

FROM TIRES TO CODE: BUILDING MICHELIN'S OSPO

OSPO Alliance OnRamp September 2026



***OR HOW WE GET OUR LAWYERS
TO CONTRIBUTE ON GITLAB TOO!***

Not a metaphor. Not a joke.

SPEAKERS



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Services
Eclipse Foundation*



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*IT Distinguished Engineer
Michelin*

DO YOU REALLY KNOW MICHELIN?

Not to be confused with a Micheline!



ALL MARKETS OF TIRES AND BEYOND

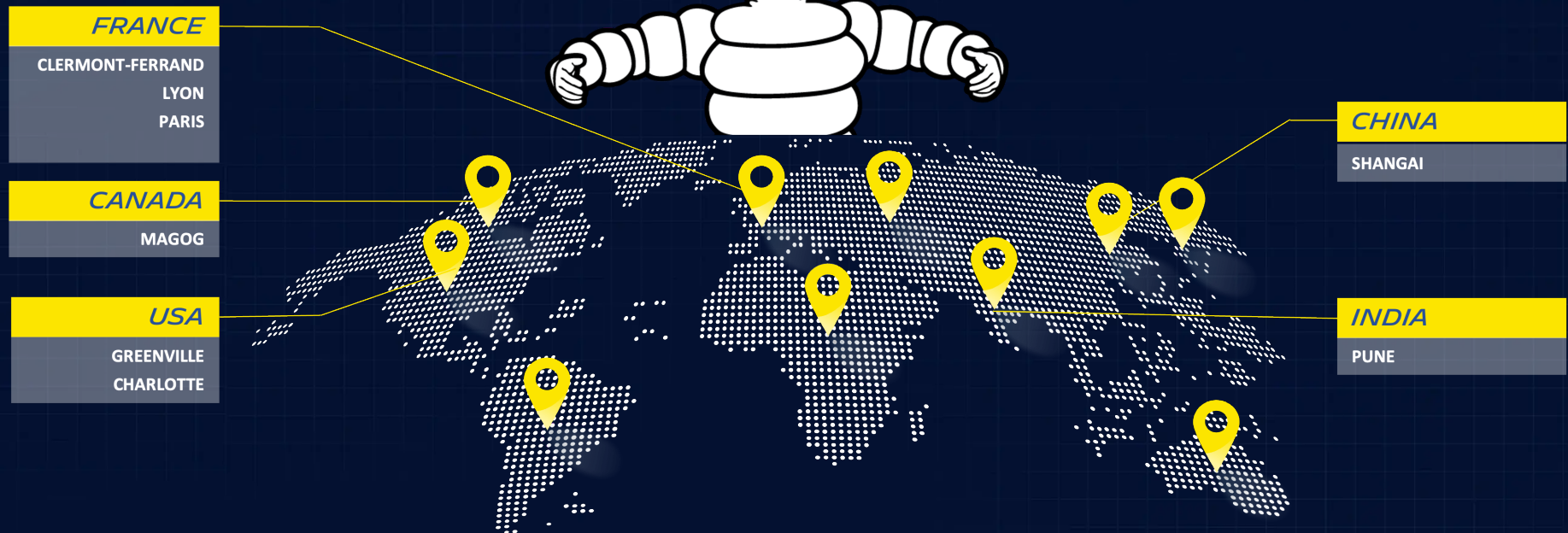


A TALENTED, DISTRIBUTED WORLDWIDE NETWORK

DOTI brings together more than 4 800 people, spread around the world in more than 20 countries. Our teams work in close collaboration with other entities such as Manufacturing, R&D, Security, Services & Solutions departments.

