

# 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.

5000  
leaders

1.7M  
supporters

\$40M in  
grants

24x growth  
in donations

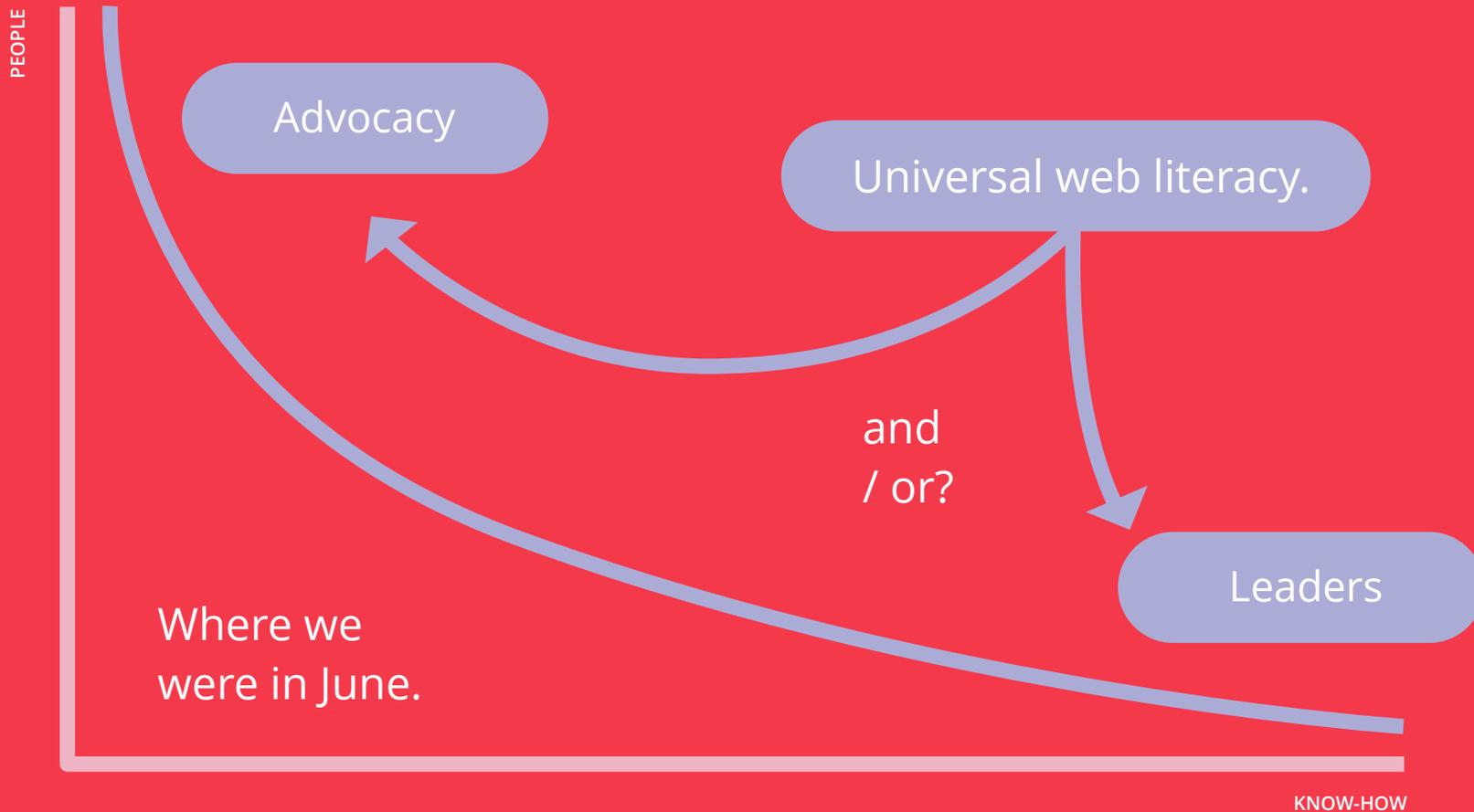


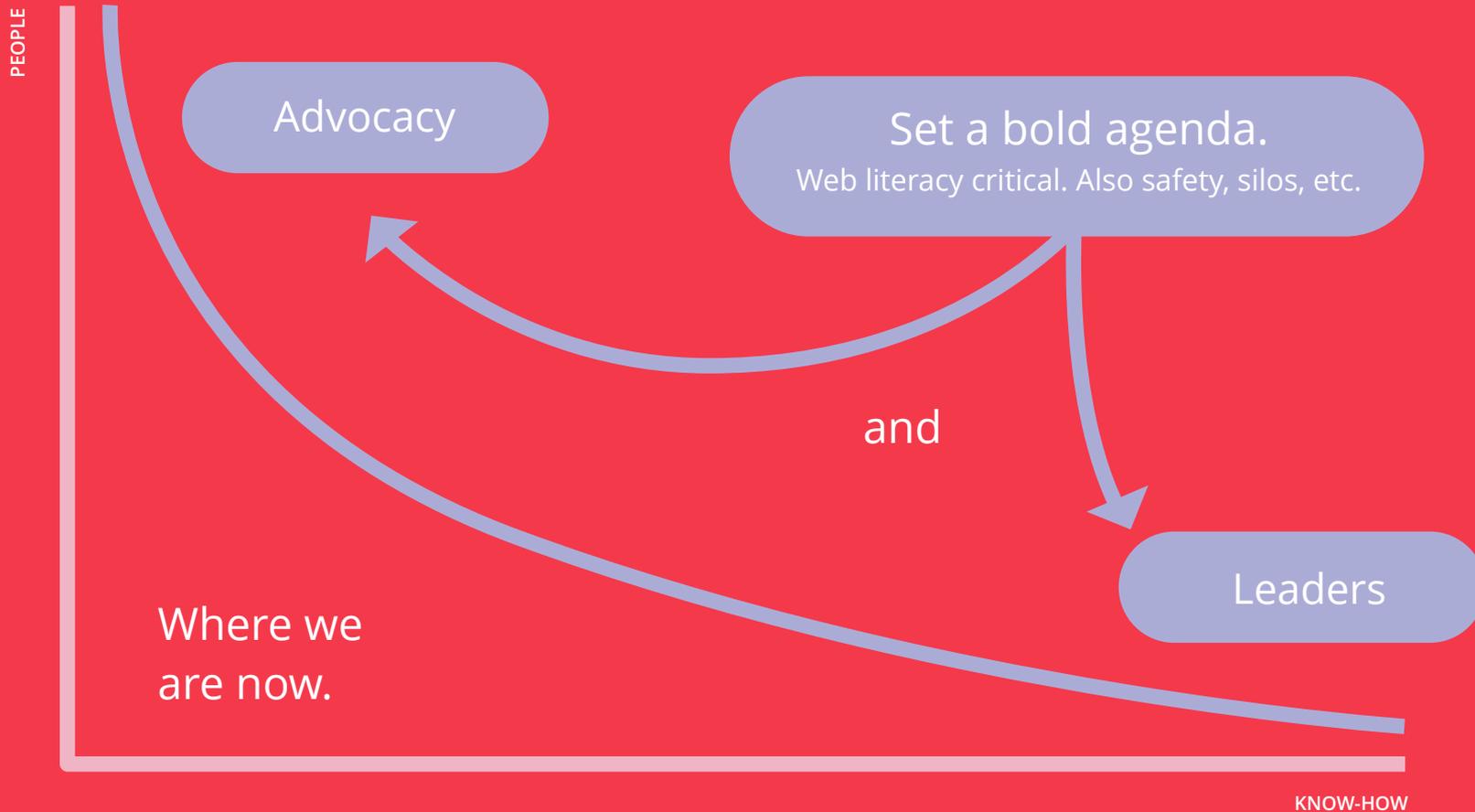
## What's going on on the web?

Things are getting worse. Monopolies. Silos. Fear.  
Surveillance. Insecurity. Public apathy. All are growing.

Flip side: a new wave of open is afoot. Open hardware.  
Open education. Makers. Internet activism. Etc.

