**Large Scale Drupal (LSD):
Getting the Most Out of Your Investment in Drupal**

Michael E. Meyers

VP, Large Scale Drupal @ Acquia

Founder and CTO
NowPublic.com

The first venture-backed Drupal based startup

Built the company from an idea to a Top 500 site.

CTO at Examiner.com

The first Top 100 Internet site running Drupal.

A Quantified Top 50 Site

One of the first Drupal 7 sites; we launched 6 months before the official release.
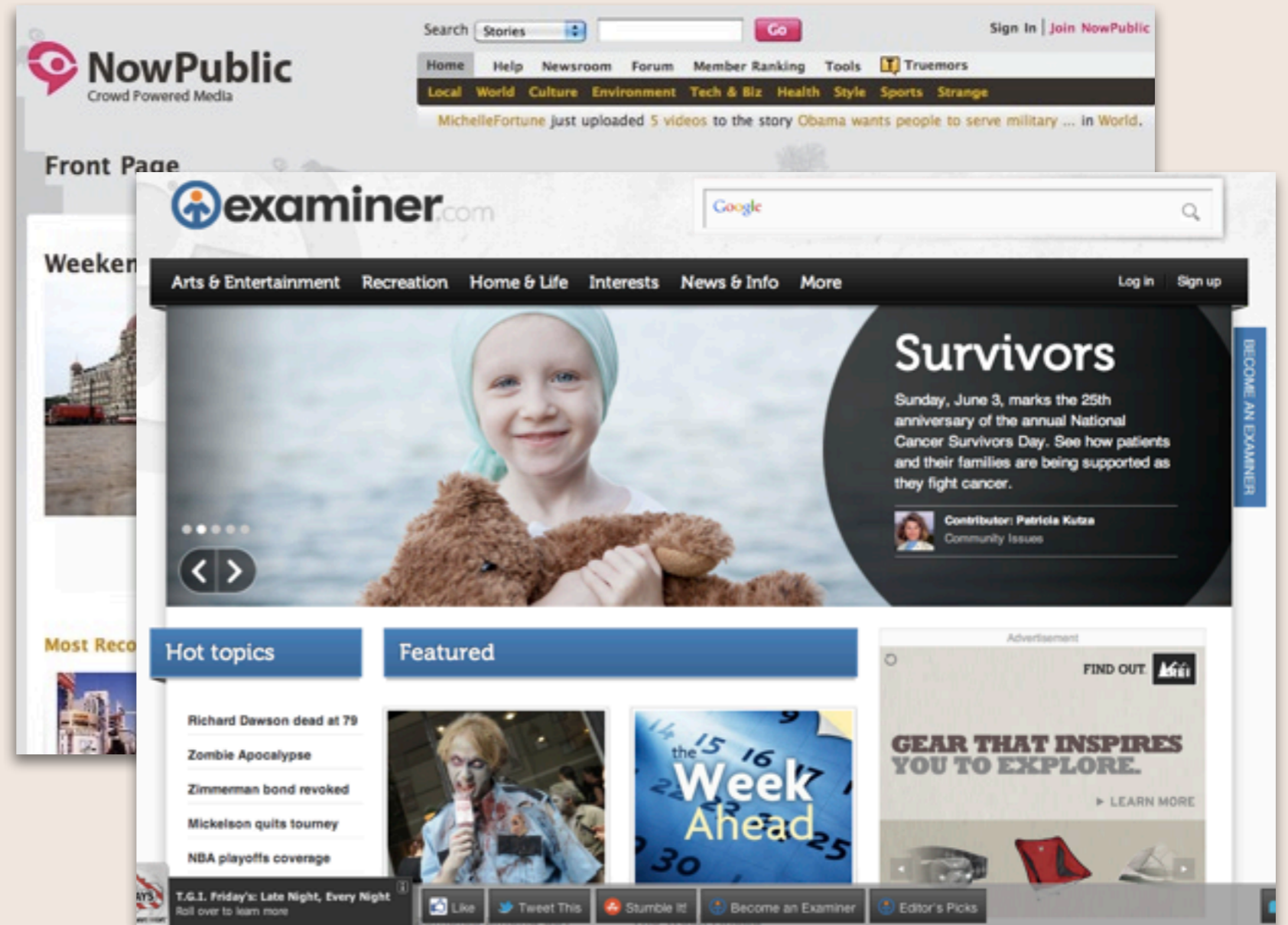
Advisor to the Board of Drupal Association

The non-profit dedicated to helping the Drupal CMS.

Appointed in 2008, shortly after the organization was founded.