**+ 4 800
PEOPLE**

**+ 20
COUNTRIES**



A GIANT WORLD



370

WEBSITES



14000

**VIRTUAL MACHINES,
INCLUDING 3,000 IN THE
CLOUD**



67000

PCS



2000

APPLICATIONS



12000

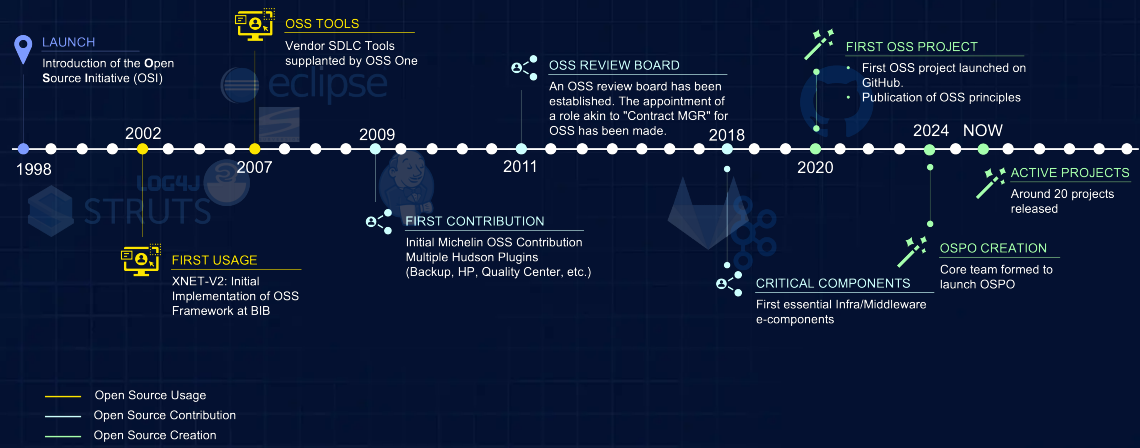
**APPLICATIONS UPDATES
PERFORMED EACH YEAR**



4

**PETABYTES
OF DATA STORED**

OSS TIMELINE



AN OPEN SOURCE FIRST STRATEGY

A STRONG SPONSORSHIP...



Yves Caseau • Following

Group Chief Digital & Information Officer chez Michelin

1yr •

At **#Michelin** DOTI (Digital Transformation and Information Systems), we love open-source :)

<https://lnkd.in/edp7QHJH>



Open Source | Michelin IS & Digital

opensource.michelin.io

   277

8 comments • 11 reposts

... BACKED BY A CROWDFUNDED INTERNAL STRATEGY

IMAGINE2030

Crowdfunded directions for DCTI Strategy

PARTICIPATIVE STRATEGIC DIRECTION MEMO





EXPLORE

Collaboration is the key word. There are several ways to do this:

- Create a technical progression path for all profiles to encourage continuous learning and development.
- Encourage our teams to interact with sales colleagues, train them and empower them to perform pre-sales activities. Permanent pre-sales teams could be created on demand.
- Create a work environment conducive to pair programming, possibly with external partners, where two developers work together on the same task, share knowledge and learn from each other, thus enhancing innovation and collaboration.
- Rejuvenate our open-source initiative and launch an **Open Source** Program Office (OSPO).
- Mission our IT enablement platform to support not only the DCTI teams but also business teams who want to develop software.
- Encourage and support all Michelin teams to open-source their work or contribute to major open-source project (cf OSPO approach)

TO DITCH

It's time to ditch the old harvest-like approach to partner contracts and move towards a more flexible model that prioritizes innovation and value creation. This means breaking free from the traditional preference for established editor solutions and embracing **open-source** alternatives, which can often offer greater flexibility, scalability, and cost-effectiveness.

- We need to stop the endless customization. This will be done through a real mindset shift across the enterprise, including "breaking the locks" on our fear of vendor lock-in.

DIRECTION #1

DEVELOP A STRONG OPEN-SOURCE MINDSET AND CULTURE

Treat our code as if it were **open source**. Treating some of our code as **open source** can foster collaboration and innovation with our customers, partners and the broader developer community. It can also help us identify and resolve security vulnerabilities more quickly, as well as promote greater transparency and trust in our software products and services. This can be particularly important in the context of information retrieval partnerships, where accuracy and reliability of information is paramount.

Of course, we must be careful! Some of our code are Michelin business assets (Michelin IP) and should not be shared outside the company (e.g. SupplyChain, RD, Manuf). For this type of codes, we can do it internally. We can share with the outside as **open source** what can be shared.

Among the inflection points, I am particularly interested in: **Open source** as a common mindset, developing edge and on premise resources as private Cloud, security as UX, IT4Green and GreenIT as strategic goals, AI Copilot for dev and hybrid information system. Will all these ideas come to life in the next 6 months? Absolutely not, but will they impact our final strategy and nurture our decisions in the months to come? Absolutely.

PSDM EXTRACTS

« Among the inflection points, I am particularly interested in: [...] Open source as a common mindset,[...] »

Encourage and support all Michelin teams to open-source their work or contribute to major open-source projects.

