



# The Last Mile Problem: Turning Executive Support into Real Open Source Contributions



*Lessons from 10+ Years of AGL Activities*

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Manager*

*AGL All Member Meeting Tokyo*

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# AGL at a Glance

- Linux Foundation collaborative project
- Current members include automakers, Tier 1s, and technology companies
- Unified Code Base (UCB) - Open platform started in 2015
- SoDeV – Open source reference platform for Software-Defined Vehicles (SDVs)
- Production deployments: Toyota and Lexus from 2018 with a refresh in 2026, Subaru, Mazda, Mercedes-Benz Vans
- Expanded from IVI to instrument cluster, telematics, ADAS, and beyond



**HONDA**

**TOYOTA**

**VOLKSWAGEN**

AKTIENGESELLSCHAFT



**HYUNDAI**

**SUZUKI**



**mazda**

 Mercedes-Benz



**AUTOMOTIVE  
GRADE LINUX**

**LINUX  
FOUNDATION**

# 10+ Years of Tier 1/OEM Collaboration

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- AGL proved that competitors can collaborate on shared software
- Neutral ground: OEMs and Tier 1s working side by side on a common platform
- Code contributions from automotive companies including Toyota, Honda, Panasonic, Aisin, Denso, Jaguar Land Rover, Denso Ten, Mitsubishi, Daimler and Subaru
- Shared investment reduces duplication and accelerates innovation
- Expert Groups enable focused, cross-company engineering work
- Result: production-ready open source software in millions of vehicles

# AGL OSPO Expert Group


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- Launched November 2024 — led by Toyota
- Key members include Panasonic and Honda
  - Encourage companies to establish their own OSPO
  - Share pain points and collaborate on solutions
  - Develop best practices for open source in automotive
  - Address business restrictions (export control, anti-trust)
  - Meets monthly — open to everyone!



# AGL OSPO Expert Group

- Recognized the need to have open source sponsored at the highest levels of the company
- Created an Executive Slide Deck – Available for anyone to use to promote the value and usage of open to executives at your company!
  - Includes case studies from Honda, Toyota, Bosch and an unnamed Tier One

**Automotive OSPO Show Case "Honda"** OEM 


From **2024** Scale **1-5** <Initial> **6-10** members **11-** members **1-5** <Current> **6-10** members **11-** members

Org  Physical  Virtual  R&D  IT  Legal/IP  CTO  Other( )



Function

	Strategy	Contribution	License Compliance	Security	Education	Tooling
Leading	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>
Support			<input type="checkbox"/>	<input type="checkbox"/>		

Community



Link

  26



# AGL OSPO Expert Group

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- Many developers have concerns about contributing to open source projects
  - People will not be nice to me
  - My change is small, no one will want it
  - How do I contribute a patch?
- Presentation “Illusions and Truths of Participating in OSS Communities” targeted at developers
- English and Japanese versions available.



# OSPO EXPERT GROUP SURVEY

## WHAT TIER 1S AND OEMS TOLD US

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# OSPO EG Survey

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- OSPO EG wanted to know what barriers are encountered by developers at automotive companies when contributing to open source
- Ten question areas
- English, Japanese, and Chinese language versions created
- 69 responses
  - 25 English, 37 Japanese, 8 Chinese