Past global track chair for DrupalCon Business & Strategy, and E-commerce tracks
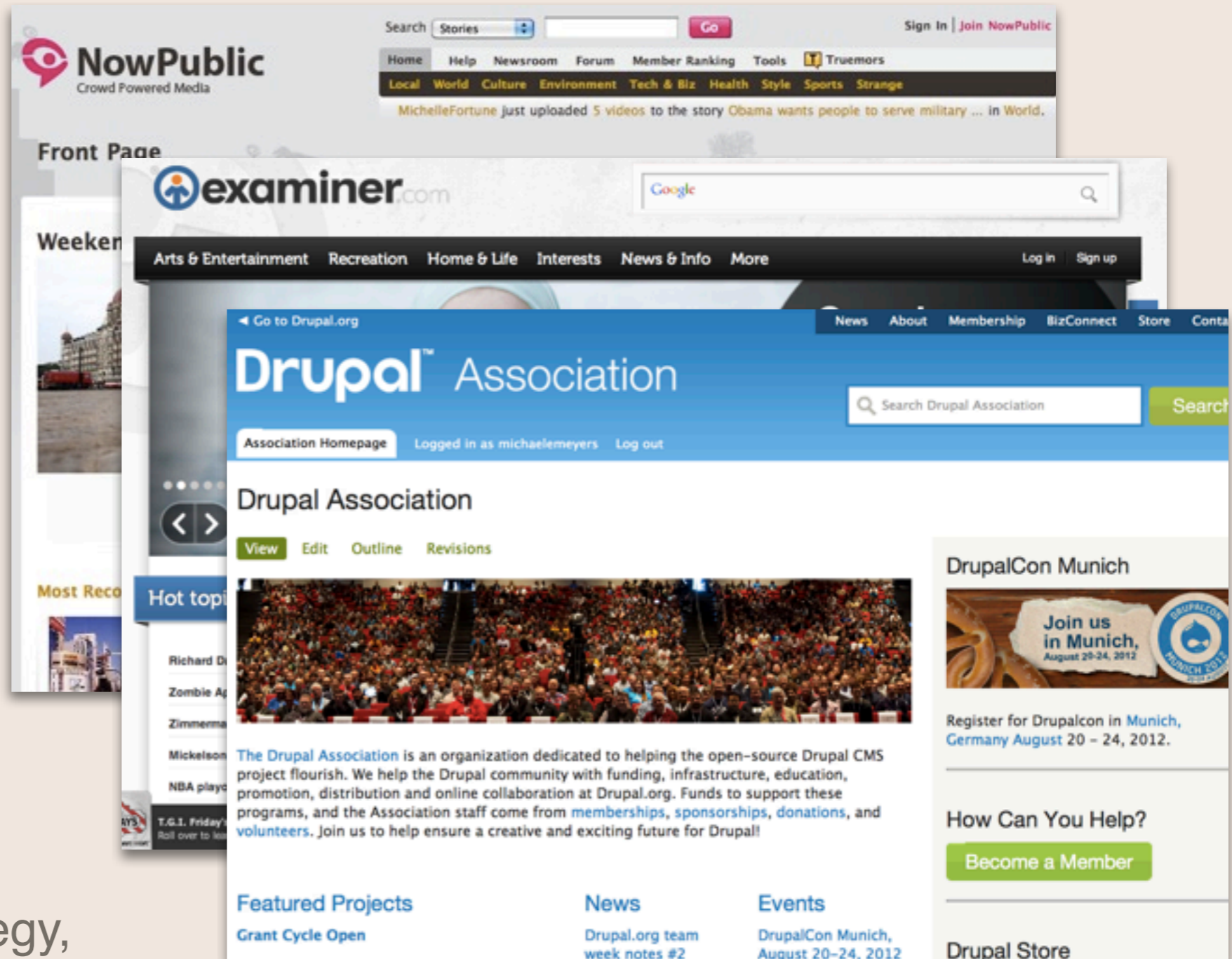
I recently joined Acquia!

Acquia was founded by Drupal creator and project lead, Dries Buytaert

A commercial open source software company providing products, services, and technical support for the open source Drupal social publishing system.

I run the Large Scale Drupal Membership Program

Part of the Office of the CTO (OCTO)
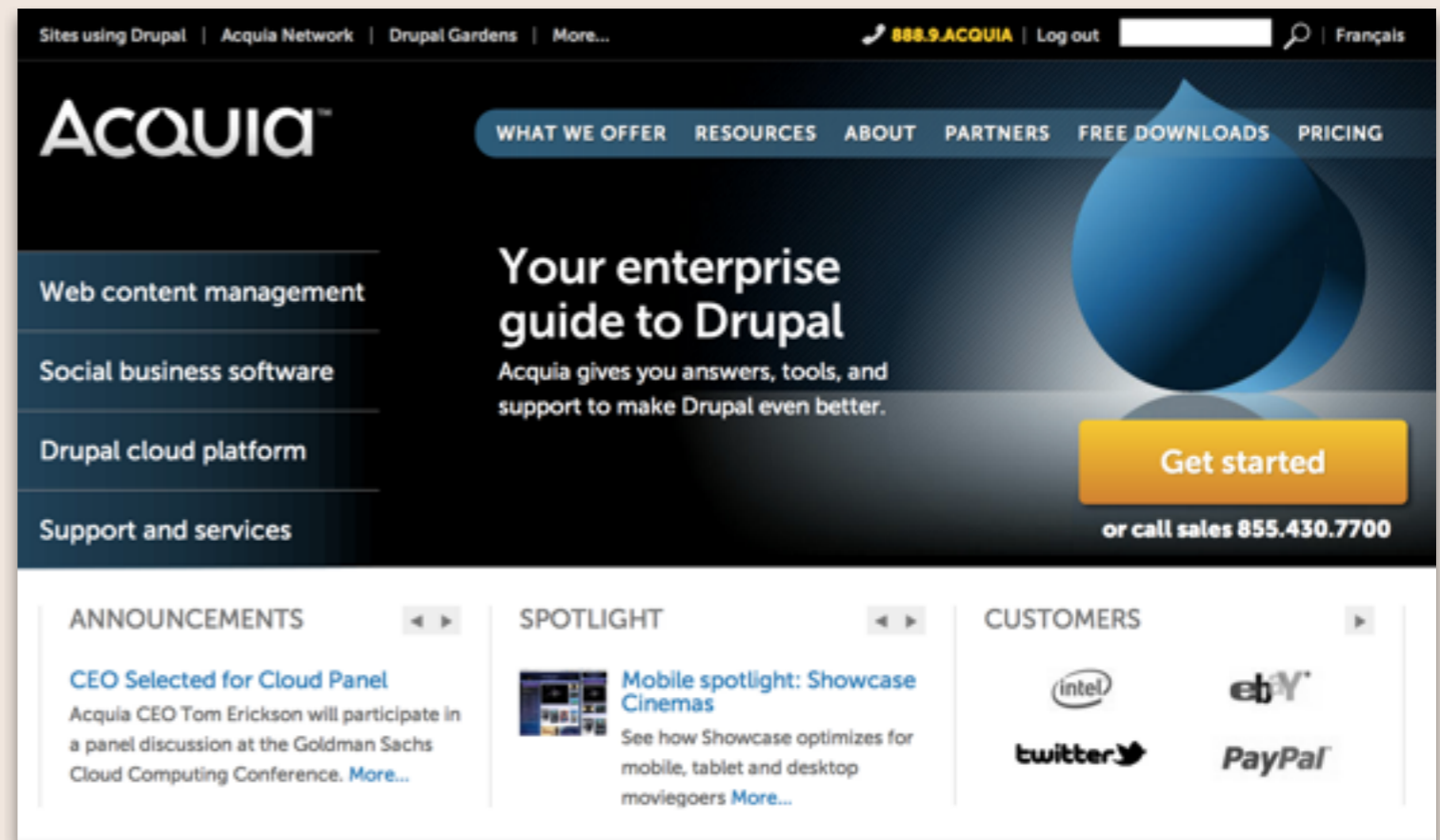
Getting the Most out of Drupal (and Open Source Software)

Organizations get a lot of value from Drupal

Maximize ROI and reduce TCO by engaging the community, doing projects openly and in collaboration with others, and contributing code.

