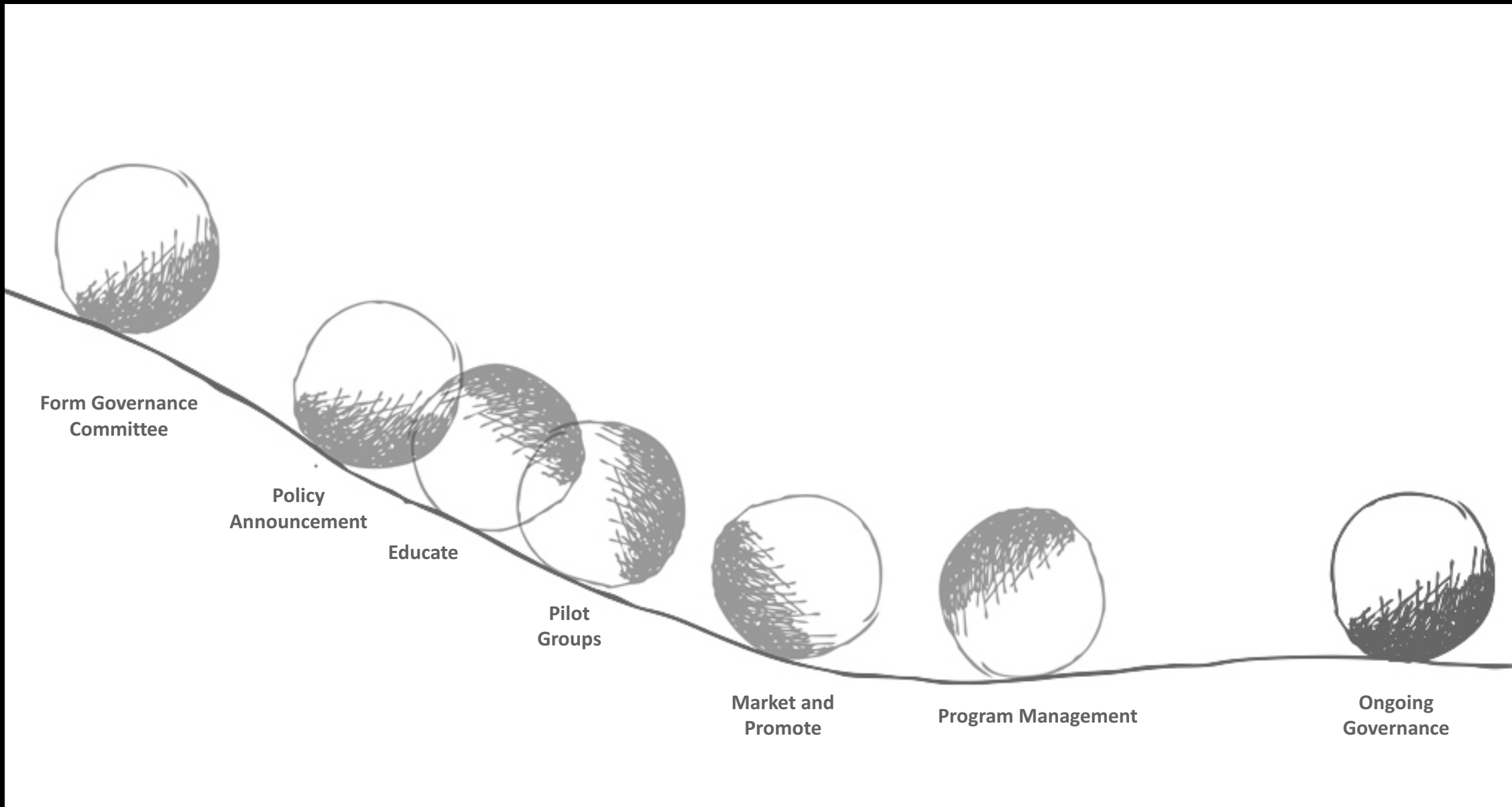
4 ▶ Define the processes

How does a policy enable?

