One Project, Three Perspectives

What contribution looks like from every side, and how to bridge the gap



Jyoti Sahu
Fidelity investments



Apurva Gandhi
Fidelity Investments

THE LINUX FOUNDATION

FINOS Fintech Open Source Foundation

Disclaimer

This presentation is a case study of the Fidelity Investments open source experience. This is not an endorsement or recommendation of any vendor product or service.

Unless otherwise noted, the opinions provided are those of the speaker, not necessarily those of Fidelity Investments or its affiliates.

All trademarks and service marks belong to FMR LLC or an affiliate, except third-party trademarks and service marks, which are the property of their respective owners.

A few words before we start

OSPO

Open Source Program Office, helps teams use and contribute to open source responsibly.

Upstream

The original open source project where fixes are contributed.

Contributor

A person who contributes to the open source project.

Contribution

Is more than code: docs, tests, bug reports, reviews, and mentoring

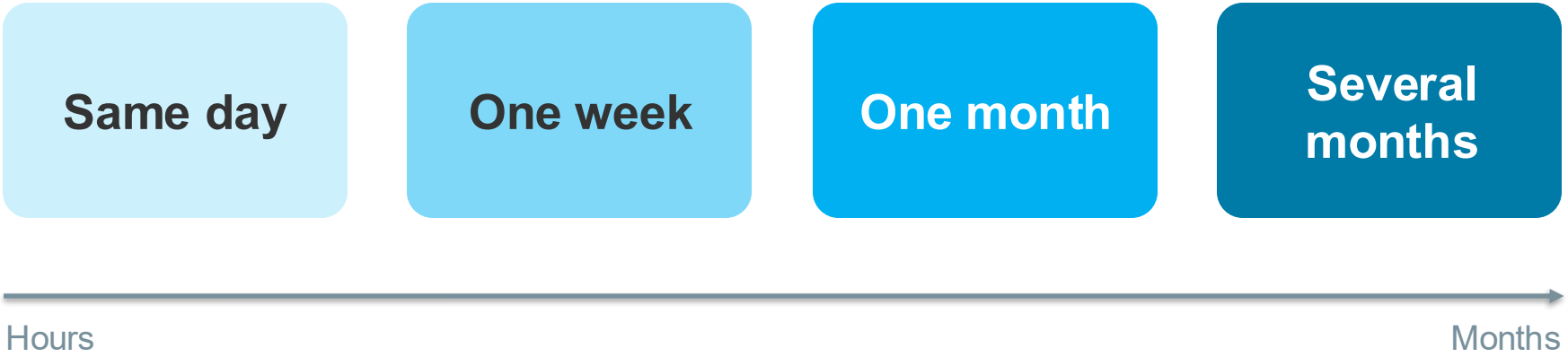
Maintainer

A person who helps steward the project and review proposed changes.

Hotfix

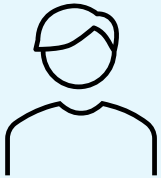
Its an urgent fix needed to address a critical issue.

How long does it take to contribute a simple bug fix?