What Large Scale Drupal is doing to help...

http://www.nationalcynical.com/thoughtconduit/news?id=580

Building ~~a Website~~ an Internet presence.

Content Everywhere:

PC's, mobile, Xbox, smart TV's, etc.

Contextual Content and Responsive Design

Increasingly you have more then one presence...

Platform: Multiple brands and products, each with their own Internet presence

warner | music | group

200+ Drupal sites on Acquia's Managed Cloud
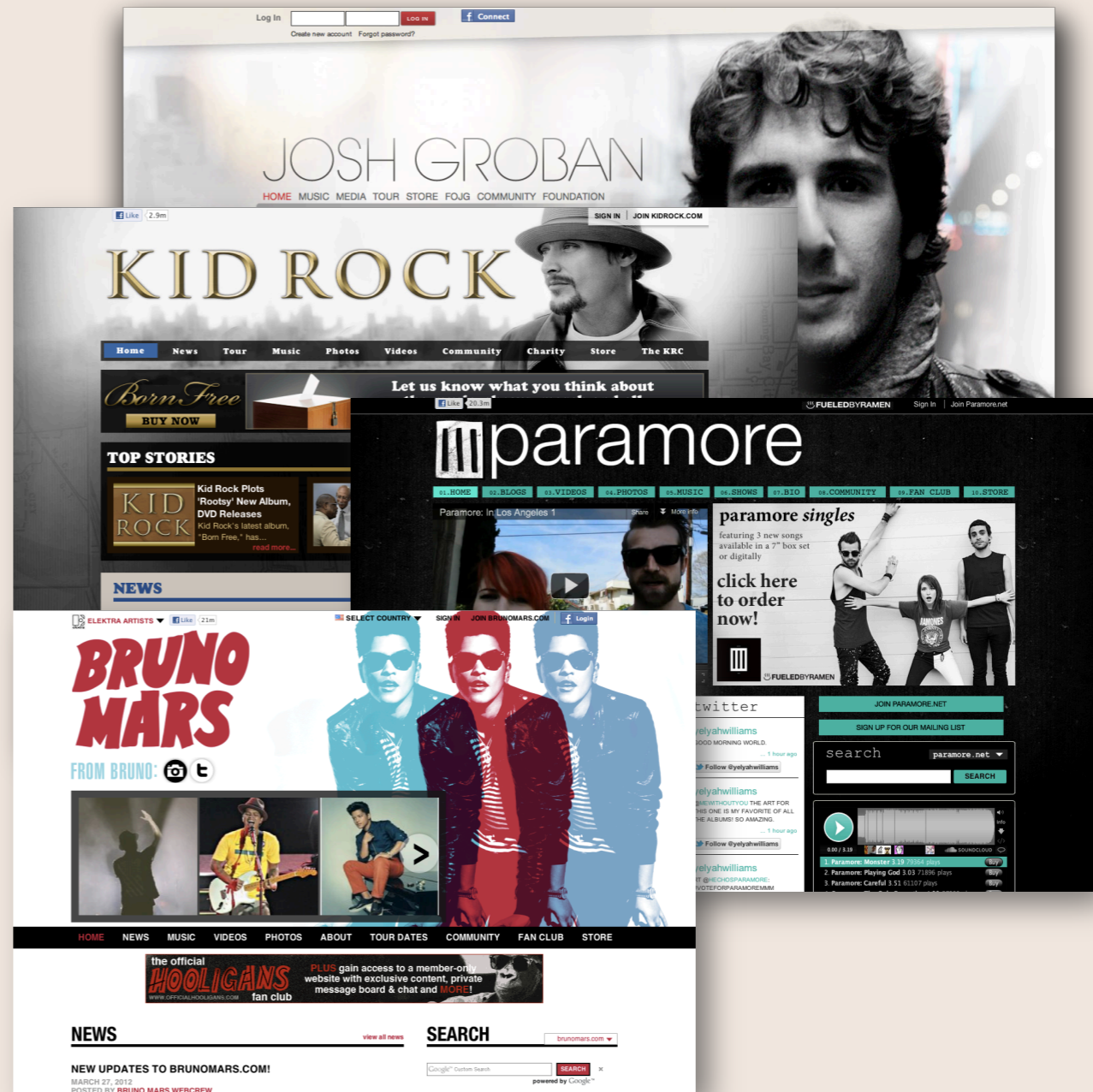
It is not just about you or your site / brand.

3rd Party and Partner Integration:

Social Sharing and Authentication
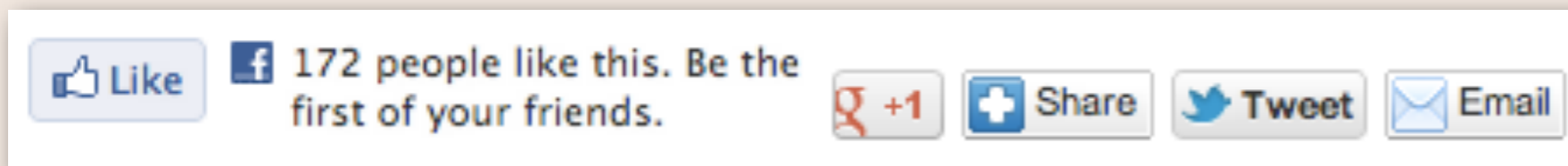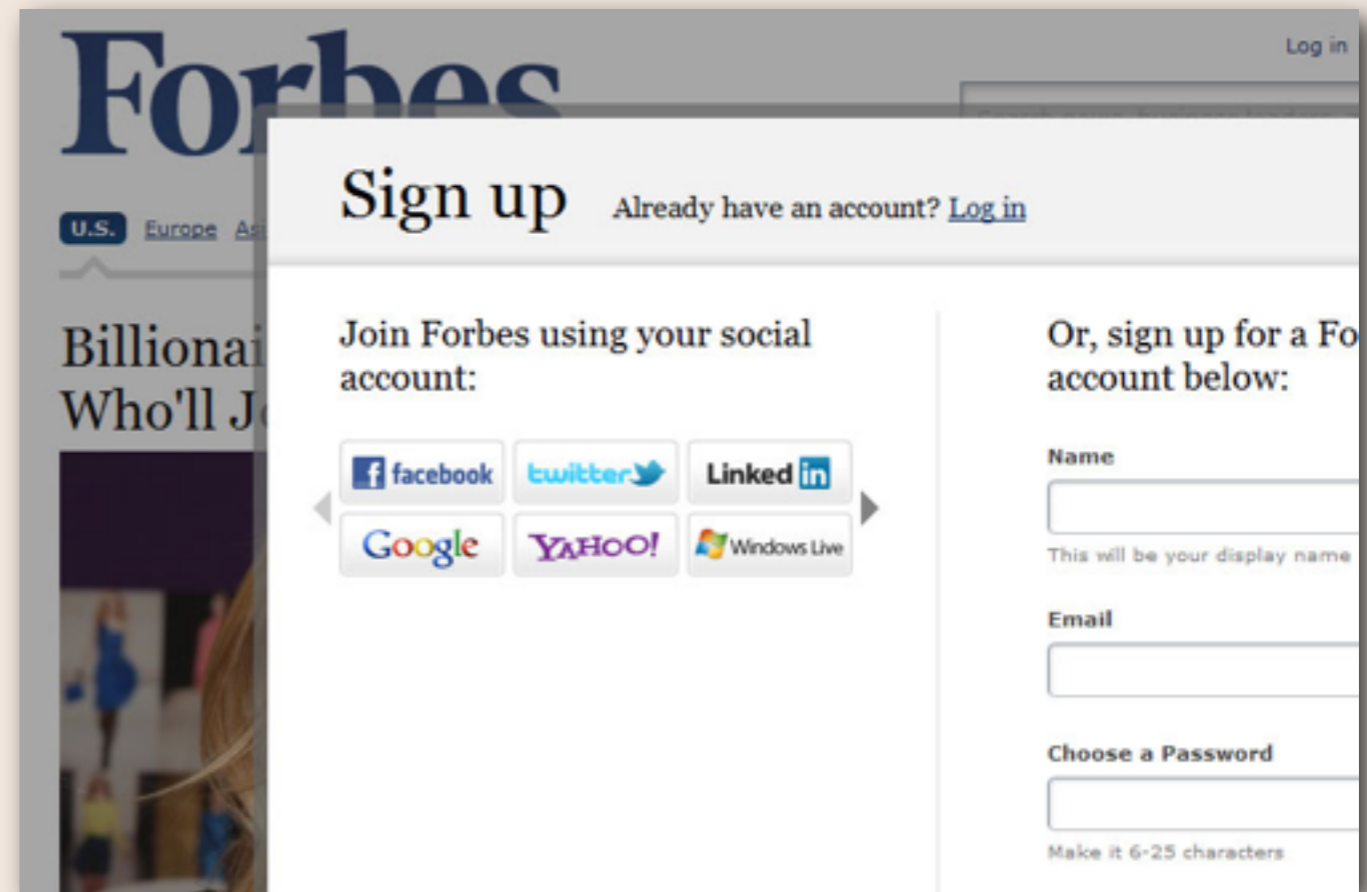
Supporting a diverse organization with many needs and users

Various Groups and Departments:

Internal and external stakeholders that you want to empower not restrict

Support over Longer life-cycles, many years:

At the same time technology is rapidly changing
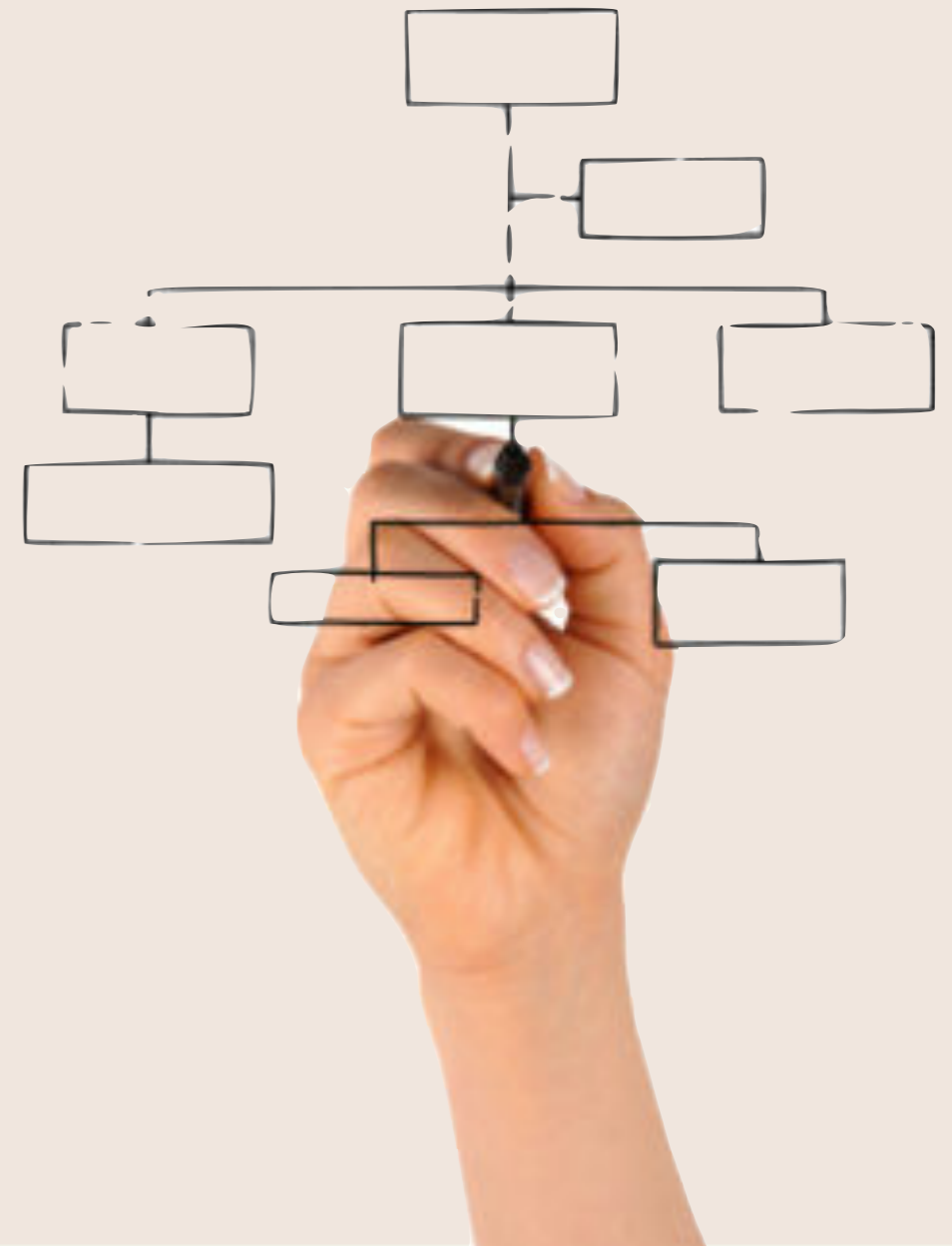
For larger organizations, no single technology solution – open source or proprietary – will get you 100% of what you want right now, let alone what you think you need in the future!