[...] we must reinforce our strategy to become a software-centric company that puts innovation, collaboration, and quality at the heart of everything we do, leveraging cloud computing, open-source code and unified software platforms.

OPEN SOURCE DRIVERS

- Reinforce the Michelin **Brand Image** in Digital Field
- Facilitate Industrial and Academic **Collaborations**
- Foster **Innovation** and flexibility
- Improve **Quality & Security**
- **Talent** Acquisition and Retention
- **Sustain** the Open Source Community

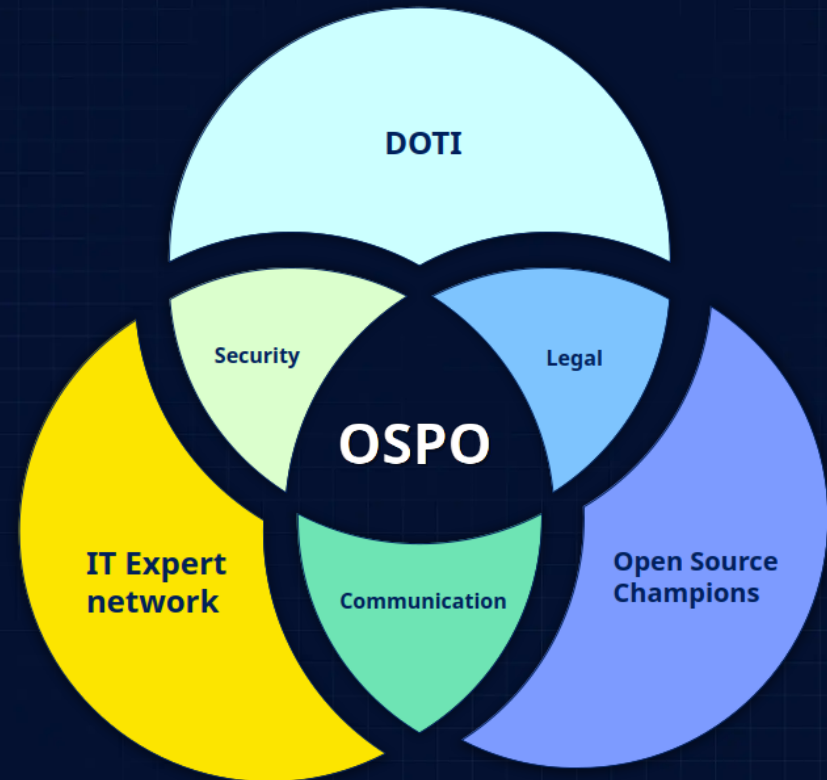
INNERSOURCE DRIVERS

- *Excellence in Software **Craftsmanship***
- ***Collaboration** and Knowledge Sharing*
- *Technological **Influence***

THE OSPO AS A DRIVE SHAFT

THE OSPO, A CROSS-FUNCTIONAL ENGINE FROM THE START

- **OSPO Lead**, IT fellow answering directly to the CDIO
- **Dedicated Legal Counsel**
- CISO-appointed **Security Expert**
- **IT Expert Network**: Technical field feedback rep : SRE, Data Science, Architecture, Devs, Ops, etc.
- **Communication & Marketing**
- **Open Source Advisor**



BUILDING THE GOVERNANCE

On GitLab... this is when our lawyers started to commit ;-)

<3 Séverine

GOVERNANCE FRAMEWORK

From a strategic memo to a full blown governance

Open Source and InnerSource Strategy

→ Open Source Policy

→ Consumption

→ Contribution

→ Creation

→ Open Data Policy

→ InnerSource Policy

→ Onboarding a project

→ Contributions

→ Using

CONTROLLING CONSUMPTION AT SCALE

Compliance and Security First

- ***The Funnel:*** All consumption must route through Michelin's internal Artifactory to automate SBOM generation and vulnerability scanning.
- ***License Allowlist:*** Pre-approved use of permissive licenses (Apache 2.0, MIT, BSD).
- ***Copyleft Restrictions:*** Strict prohibition of GPL/AGPL; LGPL is permitted exclusively for dynamically linked shared libraries with OSPO validation.
- ***The Scale:*** Over 500k component downloads processed in 2025.

MANAGING UPSTREAM CONTRIBUTIONS

Upstream First!