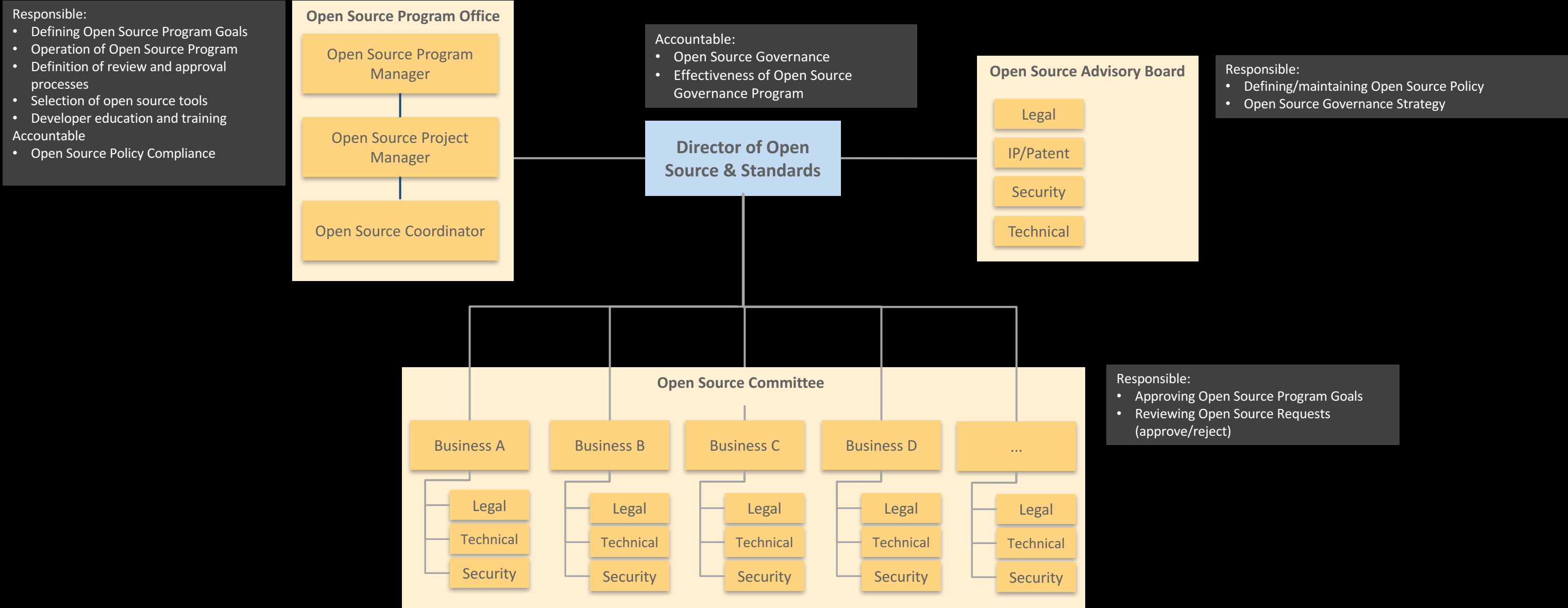
- ▶ “Pave the path to compliance”
- ▶ Make it easy to do the right thing
- ▶ Make it hard to do the wrong thing
- ▶ Use tools to implement policy not people
- ▶ Provide easy, efficient, sensible processes and continuously approve
- ▶ Don’t break the SDLC



4 ► Roll it out



5 ► Govern it – Someone has to own it



Identifying the Problem: Where We Ended Up

- ▶ ~~Open source is scary~~
- ▶ Open source is core to what we do, we should embrace it!
- ▶ ~~Developers cannot be trusted~~
- ▶ Educated developers can be trusted
- ▶ ~~All code is precious and must never be released~~
- ▶ Sharing code is good for Disney and the open source community, we need to be mindful of what we share
- ▶ ~~Therefore, we must review and control everything~~
- ▶ We must focus on the areas of greatest risk and enable developers to do the right thing

FRIEND!

6 ▶ Continuously Improve

You're never done

- ▶ Check your manifesto
- ▶ Keep removing friction
- ▶ Question your assumptions
- ▶ Ask difficult questions – “Why are we doing this?”
- ▶ Listen to your customers
- ▶ Create passionate evangelists

- ▶ The surprising power of a manifesto
- ▶ If we build it they will come...
- ▶ Opt-outs: “We want to do it our way”
- ▶ Volunteers
- ▶ The biggest naysayers became the strongest supporters
- ▶ Our approach became a methodology

- ▶ disney.github.io
- ▶ disneytechjobs.com