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





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

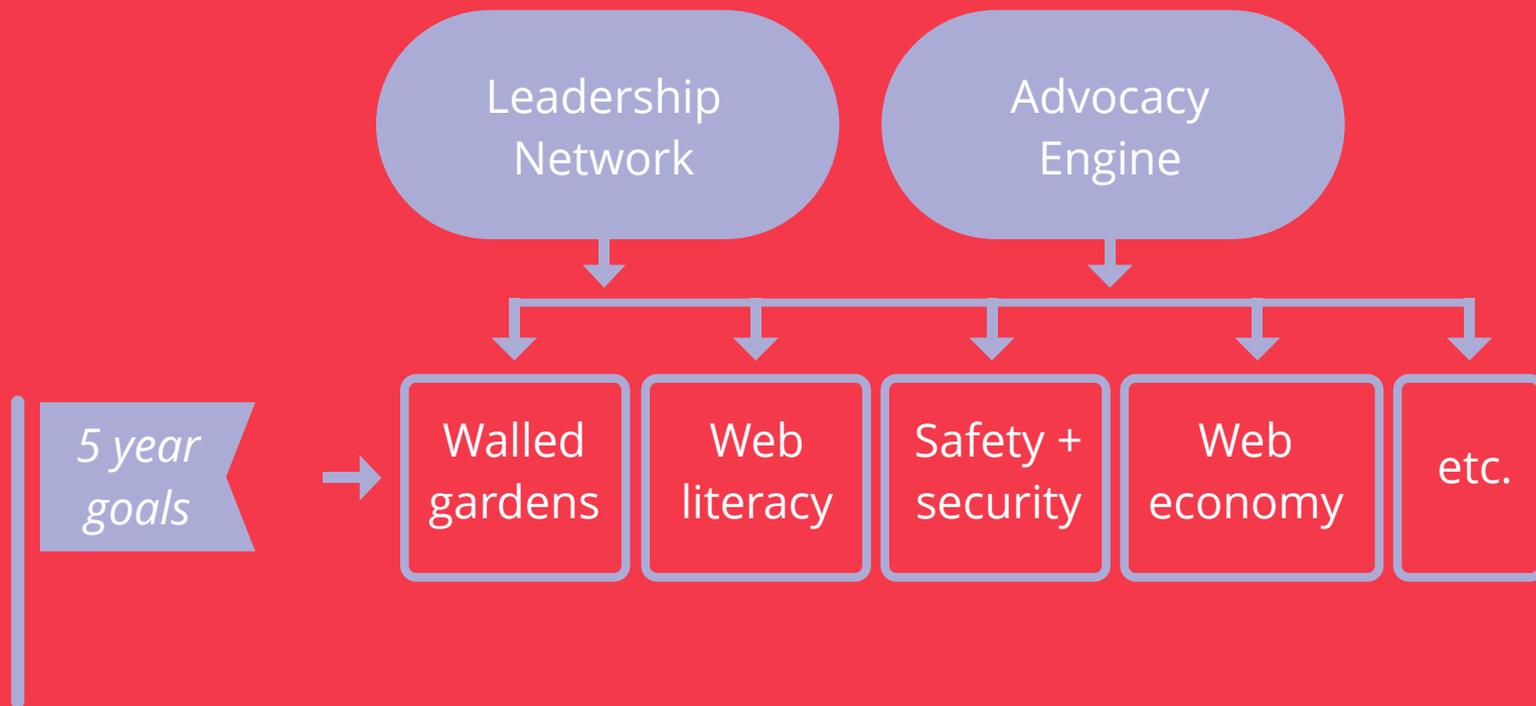
Web  
literacy

Safety +  
security

Web  
economy

etc.

Use MoFo's strengths to help  
Mozilla (and the world) take these hills.



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?

A blue ribbon-shaped callout box containing the text "5000 leaders". The box is positioned on the left side of the image, with a vertical line extending upwards from its top edge.

*5000  
leaders*

A blue ribbon-shaped callout box containing the text "1.7M supporters". The box is positioned in the upper middle of the image, with a vertical line extending upwards from its top edge.

*1.7M  
supporters*

A blue ribbon-shaped callout box containing the text "\$40M in grants". The box is positioned in the lower middle of the image, with a vertical line extending upwards from its top edge.

*\$40M in  
grants*

A blue ribbon-shaped callout box containing the text "24x growth in donations". The box is positioned on the right side of the image, with a vertical line extending upwards from its top edge.