Why One Perspective Isn't Enough

1 Perspective 1



New Contributor

Someone who has never contributed, from the community or an enterprise

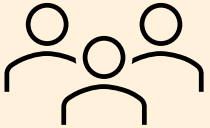
2 Perspective 2



Enterprise Contributor

Someone actively contributing from within an enterprise

3 Perspective 3



Maintainers

Someone maintaining the project, from the community or a company

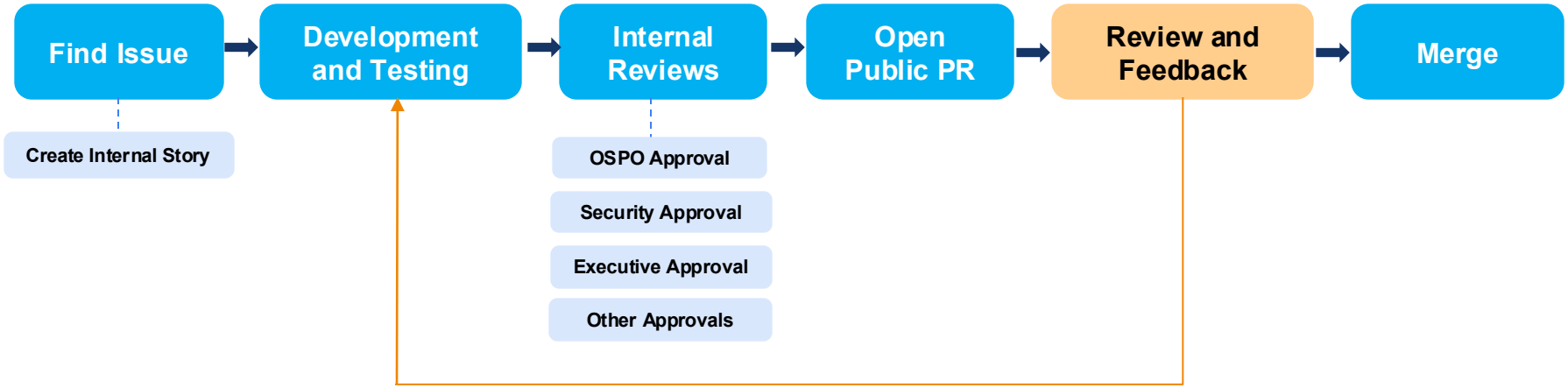
Three people. Three realities. One goal.

Contribution Workflows

Community



Enterprise



Changes requested via community feedback or maintainer review

Back through approvals, then push to same PR. Setting up approvals early can shorten this loop.

Meet Fluxnova

Open source process orchestration platform

A Java framework for BPMN & DMN, hosted by FINOS.

Continues the Camunda 7 Community Edition.

Hosted by FINOS

Neutral, open governance

Built with Financial Organization

Fidelity, NatWest, Deutsche Bank and Capital One

Shared Maintainership

Community and enterprise maintainers

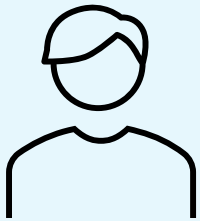
Open to Everyone

Active on GitHub. Anyone can pick up an issue.

Real experiences contributing to open source inside a large enterprise

Perspective 1: Engineer Who Hasn't Contributed Yet

1 Perspective 1



New Contributor

Someone who has never contributed

“I’ve found bugs. I’ve wanted to help. I just haven’t.”

- **Uses Fluxnova daily**
- **Found a bug**
- **Has a workaround**
- **Never submitted a PR**

Could be from the community or wearing an enterprise badge.

What Gets In the Way

“I don’t know how. I don’t know if I’m allowed. I don’t want to break anything.”

Technical uncertainty

About the code and the tooling

- Complex development environment
- CI/CD looks intimidating
- Fear of breaking something

Organizational uncertainty

For new enterprise contributors

- Am I allowed to contribute?
- What about intellectual property?
- Does my manager need to approve?

The biggest barrier is often visibility, not capability.

Perspective 2: The Enterprise Contributor

2 Perspective 2



Enterprise Contributor

Someone actively contributing from within an enterprise

"I contribute regularly. It's more complicated than people think."

Represents company interests

Navigates internal processes

Works with maintainers

Lives in two worlds

Working in two systems at the same time.

Living Between Two Worlds

Same PR. Two clocks running

Community

Responsiveness and visible progress

Fast response → Active discussion → Timely iteration → Visible progress

Enterprise

Approvals, security, release planning

Security review → Architecture review → Approval workflow → Release planning

Neither side is wrong. They work under different constraints.

The Hotfix Story

Production is down. A fix exists. Everyone agrees it should ship. The clocks don't match.

Production incident	Upstream fix exists	Immediate business impact

Two timelines

Community	**Hours**
Enterprise	**Days or weeks**

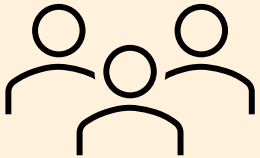
What often happens

Local workaround ships → No upstream contribution → Learning never reaches the community

Plan the upstream contribution alongside the hotfix, not after it.