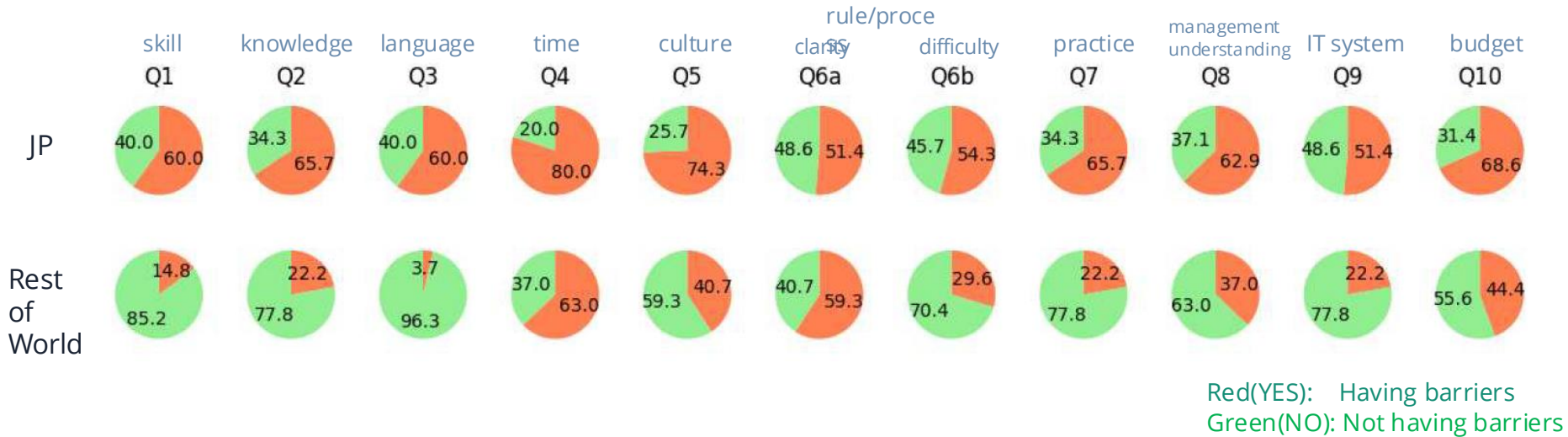
# OSPO EG Survey

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## Questions

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- 1 Do you feel that you lack the necessary skills to contribute to open source software?
  - 2 Do you feel that you lack the knowledge about how to contribute to open source software?
  - 3 Are there language barriers that prevent you from contributing to open source software?
  - 4 Are there time constraints in your job that prevent you from contributing to open source software?
  - 5 Are there cultural issues affecting open source contributions?
  - 6a Are your company's the rules and processes for contributions well-defined?
  - 6b Are your company's rules and processes too complicated or difficult to follow?
  - 7 Are there issues with open source practices within your department?
  - 8 Are there issues with management understanding open source software?
  - 9 Are there IT system constraints in your company that make it difficult to access or contribute to open source?
  - 10 Are there budget constraints that prevent you contributing to open source ?

# Survey results: JP vs ROW



- Non-Japanese respondents more confident in their ability to contribute to OSS projects.
- Japanese respondents more likely to have language, skill, and company culture issues.
- Time and budget constraints across the board

# Finding #1: Senior Management Buy-In

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## **The #1 organizational barrier to open source contribution:**

- Leadership doesn't see the business value of contributing
- Open source not seen as a strategic asset
- Concerns about competitive advantage for code that should be a commodity
- IP leakage concerns
- Without executive sponsorship, OSPO and contribution efforts stall

**Result: Developers are blocked from posting code to open repositories**

# Finding #2: Developers Don't Know What to Do

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## Most common response from Tier 1s and OEMs:

- Developers lack clarity on internal open source policies
- No clear process for contributing code upstream to existing projects
- Process for creating new open source projects from internal work are undefined or complicated
- Fear of legal or IP consequences deters contribution

**Result: Talented engineers want to contribute but don't know how**

# Breaking the Cycle: What We Can Do

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- **Executive Champion – most important step! Majority of open source efforts will die without executive sponsorship**
- **Establish an OSPO** — a single place to go for managers and developers alike on how to use and contribute to open source projects
- **Create clear contribution guidelines** developers can follow
- **Educate management** — open source reduces cost and attracts talent
- **Use AGL as a neutral, low-risk space** to start contributing
- **Share success stories** across the OSPO Expert Group and industry gatherings
- **Leverage OpenChain standards** for compliance confidence

# Call to Action

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- OpenChain Automotive Working Group Monthly Call – “Automotive Open Source Governance”
- Join the AGL OSPO EG monthly call





## Thank You Join the AGL OSPO Expert Group

*[automotivelinux.org](http://automotivelinux.org)*

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*Biweekly meetings — open to everyone!*