*24x growth  
in donations*



# 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.



# mozilla Festival

2010-2015

7,000 participants  
from 50 countries

facillitated by

# 1,500

community leaders

building *relationships* and *networks* in...

EDUCATION

WEB LITERACY

PRIVACY

WEB OF THINGS

MOBILE

JOURNALISM

ADVOCACY

# Leadership network



## Champion

CONNIE YOWELL, CEO  
COLLECTIVE SHIFT

Champions 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*

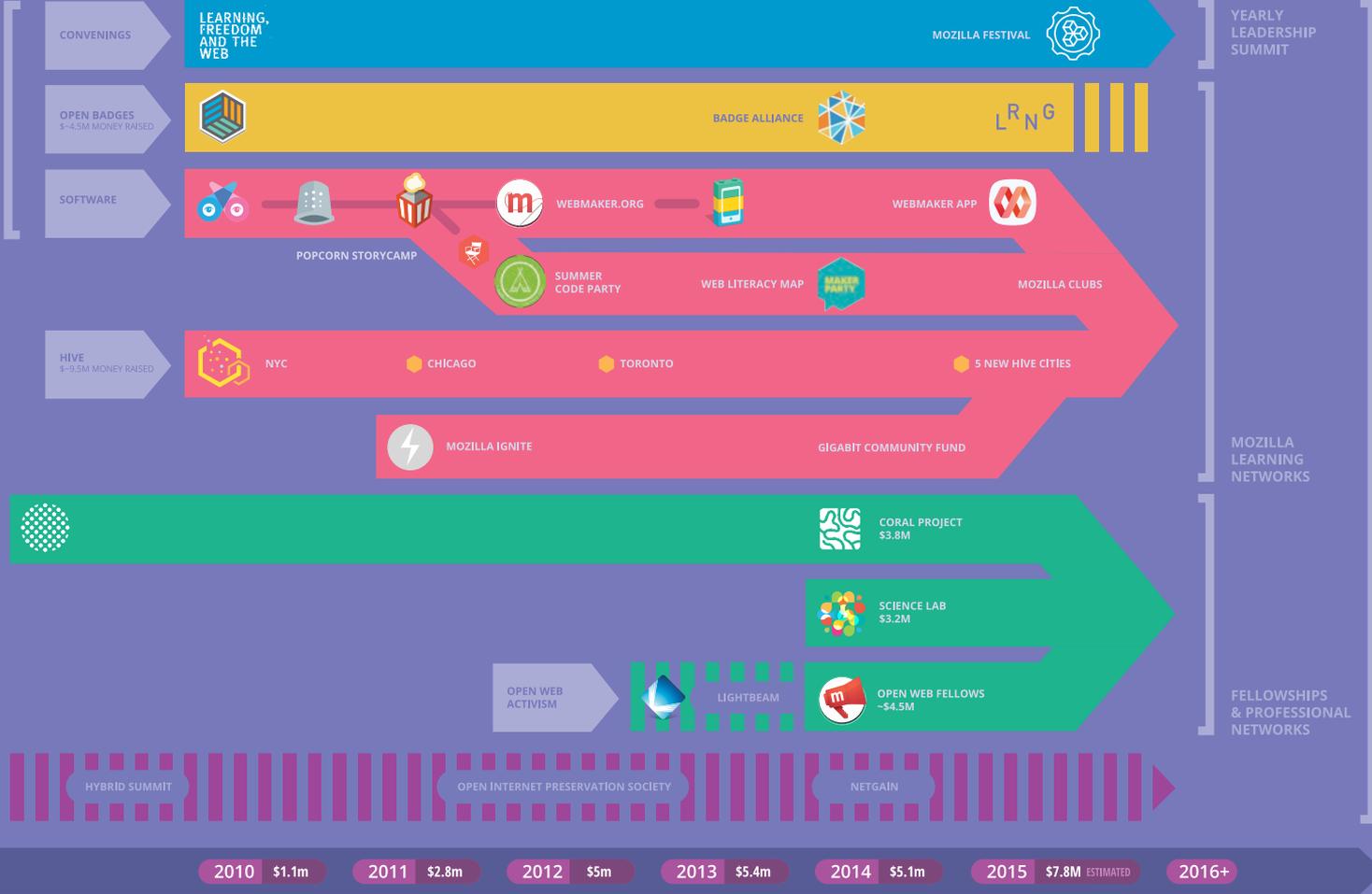
How do we use our networks to build leaders?