- ***IP Management:*** Michelin relies on the Developer Certificate of Origin (DCO); specific CLA signing requires prior OSPO clearance.
- ***Tracking:*** Contributors install the Michelin GitHub App to securely track corporate contributions. CERT Allowlist
- ***High-Impact Work:*** Delivered critical Kafka Improvement Proposals (KIP-1034, KIP-1111) and Terraform fixes for the GitLab Environment Toolkit.
- ***2025 Output:*** 32 active contributors generated 251 Merge/Pull Requests.

LAUNCHING OPEN SOURCE PROJECTS

Open Source First Mindset

- ***Due Diligence:*** *Proposals submitted via the OSPO Desk are vetted for strategic fit, security, and IP clearance.*
- ***Default Licensing:*** *Apache 2.0 : explicit patent grants and business-friendly.*
- ***Hosting Governance:*** *On the OSPO-managed Michelin GitHub organisation with mandatory files (README, CONTRIBUTING, CODE_OF_CONDUCT, etc.).*
- ***2025 Releases:*** *9 new projects published, including TorchSOM (PyTorch SOM library).*

THE LEGAL FRICTION OF INNERSOURCE

Driving through constraints

- ***The Challenge:*** Cross-border internal software development triggers liabilities.
- ***The Solution:*** Michelin's InnerSource scope is strictly limited to legal entities operating under existing DOTI IT service delivery contracts.
- ***Platform Mechanics:*** Hosted on the internal GitLab, discoverable via the innersource topic tag.
- ***2025 Metrics:*** 57 compliant InnerSource projects generated 148 cross-team Merge Requests.

***HORN AND FLASH YOUR
HEADLIGHTS.***

State of the Michelin OSPO is Out !

 Strategies & Policies ▾ Contributions ▾ OSS Champions KPI Dashboard ⓘ OSPO Team Search... CTRL K 

Open Source Spirit: Fostering Innovation Through Contribution

Fostering Collaboration, Empowering Communities, and Driving Positive Change

Why Open Source?

Read and understand the strategy around the approach.



Open Source Quick Start

tldr; a fast-track to Open Source at Michelin



InnerSource Quick Start

tldr; a fast-track to the InnerSource programme at Michelin



Approved and Rejected Licenses.

A list of approved licenses for software development applicable within the Michelin framework.



F.A.Q.

Answers to Frequently Asked Questions.



Need help?

A core team is here to help you.



