

# Competing on a Common Platform: A Research Project

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# Why This Project? Why Now?

- Many individually founded open source projects fail (Healy and Schussman, 2003)
- Most projects that succeed in producing commercial grade software do so with intense commercial support
- Many firms have experimented with some elements of community managed open source projects
- Producing a range of hybrid models that vary in their plurality and governance
- But, there has been no research on hybrid models, how they are created, managed and sustained

# Research Questions

- How do sponsors of a common platform decide what to contribute to the platform?
- How do sponsors value the costs and benefits of working with a shared platform?
- What institutional structures support competition?  
Cooperation?
- How do projects manage the multilateral contributions of competitors to create vendor neutral innovation?
- How do committers manage their dual allegiance to project and firm?

# Approach

- **Phase I: (February – March, 2005)** - Interview EMO, strategic members, and select sample of add-in providers
- **Phase II: (June – August, 2005)** – Study selected subprojects with committer interviews, observation/site visits to committer development teams, and study online interactions
- **Phase III: (September – November, 2005)** – Analyze contribution pattern data within top level projects and across the projects hosted by the foundation, conduct follow-up interviews

# Preliminary Discoveries

- Not all sponsors compete directly- are there interesting differences between different types of sponsor activities?
- Sponsors use the platform for different purposes – and thus may be competing **with** the platform, as opposed to ‘**on**’ the platform - thus timing of contributions is critical
- Each sponsor has had a different concern with respect to ‘coopetition’ which has affected the design of the foundation and management structure - the design of the mgmt infrastructure may be more robust as a result

# Relevant Prior Work

- **“Managing the Boundary of an Open Project”** (with Fabrizio Ferraro), in *Market Emergence and Transformation*, forthcoming.
- **“Hacking Alone? The Effects of Online and Offline Participation on Open Source Community Leadership”** (with Fabrizio Ferraro), *under review*.
- **“What Makes a Project Open Source? Migrating from Organic to Synthetic Communities”** (with Joel West)
- **“Nonprofit Foundations and Their Role in Community-Firm Software Collaboration”** in *Perspectives on Free and Open Source Software*, MIT Press, 2005.

# How You Can Get Involved

- Conduct an interview with me!
- Send me an email - [somahony@hbs.edu](mailto:somahony@hbs.edu)
- Potential future committer survey
- Check website for research updates in 6-9 months



The screenshot shows the Harvard Business School Faculty & Research website. At the top, there is a navigation bar with "HBS Home", "Search", and "Index" on the left, and "HARVARD | BUSINESS | SCHOOL" on the right. Below this is a large header "Faculty & Research" with the HBS crest on the left. The main content area features a profile for Siobhan O'Mahony, Assistant Professor. To the left of her name is a portrait photo. To the right, her unit is listed as "Negotiation, Organizations & Markets". Below her name, her phone number is "(617)495-0875" and her email is "somahony@hbs.edu". On the right side of the page, there is a vertical menu with several links: "Faculty & Research Home", "Faculty", "Faculty Publications", "Interdisciplinary Research", "Seminars & Conferences", "Cases", "HBS Research Publications", and "Research Support".

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