At the very least you:

customize the user experience to reflect your brand

Most users:

build specific functionality and features

There is no "silver bullet" ;)

Organizations go through an **analysis & review** process to find a solution that meets most needs, say **85% or more...**

Extensible:

You choice must enable you to cost effectively build the rest of what you need
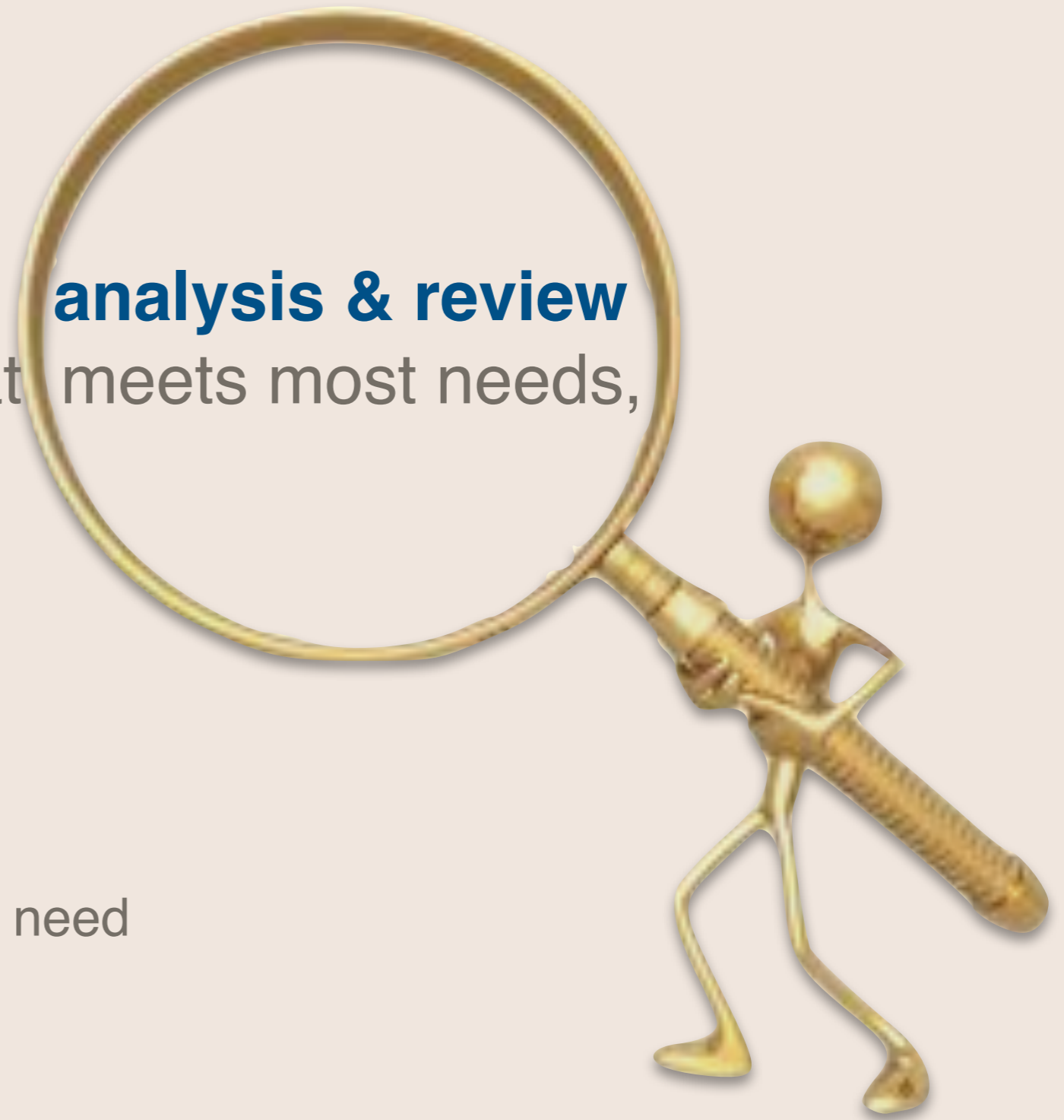
Millions of websites on the Internet is running on Drupal

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Millions big of websites on the Internet is running Drupal

Media & Entertainment

Public Sector
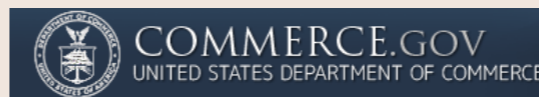
Education

International and broad adoption across a wide array of industries

The "85% Plus" solution for large organizations:

- Feature rich core system, you get a lot "out of the box"