Read Open Source Strategy

Read document

Read Open Source Policy

Read document

Read InnerSource Policy

Read document

Download Open Source Strategy

Download as pdf document

Download Open Source Policy

Download as pdf document

Download InnerSource Policy

Download as pdf document

WELCOME TO THE SPOC 🖐️

→ *Access to governance documents*

→ *Open Source & InnerSource strategy*

→ *Open Source policy*

→ *InnerSource policy*

→ *Open Data policy*

→ *FAQ*

→ *A SPOC for multiple entry points*

→ *OSPO Desk*

→ *Public landing page*

→ *GitHub organisation*

→ *Teams Channel*

→ *OSS Champions network*

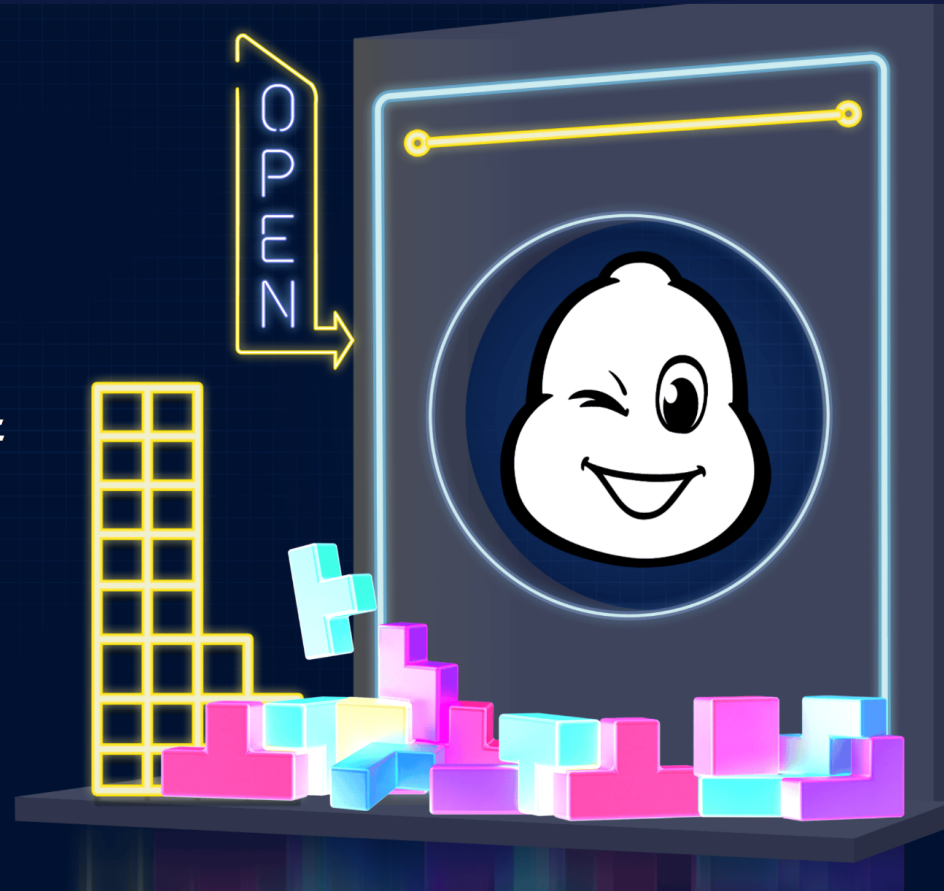


OPENSOURCE.MICHELIN.IO

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MICHELIN
OPEN SOURCE

WE MAKE SOFTWARE & WE ♥ IT.



DRIVING CULTURAL CHANGE

- *OSS Champions Program*
- *Training Program*

OSS CHAMPIONS PROGRAM

Gamifying Change Management. A structured achievement system to drive specific developer behaviors.



ECHO SHAPER



CORPORATE
ALCHEMIST



HACK THE WORLD



OSS CHAMPION



OPEN DISRUPTOR



SAGE



SENSEI

*From **Bronze** to **Platinum** levels.*

60 badges awarded to 52 engineers in a 6-month window.

MONTHLY LEADERBOARDS



HALL OF FAME

November 2025

ACHIEVEMENT
SHARED GOAL

120%

10

Total contributions InnerSource

14

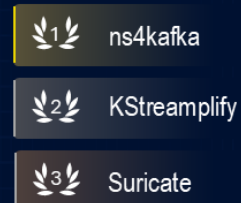
Total contributions Open Source

OPEN SOURCE

CONTRIBUTORS

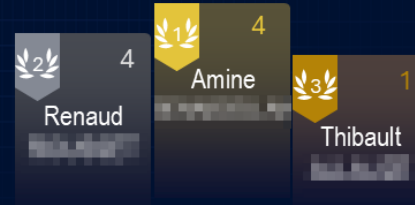


PROJECTS



INNERSOURCE

CONTRIBUTORS



PROJECTS



INNERSOURCE PROJECTS THAT NEEDS YOU

- > ita_middleware
- > ds-webcomponents
- > angular-auth
- > Gitlab-adr-generator

TRAINING PROGRAM

1. Awareness
2. Consumption
3. Contribution
4. Creation
5. InnerSource

TRAINING UNDER THE HOOD

- *Training-as-code using AsciiDoc + RevealJS*
- *Separate Michelin's specific from the start*
- *Generic part as an Open Source project*
 -  *Eclipse OSILK (Open Source and InnerSource Learning Kit)*
 - *CC-BY 4.0*

THE FUNDING AND RESOURCE CHALLENGE

aka the "Tragedy of the Commons"

- *Open Source/InnerSource seen as introducing overhead to projects (documentation, PR reviews, community management).*
- *No central OSPO budget allocated to maintain individual projects.*
- *Teams/Maintainers must secure their own budget and/or Liquid buffer to fund (post-release) activities.*
- *OSPO "top-up" funding for*
 - *OSPO build and run*
 - *Communication*
 - *Training set-up*
 - *major strategic initiatives.*

SUSTAINING THE ECOSYSTEM



- *Consortia: Working with academic institutions and research centers.*
- *Sponsorship: Discretionary support for critical Open Source projects (addressing lessons learned from Log4Shell, Heartbleed).*

