MoFo 2020 Strategy
October 2015 - Board Retreat - Palo Alto
1. Summary
The Next Million Mozillians

by MARK SURMAN | June 18, 2008 | 33 COMMENTS

Last week, David Eaves blogged about the potential for Mozilla to energize — and maybe even lead — a mass movement for the open web. My response: hear! hear! More thinking, experimenting, conversing, inventing, definitionizing, evangelizing, politicking, standard-making and party-throwing in the name of the open web is very much needed. And Mozilla is certainly well situated to stir this pot.

What would it take to stir the pot? Probably a re-imagined and re-invigorated Mozilla Foundation.
In 2008, MoFo was basically an empty shell. We had four staff and $100k in outside revenue.
Since then, we’ve grown to over 80 staff, with outside revenue of ~$12M/year.

We’ve also positioned ourselves as a thought leader (e.g. web literacy) ...

... and grown a leadership network and advocacy engine to spread our thinking.
$40M in grants

24x growth in donations
What’s going on on the web?


Mozilla needs to engage on both sides. Tackling the challenges, but also fuel this next wave of open.
Where we were in June.

Advocacy

Universal web literacy.

and / or?

Leaders

KNOW-HOW
Advocacy

Set a bold agenda.
Web literacy critical. Also safety, silos, etc.

Where we are now.

and

Leaders
Mission: internet as a global public resource

Role: be a true advocate for you in your online life

5 year vision: unleash the next era of openness and opportunity

5 year goals:
- Walled gardens
- Web literacy
- Safety + security
- Web economy
- etc.
Use MoFo’s strengths to help Mozilla (and the world) take these hills.

Leadership Network

Advocacy Engine

Walled gardens

Web literacy

Safety + security

Web economy

etc.
Building on MoFo’s last five years, we will:

1. Strengthen thought leadership, using platforms like MozFest and *State of the Web* report.

2. Establish Mozilla Leadership Network, increasing the impact of our existing fellowships and networks.

3. Build a world class advocacy engine, getting more people involved in taking our ‘hills’.
2. What have we built?
$40M in grants

24x growth in donations

1.7M supporters

5000 leaders
Leadership

Starting with Drumbeat in Barcelona, we’ve become skilled at convening people and building networks.

This is our special sauce. We have a hands-on, “hacker spirit” convening style that keeps people coming back.

We now have a rich and diverse global network of over 5,000 community leaders closely tied to Mozilla.
7,000 participants from 50 countries facilitated by 1,500 community leaders building relationships and networks in...
Leadership network

Champion
CONNIE Yowell, CEO COLLECTIVE SHIFT

Executives play a central role in promoting Mozilla and building our influencer network.

Executive
GENE KIMMELMAN, EXECUTIVE DIRECTOR, PUBLIC KNOWLEDGE

Executives lead organizations that play a key role in Mozilla networks.

Professional
JACKIE MOORE, FOUNDER LEVEL UP YOUTH MAKER SPACE

Professionals leverage Mozilla tools, content and practices as part of their everyday work.

Emerging Leader
HARLO HOLMES, THE GUARDIAN PROJECT

Emerging leaders are exceptional individuals who contribute to the broader Mozilla community in exchange for a unique, high impact career experience.

Young Leader
DIAN INA MAHENDRA, MOZILLA INDONESIA COMMUNITY

Young leaders learn valuable skills while working on Mozilla programs, giving them valuable experience to bring into their lives and careers.
Leadership network: *method*

How do we use our networks to build leaders?

A. Plug people into a network like MozFest, Hive, etc.
B. Get them working on a project: software, curriculum, etc.
C. Help them learn practical 'open' skills', e.g. collaboration
D. Offer them a way to give back to others

Key goal of this model: create network effects.
Advocacy

We’ve developed a real ability to mobilize people, tapping into growing concern about internet issues.

We have a strong relationship with Mozilla policy team in MoCo. Our shared policy + advocacy model seems to be working.