- 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.



DRUMBEAT  
OPEN  
INNOVATION  
TALENT PIPELINE



YEARLY LEADERSHIP SUMMIT

MOZILLA LEARNING NETWORKS

MOZILLA LEADERSHIP NETWORK

FELLOWSHIPS & PROFESSIONAL NETWORKS

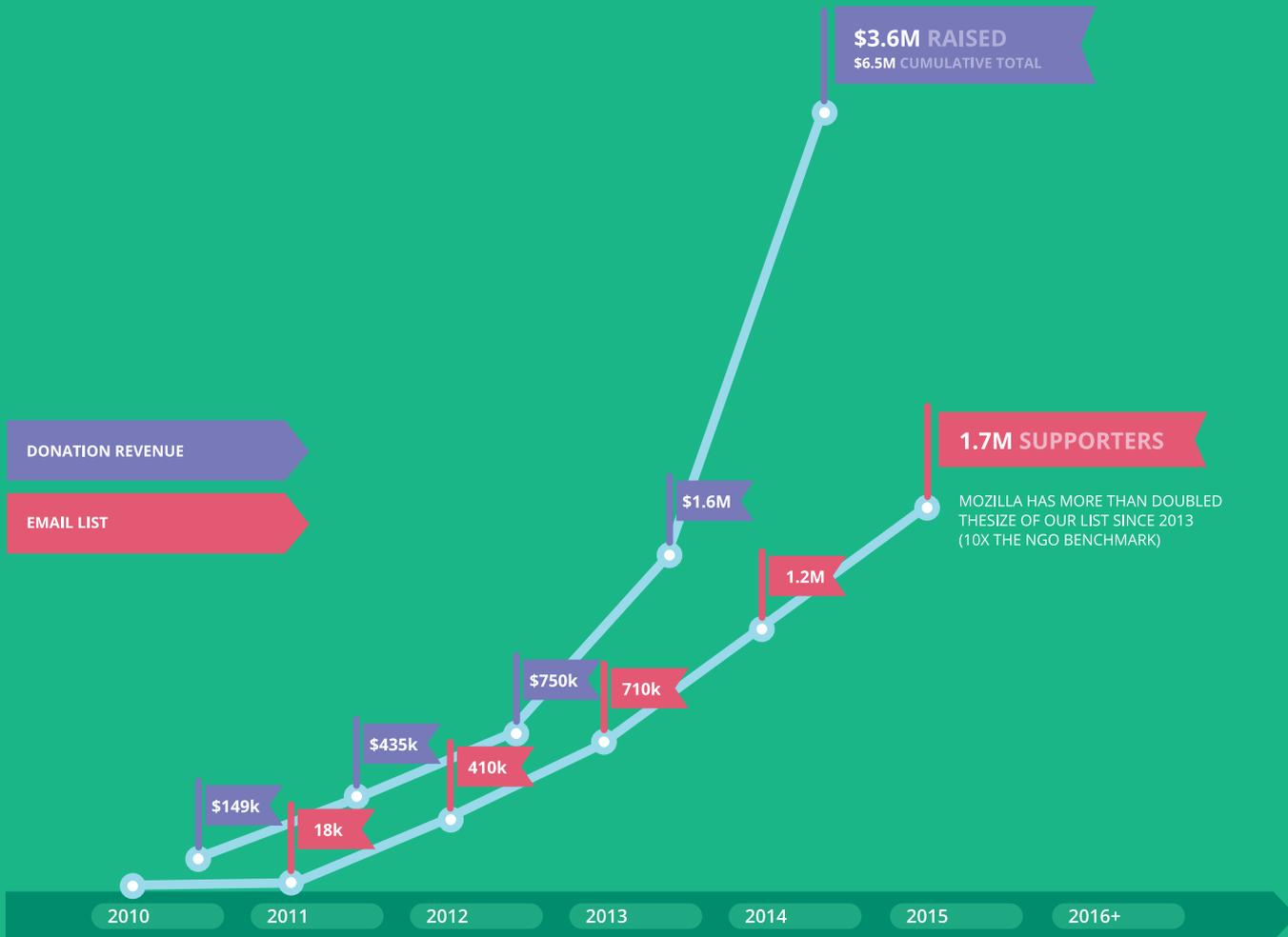
2010 \$1.1m    2011 \$2.8m    2012 \$5m    2013 \$5.4m    2014 \$5.1m    2015 \$7.8M ESTIMATED    2016+