PAST, PRESENT AND FUTURE

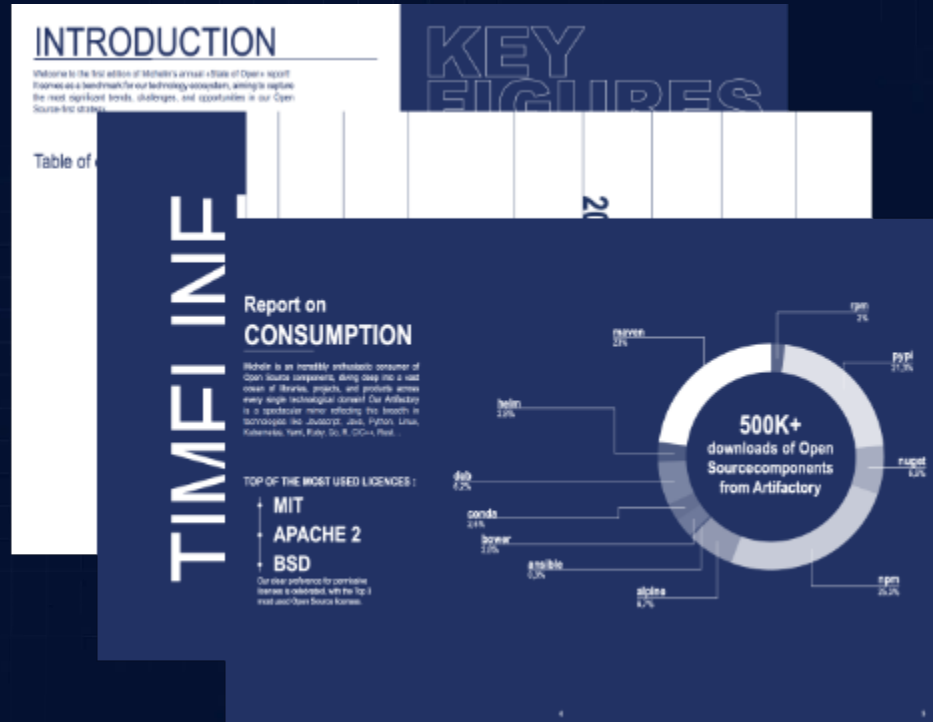
Shifting from "early adopters" to "standard operational methodology"

MAJOR CONTRIBUTIONS IN 2025

- *Kafka*
- *GitLab*
- *Timesketch*



STATE OF OPEN REPORT 2025



SHARED GOALS

- Foster Contributions
- Foster InnerSource
- Increase InnerSource & OpenSource contributions by 25%

OSPO

InnerSource

Open Source

Indicators

12 34 Shared Goal: Open Source and InnerSource #4090

Current goal achievement

120%

1 - Open Source (50% of the global goal): Current achievement 100%

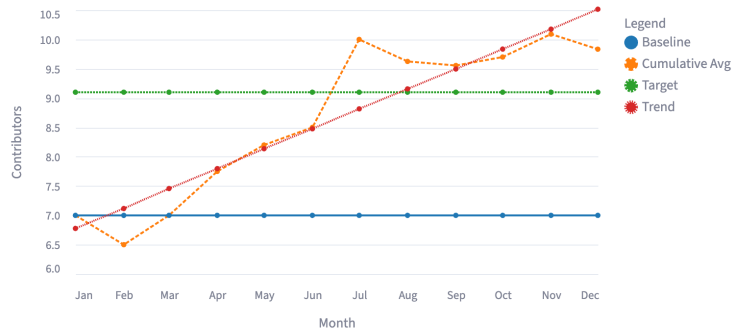
2 - InnerSource (50%): Current achievement (as end of December) 100%

Average InnerSource contributors per month (target: 9.1, baseline: 7.0)

9.8 contributors

= 100%

Average contributors evolution in 2025

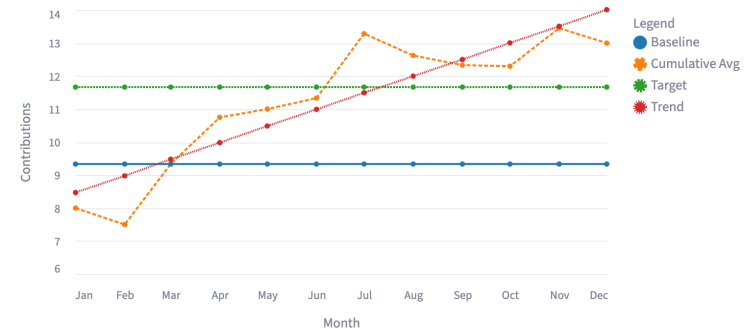


Average InnerSource contribution per month (target: 11.7, baseline: 9.3)