Also, we’ve gotten on the public radar as an advocacy brand. We have ~1.7M people on our advocacy and fundraising list.
$3.6M RAISED
$6.5M CUMULATIVE TOTAL

1.7M SUPPORTERS
MOZILLA HAS MORE THAN DOUBLED THE SIZE OF OUR LIST SINCE 2013 (10X THE NGO BENCHMARK)

DONATION REVENUE
EMAIL LIST

$1.6M
$1.2M
$750k
$435k
$149k
$410k
$710k
$18k

Where does software fit in?

Making and tinkering with software is core to our networks. It’s the surface area of our work. It’s fuel. It’s street cred.

As part of this: Webmaker, Hive, Open News, etc. have produced a useful software, just not at consumer scale.

Software has played a critical role in our advocacy work. Result: built muscle in design, engineering, metrics.
Advocacy

Set a bold agenda.
Web literacy critical. Also safety, silos, etc.

Where we are now.

and

Leaders
What headlines would we like to see in 2020?
Publication; Headline; Subheading

Topics
- Walled gardens
- Web literacy
- Safety + security
- Web economy
- etc.
3. Where to next?
Building on MoFo’s last five years, we will:

1. Strengthen thought leadership, using platforms like MozFest and State of the Web report.

2. Establish Mozilla Leadership Network, increasing the impact of our existing fellowships and networks.

3. Build a world class advocacy engine, getting more people involved in taking our ‘hills’.
Leadership Network

Build a global network of highly talented leaders who want to tackle the big issues of the web (‘hills’) and sustain the internet as a global public resource.
Mozilla Leadership Network

Building leaders for the open internet movement

**Convening**
MozFest + professional networks

**Learning**
web literacy skills like collaboration and open source

**Incentives**
credentials fellowships awards

**Membership**
tiers from student to executive

**Community infrastructure**
communication, collaboration, etc.
Approach: convening for *influence*

Focus on our biggest strength: convening, both via big events (e.g. MozFest) and lasting networks (e.g. Hive).

Create a cohesive brand and clear way to ‘join’ that connects people across diverse topic / issue networks.

Put a strong focus on diversity, both in our network and the open internet movement overall.
Strawman timeline

2016: Leadership Network launches, MozFest expands, thought leadership agenda gets crisp and takes hold.

2017: quality of our ‘leadership training’ way up, more executives and alumni actively working on ‘hills’ with us.

2018: a leader whose grown up in our network on cover of Wired, we give our first ‘Snowden level’ Mozilla Prize.
Advocacy Engine

Grow a global network of millions of people who want to unleash the next era of the open internet and sustain the internet as a global public resource.
Mozilla Leadership Network

*Fueling the open internet movement*

- **Campaigns**: Rolling set of educational and political campaigns focused on our ‘hills’
- **Online**: Mass digital mobilization tied back to our campaigns
- **Grassroots**: Local groups aligned with Mozilla campaigns, including ‘clubs’

**World class infrastructure**

Online organizing platform and expert team
Approach: focus on *movement* first

Focus first on building a core movement (350.org). Primary metric is movement size and reach.

As a part of this, put a significant focus on young people as supporters and leaders.

Over time, layer in posture more like consumers union if we have link into to Firefox. Metric = public awareness.
Strawman Advocacy timeline

2016: managing director hired, investment scaled up, grassroots, online and policy working hand in hand

2017: 1 million person equal rating teach-in across India, our organizing platform released as open source

2018: HBR case study on the rebirth of participation at Mozilla, 10% of Firefox users take action for the web
What kind of software do we need?

Opinionated software as topic of engagement with people who want to join the movement

Software as a way to facilitate network energy (communication, collaboration, ...)

Software as core of advocacy engine
Key Decisions

Mozilla will re-assert itself as significant thought leader; this will provide focus our leadership and advocacy work.

We will build a ‘leadership network’ and ‘advocacy engine’ as main business units. Managing director for each.

Software is key. Increase focus on software as platform, lever, lego set. Drop focus on ‘consumer, mass appeal’.
Next steps

From now till Orlando, we will together develop:

• 2016–2018 high level plan
• 2016 detailed plan + budget

Teams across org play central role in doing this work.
What is most inspiring?
What do you have questions about?