Fuel the Movement

MoFo 2016 Program Review + 2017 plan

November 16, 2016

Agenda

- Review context and 3-year vision
- Look back at what we learned in 2016
- Look ahead at draft 2017 plans
- Discuss next steps

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1. Intro

Context (Mozilla)

- Mozilla is transforming itself for a new era:
where _internet health_ is about more than the browser
- MoCo focused on _market_ via products and technology
- MoFo is fueling a broader internet health _movement_
- Two orgs more aligned and collaborative than ever

Story of 2016 (MoFo)

- 2016 was about shifting MoFo focus to new strategy
- New focus = movement building arm of Mozilla
- Big part of this was seeding 'internet health' message
- Other part: managing change, developing programs
- Mostly done, showing up as movement org in 2017

Story of 2017 (external)

- Shift our focus outwards and project our voice
- Relevance = mainstream security issues + test IoT theme
- Focus on impact, directly and via broader in movement
- Expanded grants and fellowships, tied to internet health
- Internet Health Report and MozFest are focal points

Story of 2017 (internal)

- MoFo: work cohesively as one team
- MoCo participation, mkting and policy as key partners
- Get serious about targets and numbers:
  - What's are most important results this year?
  - Are we moving the bar on internet health?
- Pay attention re: membership, may have big impact

2017 topline focus

Connect more people to Mozilla -- and each other -- to take action on internet health.

Use 'mainstreaming security and privacy' as a theme to make our work current and relevant to a broad public.

2017 topline objectives

1. Increase public awareness about internet health.
2. Launch Mozilla Network - and our issues -- into world.
3. Drive public demand for better privacy and security.
4. Grow MozFest as a movement focal point.
5. Make MoFo more diverse, high-impact movement org.

2. 2020 Vision (tweaked)

Vision Statement

Over the next five years, Mozilla (MoFo) will play a central role in fuelling a movement for the health of the internet. We will act as a magnet and a training ground for the leaders of this movement. We will rally 10s of millions of citizens. And, working with our community and allies, we will become a loud voice on the issue of internet health. Why? We urgently need the citizens, governments and companies to understand and stand up for the internet as a public resource for all.

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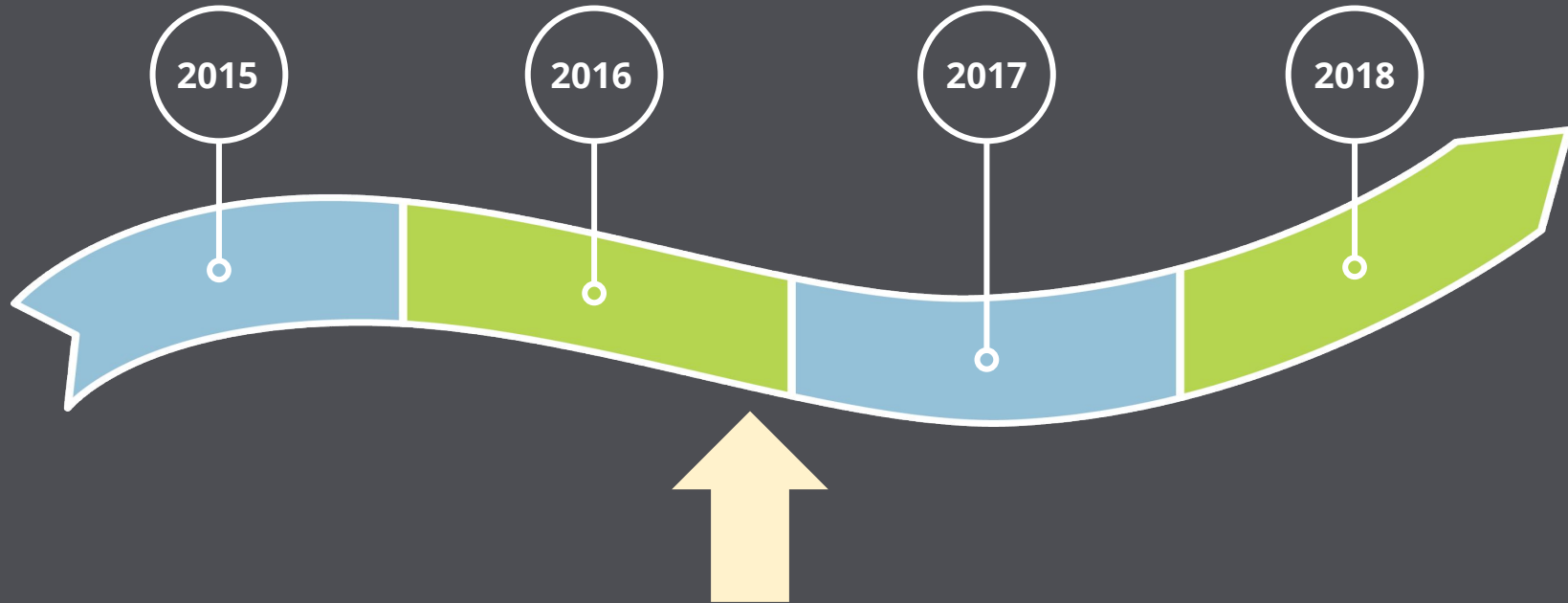
Fuel the Movement (original)

These are dark days for the open web. Monopolies. Fear. Surveillance. On the flip side, there is a new wave of open emerging, in the market and in a movement.