- 15,000 + modules extend it's capabilities

- no need to reinvent the wheel
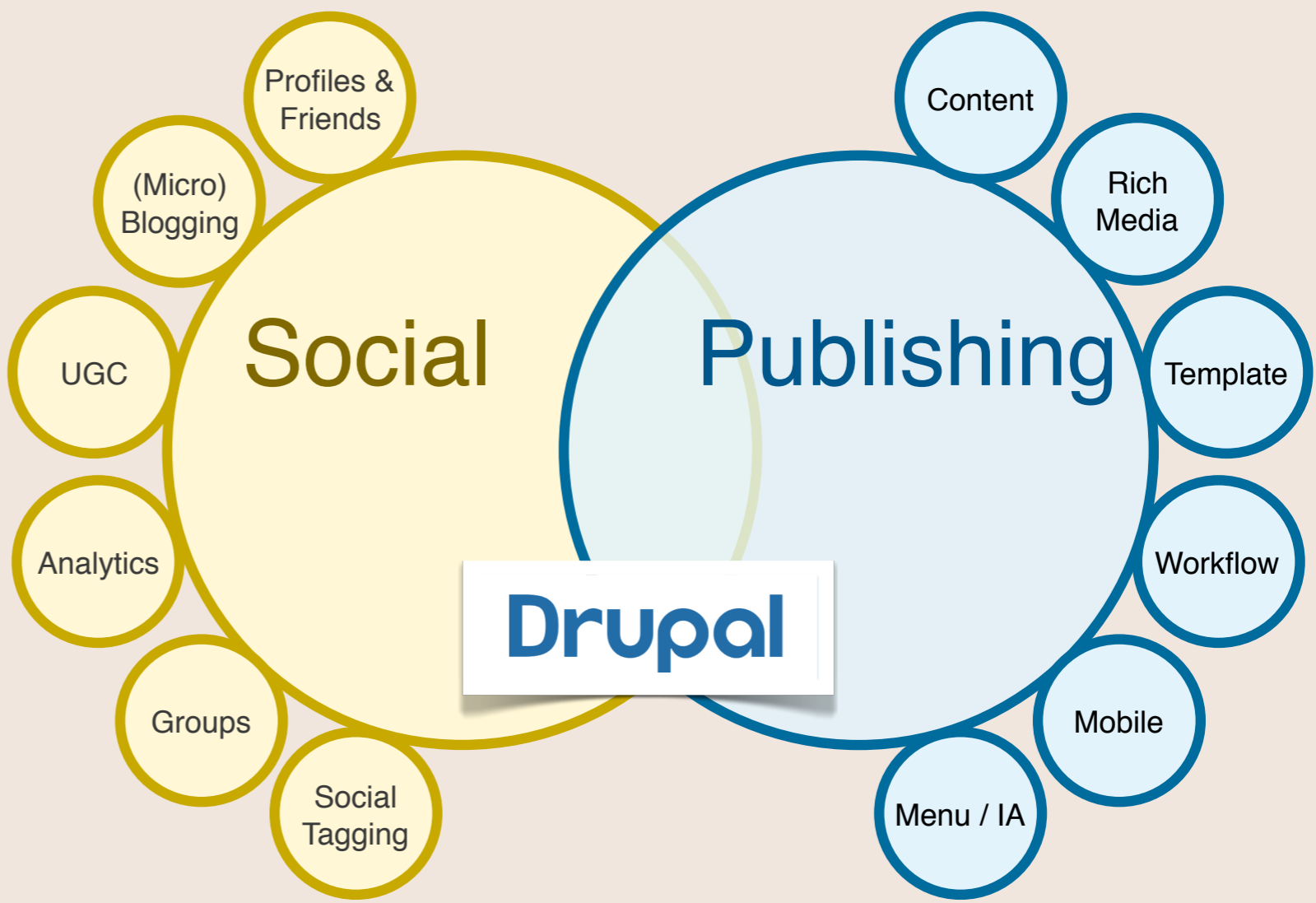
Social

Publishing

Drupal

Profiles & Friends

(Micro) Blogging

UGC

Analytics

Groups

Social Tagging

Content

Rich Media

Template

Workflow

Mobile

Menu / IA

Faster "time to market"

- "glue" together a bunch of modules

- quickly and easily extend and customize to meet your needs

- focus more on the unique aspects of your business
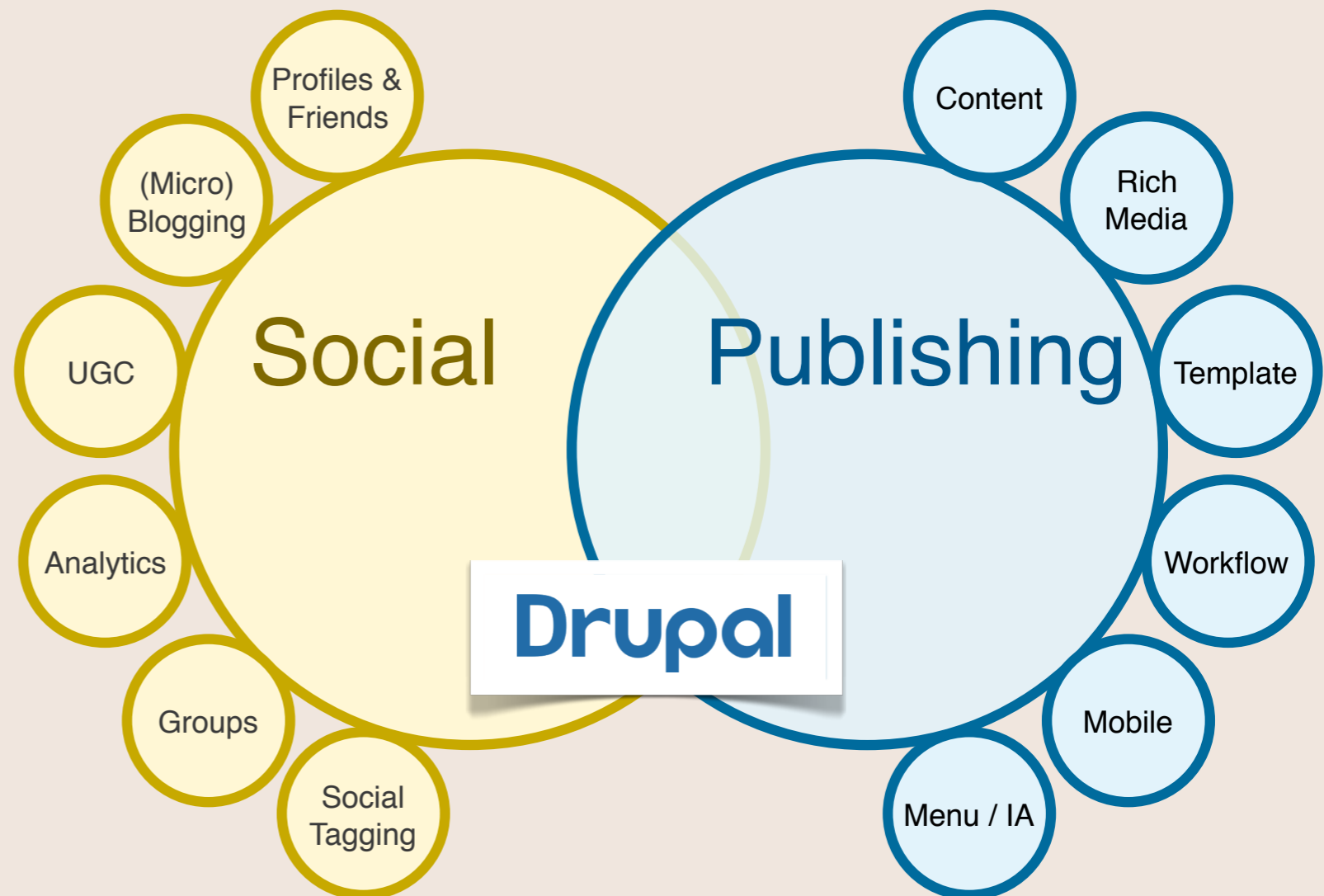
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Behind all that great code is an amazing community!