13.0 contributions

= 100%

Average contributions evolution in 2025



3 (bonus) - Contribution to Major Open Source Project (20%): Current achievement 100%

ROADMAP FOR 2026

- *Open Data Policy*
- *More training*
- *More external contributions*

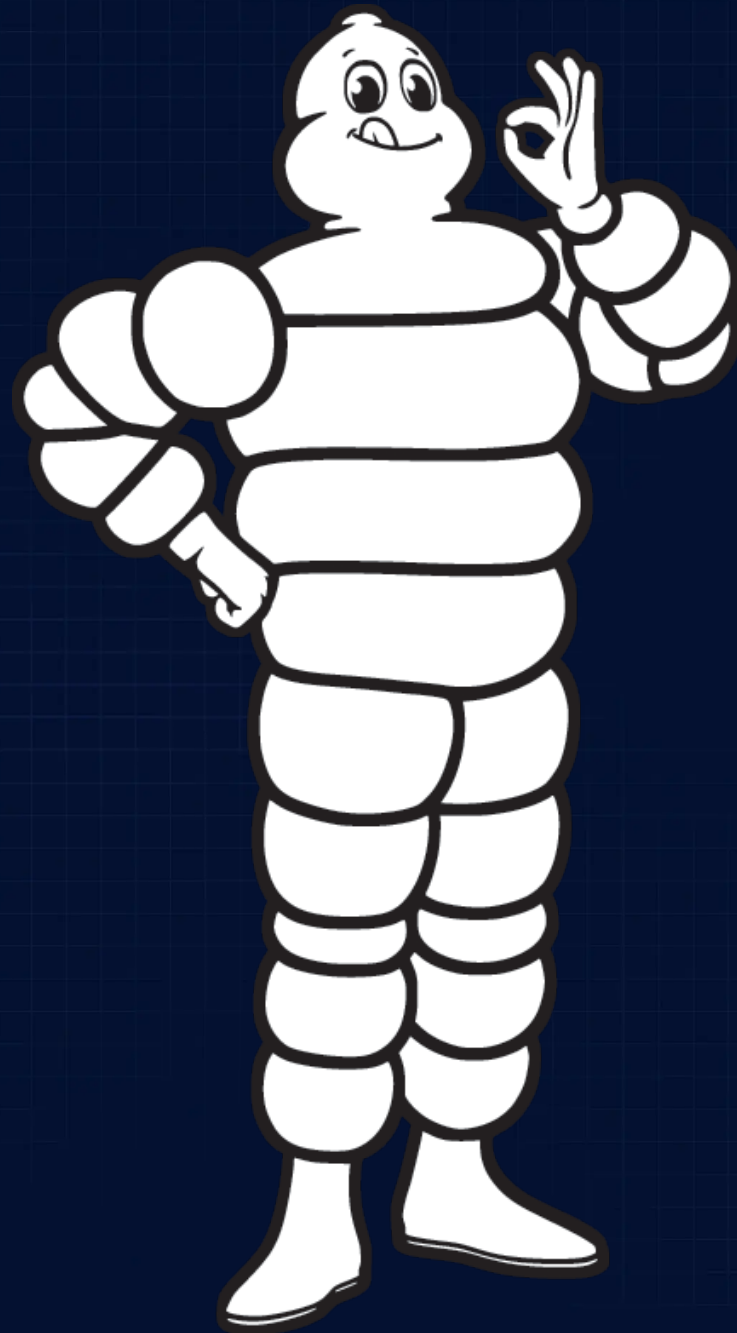
KEY TAKEAWAYS: NO MAGIC RECIPE

- *Reuse what's working*
- *Strong **sponsorship***
- *Involve a wide range of **skills** from the start*
- ***SPOC***
- *Be **pragmatic**, open by default*

USING THE DELOREAN



→ *Improve training: start earlier and smaller*





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yarn create @eclipsefdn/revealjs-solstice
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