Mozilla needs to engage on both fronts — tackling the big problems but also fuelling the next wave of open. How?

A. Shape the agenda
Articulate a clear, forceful agenda. Start with privacy, inclusion and literacy over next 3 years. Focus MoFo efforts here first.

B. Connect leaders
Create a cohesive, world class network of people who care about the open internet. Start by unifying our existing network 'hubs'.

C. Rally citizens
Build a global force of 10s of millions of people who take action and change how they -- and their friends -- use the web.

Agenda: **internet health becomes mainstream** issue globally.

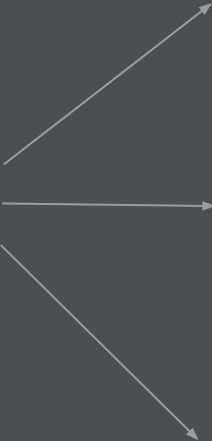Leaders: our network members promote **values and health of the internet**.

Citizens: **people make more conscious choices,** companies and gov's react.

People everywhere experience **the next wave of openness and opportunity in online life** — they are empowered, safe and independent even as the complexity and scale of the Internet grows around us.

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Fuel the Movement

Work with people around the world to guard open nature of the internet.

(simplified)

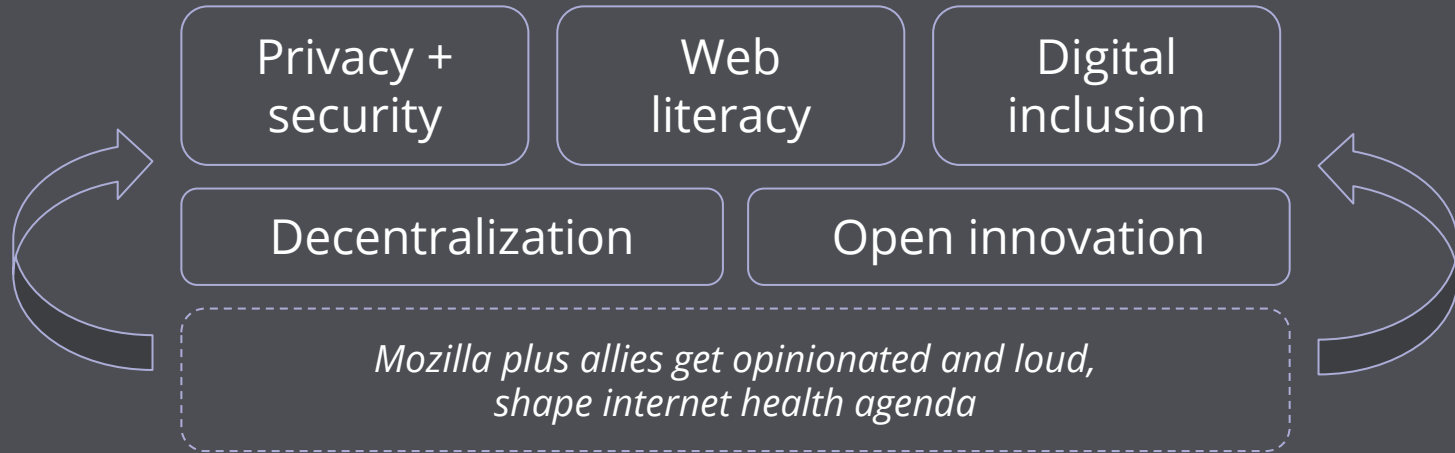Agenda: **internet health becomes mainstream** issue globally.

Leaders: our network members promote **values and health of the internet**.

Citizens: **people make more conscious choices,** companies and gov'ts react.