- millions of websites running drupal

- almost 1,000,000 community members on drupal.org

- **over 10,000 contributed module developers & 15,000+ modules**

- **almost 1,000 core developers of the platform**

- thousands of services companies

- Drupal has a very robust and thriving ecosystem

By comparison around 8,000 developers have contributed to the Linux kernel since tracking began in 2005; around 1,000 contributors in the last year.

http://www.linuxfoundation.org/news-media/announcements/2012/04/linux-foundation-releases-annual-linux-development-report

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Organizations are Reinventing the Wheel

....behind closed doors

- Creating incompatible solutions to the same problems

- Not releasing these solutions back to the community

http://www.flickr.com/photos/jekemp/412089686/

Large organizations not meaningfully engaging community

Participation Roadblocks

Even organizations with the best intentions, the desire to give back, often fail to do so

- Short term focus - desire to quickly solve a problem, no time to put in "extra effort" now (at a huge cost later)

- Don't release code b/c they want to add "polish" for release to the public - but never have time to actually do that

- The fear that if you do release something, you won't have the time to support and engage the community after the fact

Announcing Large Scale Drupal

A membership program for the largest users of Drupal

Community within the larger Drupal community to foster:

- networking, knowledge sharing, education and
community engagement

- work on collaborative projects

Leverage Economies of Scale

Giving back and making major contributions to Drupal platform

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Large Scale Drupal - Constituents / Roles

- **Members:**

    - Currently limited to large organizations, "end users" of Drupal

    - Exclusive: for companies making a strategic bet on Drupal

Large Scale Drupal - Constituents / Roles

- **Members:** NBCUniversal | Dennis | Riot Games
  - Currently limited to large organizations, **"end users"** of Drupal
  - **Exclusive** - org's w/ strategic bet on Drupal; Agree to **participate**
- **Staff:** Acquia octo
  - Program & Project Management; & maybe in future: Development
  - Run like a non-profit out of Acquia's Office of the CTO (OCTO)
- **Partners:** palantir.net | phase://technology
  - Services companies, vendors, contractors; selection by (public) criteria
  - LSD reinvests majority of it's project funds into the community
- **Sponsors:** Capgemini | Acquia
  - Individuals, Partners, Foundations, etc.

Acquia is "Giving Back"

Large Scale Drupal is NOT an Acquia product like Gardens or Cloud Hosting

- Acquia is not making money off the program

- Acquia is giving back by staffing and financially supporting the LSD Program

- 100% of membership fees and sponsor dollars go to running the program and collaborative dev

http://www.karensperspective.com/risks-of-not-having-a-bank-account/

LSD reinvests money back into the community ecosystem and contributes all code

LSD: Community of the Largest Drupal Users

Member Networking

- private events - quarterly membership conferences

- peer to peer - meet and learn from each other

- local events - engage your local community

- global events - engage the broader community

http://www.halfhollowhills.k12.ny.us/page.cfm?p=977500

LSD: Getting the Most Out of Your Investment in Drupal

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LSD: Knowledge Sharing - Learn From Peers

Knowledge sharing, education and training

- networking events, online forums, peer to peer

- webinars: q&a with Drupal leaders, talks by SME's, product previews, etc.

- white papers, news letters, etc.

Focus on Drupal, but encompasses the whole stack

- as well as project management and software engineering

http://www.tobiasclarsson.com/2011/09/methods-and-tools-for-knowledge-sharing-in-product-development/

LSD: Collaborative Projects

The major focus of the group is on projects

- Identify common problems through member input & feedback
  - ongoing assessment: onboarding, quarterly meetings, etc.
- Anonymize and aggregate common needs, into "Strategic Areas of Interest"
- Helps define project roadmap for existing and future members

Economy of scale: Identify strategic projects based on shared needs and common problems.

LSD: Strategic Areas of Investment

Content Authoring

Improved authoring experience: true wysiwyg previews, in-place (contextual) editing of content, enhanced media support, management of content, etc.

Mobile

Everything from robust SDKs for native apps on iOS and Android, sample apps and documentation, to responsive design for front-end and back-end (admin) tools for mobile browsing and authoring (anon and auth), enhanced media support (e.g. image cropping)

Content Staging

Ability to preview a large set of changes to a site, as a given user/role, at a specific point in time or based on a set of changes tagged as a collection, and to schedule the release of these changes at a given time.

LSD: Strategic Areas of Investment

Performance & Scalability

Making Drupal faster & more cost effective to scale and run

Security

Making sure you don't get hacked or cracked (and then sacked...)

DEVOPS

Extension of agile: improved collaboration between dev, qa, ops, etc.