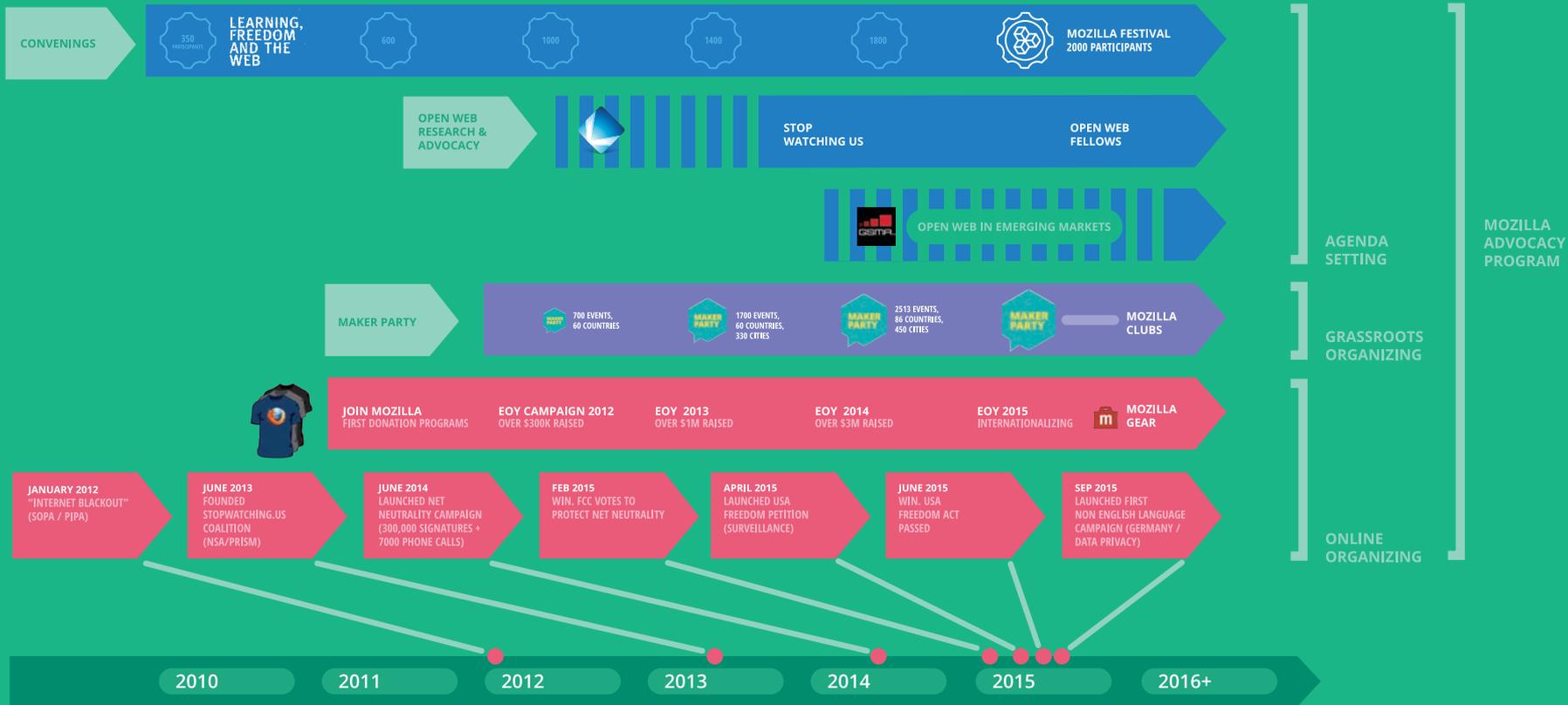
# Advocacy

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

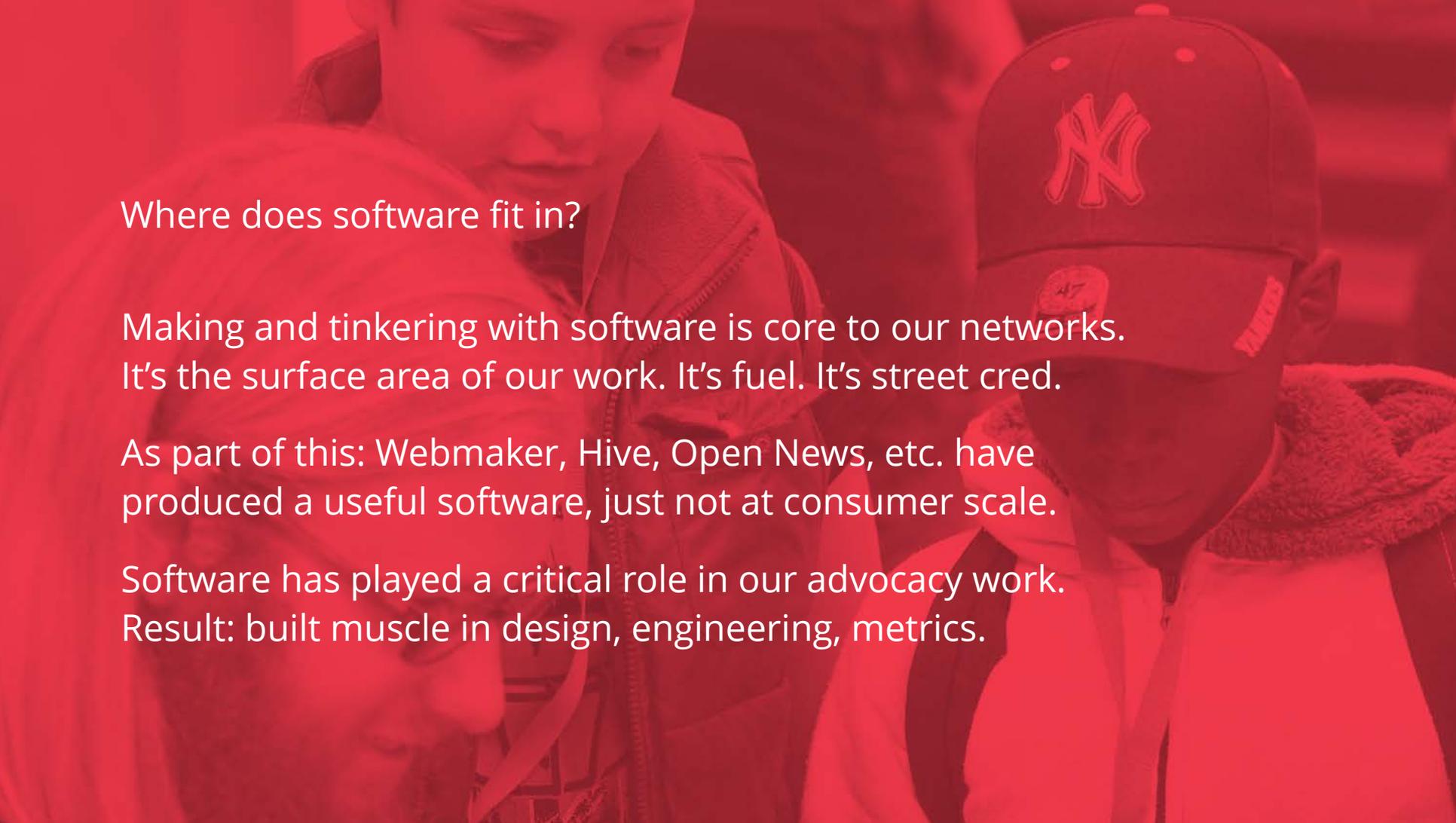
We have a strong relationship with Mozilla policy team in MoCo. Our shared policy + advocacy model seems to be working.

Also, we've gotten on the public radar as an advocacy brand. We have ~1.7M people on our advocacy and fundraising list.