Perspective 3: The Project Maintainers

3 **Perspective 3**



Maintainers

Someone maintaining the project, from the community or a company

"I've reviewed hundreds of contributions. Enterprise PRs are often the most interesting."

Community maintainer

- Often volunteers, reviewing in spare time
- Focused on project quality
- Doesn't see internal company processes

Enterprise-affiliated maintainer

- For example, Fidelity maintainers on Fluxnova
- Sees the PR and the internal approvals
- Approver in both worlds
- Helps shape the internal approval flow

What a maintainer sees depends on whether they also work for a member company.

What Maintainers Actually See

Good news

Enterprise PRs are often:

- Thoroughly tested
- Well documented
- Backed by real-world use cases

The mystery

Sometimes they:

- Go silent
- Reappear weeks later
- Need extended review cycles

What helps maintainers stay engaged

Post a short status update

Share the expected timeline

Name who is approving

Silence often means approvals, not disengagement.

The Same PR Through Three Lenses

That 3-week delay means internal approval, not disengagement

Stage	Contributor	Enterprise Contributor	Maintainer
Issue	Opportunity	Investment decision	Backlog item
Development	Learning	Delivery	Waiting
Review	Nervous	Coordinating	Evaluating
Delay	Frustrated	Approval process	Confused
Merge	Achievement	Business impact	Project improvement

The Visibility Problem

People make assumptions when information is missing.

1	**New Contributor**	Can't see Internal processes, community workflows	So they assume "Maintainers are unapproachable"
2	**Enterprise Contributor**	Can't see Maintainer bandwidth, community priorities	So they assume "Communities won't understand"
3	**Community Maintainer**	Can't see Compliance reviews, legal approvals, internal governance	So they assume "The contributor disappeared"

Everybody sees part of the story. Nobody sees the whole story.

How We Bridge The Gap

1 For Contributors

- Start small
- Ask questions
- Build relationships

2 For Enterprise Engineers

- Communicate expectations
- Explain delays when possible
- Participate early

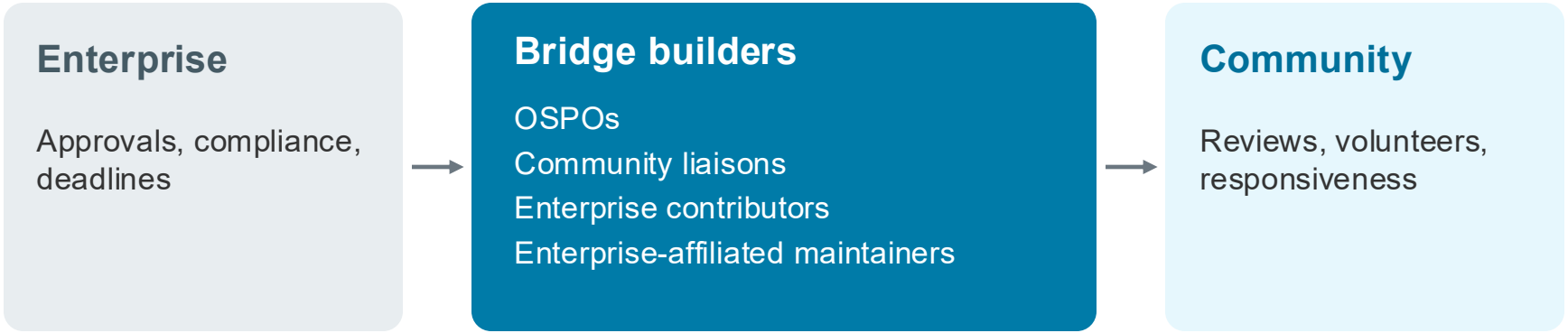
3 For Maintainers

- Be explicit
- Be welcoming
- Be patient

Simple actions create a surprising amount of trust.

The Role of the Bridge Builder

They speak both languages: the enterprise and the community.



What they do

- **Translate expectations**
- **Explain constraints**
- **Connect communities**
- **Build trust**

Open source isn't only code. It's coordination.