Reliable software releases through test, and deployment automation
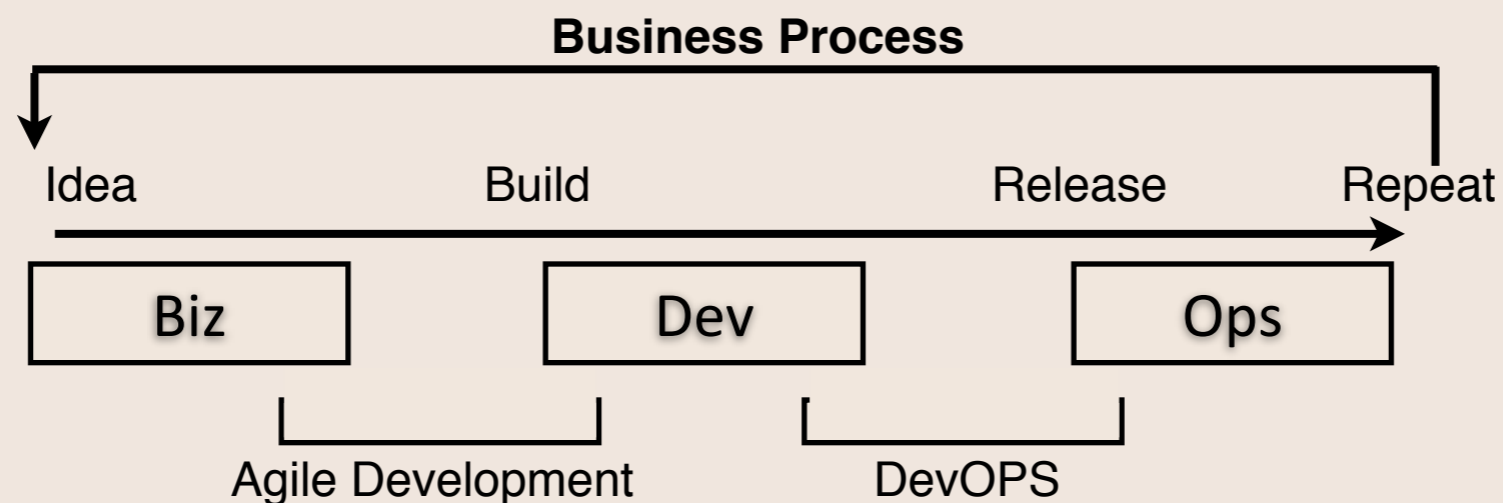
Business Process

Idea   Build   Release   Repeat

Biz	Dev	Ops

Agile Development   DevOPS

LSD: Many Types of Collaborative Dev

We take on different types of projects

- group projects that LSD executes on

- peer to peer collaboration

- acceleration and funding / sponsorships

Each type requires its own methodology

- always provide proj. & program management

- ensure success thru engagement oversight

LSD: Collaborations - Group Projects

Content Staging Initiative (CSI)

- Identified by majority of LSD members as a pressing need

- A large project, many had planned to do this on their own

Status:

- Discovery completed, done publicly

- Development almost done!

- Integration support starting Sept.

- Meaningfully and successfully proved the model

Members have taken this off their roadmap plan to use jointly developed solution

LSD: Group Projects - Goals

Identify strategic & meaningful projects - common problems

develop generic "85% plus" solutions

- Related to but NOT Professional Services

- do the project openly in the community

- release the code to the community

- help support that code to ensure broad adoption

- support integration, provide a path to get "90% plus"

- provide an upgrade path - when possible

http://www.fictorians.com/wp-content/uploads/2012/03/stick-figures-with-laptops1.jpg

LSD: Group Projects - Business Case

"85% Plus Solution" - Shared Development Costs

upfront costs: range from 10% to 40% vs. "going it alone"

- depending on size of project, number of members, etc.

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LSD: Group Projects - Business Case

"85% Plus Solution" - Shared Development Costs

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- depending on size of project, number of members, etc.

customization costs: range from 20% to 40% vs. "going it alone"

- depending on complexity, amount of customization, etc.

total cost savings: range from 20% to 70% cheaper vs. "going it alone"
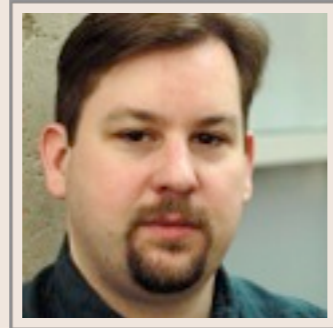**AND you get a long term solution you'll get more value out of over time**

A Related Example: Views

Views - most popular contributed module funded by Sony

Earl Miles (merlinofchaos)

- Sony hired Earl to build out views to free up their development team and empower non technical staff to have much greater control over their sites

- Sony could have built views internally - they didn't have to release the code

- The community has added millions of dollars worth of enhancements

- Sony NEVER could have created such a system, even if they had invested more money then the community added; a SIGNIFICANTLY great value / system

LSD: Peer to Peer Projects

Facilitating members working together

Companies working together, with their own resources, to solve problems;
just starting with these types of efforts, and have two experiments starting:

Localization of Content, Translation Tools

- Ability to customize content based on a users location (images, and text)
- Translation tools to improve & expedite the process / improve management

Images

- Image cropping and resizing tools for responsive design
- Focal points, don't crop, dynamic generation, pre-generation of thumbs

Members working together, their resources, with LSD facilitating

LSD: Sponsorships & Acceleration

Increasing long term value, maximum return on investment

- To date most of our work in Drupal 7; our goal is to engage members in future too

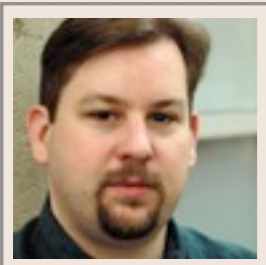- More forward looking investments - "future fund" focused on Drupal 8 initiatives

Funding and support for 3 key projects that address member needs:
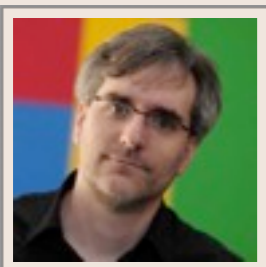
Configuration Management Initiative (CMI)
Greg Dunlap (heyrocker)
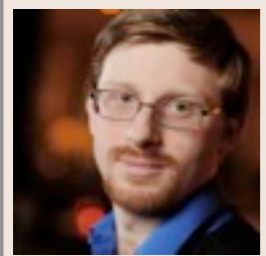
Web Services Initiative (WSCCI)
Larry Garfield (Crell)

Views in Drupal Core (VDC)
Earl Miles (merlinofchaos)

LargeScaleDrupal.com - New Internet Presence

- Launching our website and public presence
- You can learn more about LSD in the coming weeks

Large Scale Drupal (LSD):

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http://munich2012.drupal.org/program/sessions/lsd-getting-most-out-your-investment-drupal

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