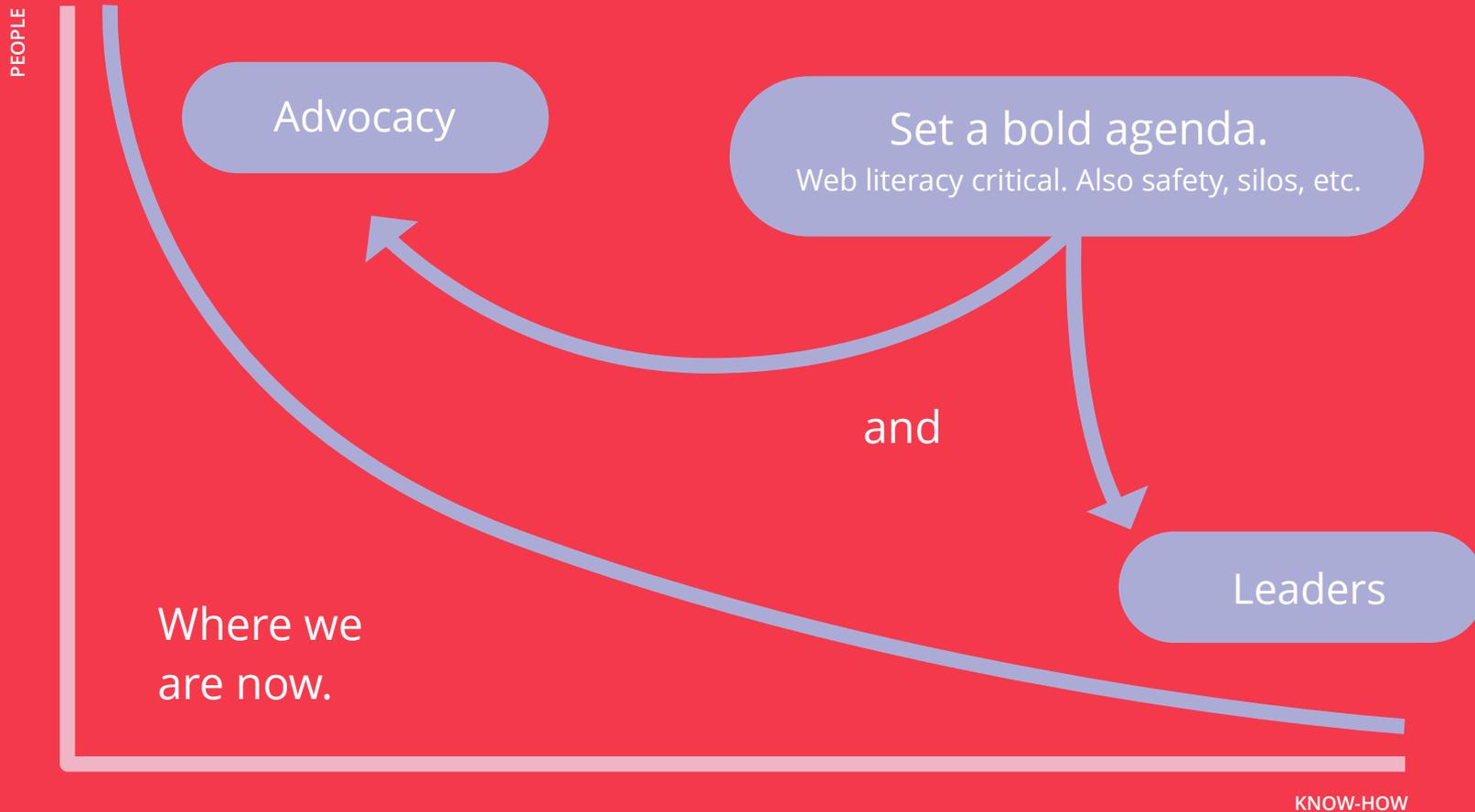
A photograph of three young boys looking at a device, overlaid with a red tint and white text. The boy on the right is wearing a dark baseball cap with a white 'NY' logo. The boy in the middle is wearing a dark jacket. The boy on the left is wearing a light-colored hoodie. The text is overlaid on the left side of the image.

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.



Madlib

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.

## Madlib

What is most inspiring?  
What do you have questions about?