Examples From Our Experience

How enterprise maintainer and contributor s feedback helped

- How to get started for first time contributor
- Initial review taking weeks
- Follow up review taking days
- Hotfix taking days
- Too many PRs and too many approvals makes it difficult to track

How the OSPO improved process

- Contribution Jams
- Initial review taking days
- Follow up review taking hours
- Dedicated workflow for hotfix moments
- Internal application to track and manage all contribution workflows

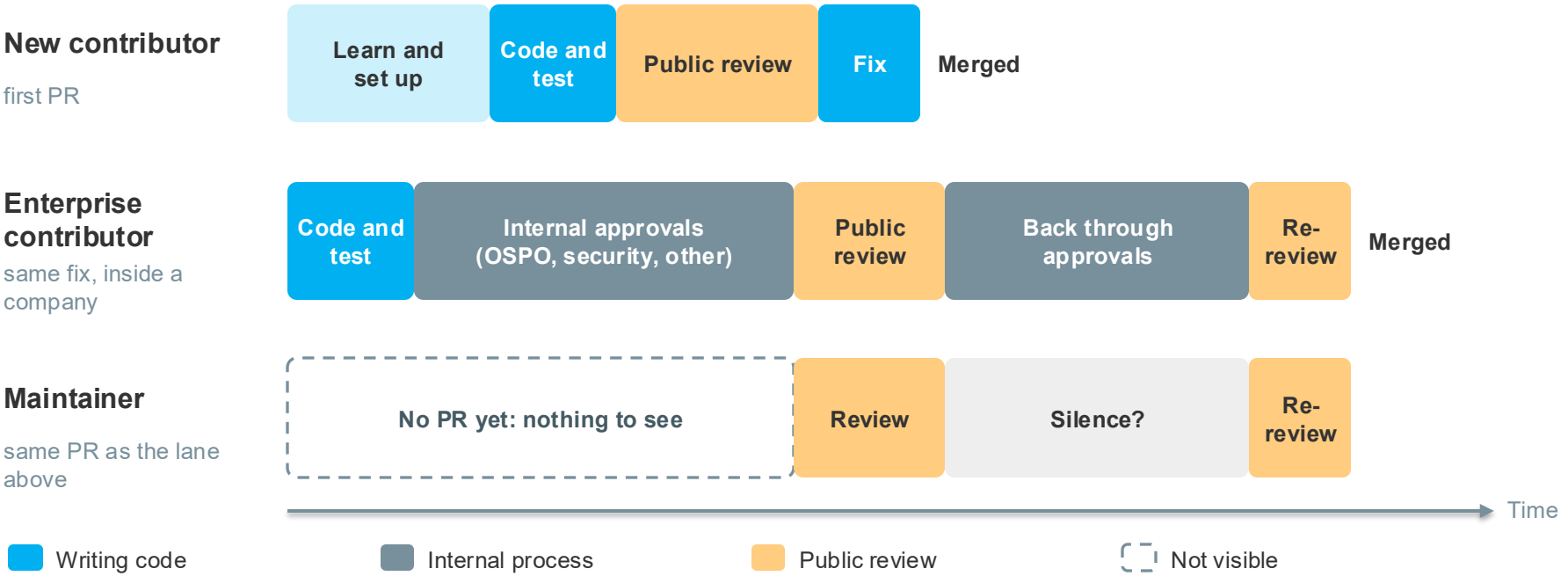
Visibility turns into trust when the process itself gets better.

What We Learned

1	**Contributors**	The path is more accessible than it looks.
2	**Enterprise Engineers**	Transparency reduces friction.
3	**Maintainers**	Silence often means process, not disengagement.
4	**OSPO Leaders**	Visibility matters more than tooling.

The problem is rarely people. It’s usually missing context.

So, how long does a simple bug fix take?



Contribute to Fluxnova project and find out how long does your perspective take

One Project, Three Perspectives

A merged pull request is the visible outcome.

Behind it

- Conversations
- Reviews
- Trust
- Approvals
- Collaboration

The contribution is technical.

The challenge is often human.

2026 OPEN SOURCE FINANCE FORUM New York

THANK YOU!

Questions?

Enterprise open source works better when all sides see each other.

Apurva Gandhi
/apurva-gandhi

Session Feedback

Jyoti Sahu
/jyotisahu9