Key internet issues (original)

Privacy + security

Web literacy

Digital inclusion

Decentralization

Open innovation

Mozilla plus allies get opinionated and loud, shape internet health agenda

'Internet Health' (clarified)

Privacy + security	Web literacy	Digital inclusion
Decentralization	Open innovation	

Mozilla plus allies get shape internet health agenda, use theme like 'humanizing IoT' for currency and relevance
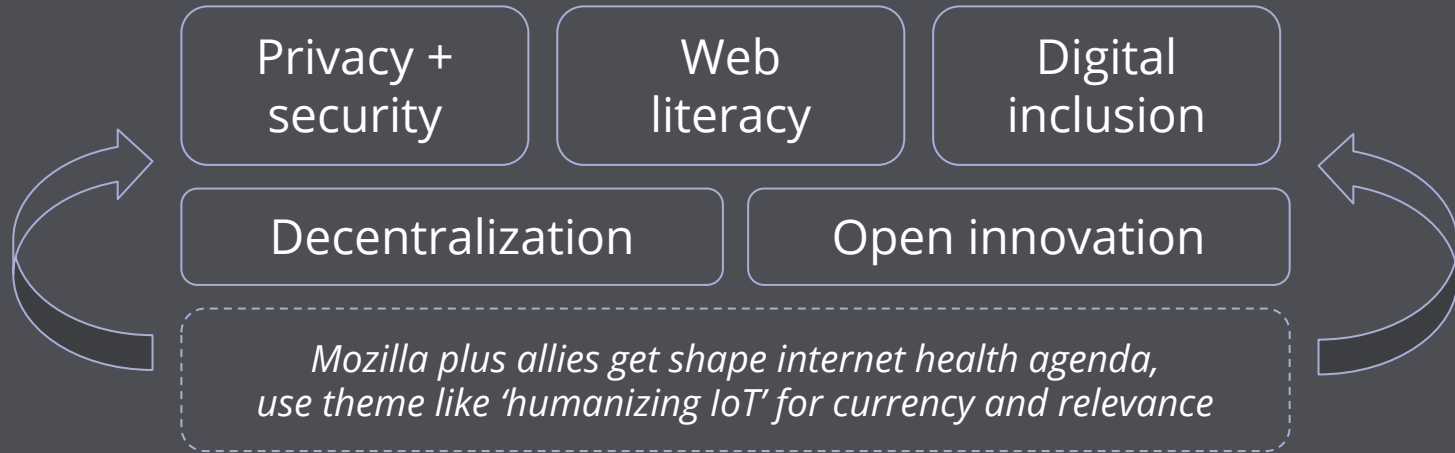
Vision tweaks

- 'Internet health' is term to describe our key issues
- Use privacy and security theme to bring this to life
- 'Fuel the movement' describes MoFo's role and purpose
- MoFo positioned as 'movement building arm of Mozilla'
- Shaping the agenda, connecting leaders and rallying citizens = tactics, not programs or ends in themselves

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3. 2016 Review

(keep this short and tight)

2016 goals (external)

- Shape agenda: make our issues mainstream. Start with privacy, digital inclusion and web literacy.
- Rally citizens: Build foundation of integrated advocacy engine, using encryption campaign to test and iterate.
- Connect leaders: weave existing communities into a one network. Build cohesive offering to attract new leaders.

2016 goals (internal)

- Increase operational excellence, agility and transparency in support of the strategic plan. Manage change well.

Highlights so far …

- Out in public with our issues: encryption (privacy) in first part of year, copyright in second (open innovation).
- Ran best MozFest ever: shows what our leadership network can do bring internet health issues to life
- More quietly: confirmed first exec level leaders, piloted leadership course and recognition program.

… and still to come

- Year-end fundraising as way to explain internet health and give people a chance to support the movement (q4)
- Next phase of our copyright campaign in Europe, including ramp up of Maker Party as activist play (q4 + h1)
- 'Internet Health Report' 0.1, articulating our issues simply and asking leaders / allies to help refine them (q1 2017)

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Challenges we've faced

- Telling compelling and consistent story about new strategy externally -- impacts network and fundraising
- Delayed hiring for positions like VP Advocacy and MLN product director make us slow in some areas
- Change management, becoming 'one network' took time, as expected, but still hard on org

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The Mozilla Blog
Dispatches from the Internet frontier.

COPYRIGHT

EU Copyright Law Undermines Innovation and Creativity on the Internet. Mozilla is Fighting for Reform

Katharina Borchert   August 24, 2016

Mozilla has launched a petition — and will be releasing public education videos — to reform outdated copyright law in the EU.

One does not simply make memes illegal.

English

REFORM COPYRIGHT

Don't regulate imagination. Stand up for copyright reform across Europe.

Show your support

The Register®
Biting the hand that feeds IT

DATA CENTRE   SOFTWARE   SECURITY   TRANSFORMATION   DEVOPS   BUSINESS   PERSONAL TECH   SCIE

Business ▸ Policy

Mozilla breathes petition-of-fire at EU copyright laws

A plague on artists using pre-internet IP laws to ruin your holiday snaps, and the Internet

The Eiffel Tower. Brian Kinney / Shutterstock.

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MAKER PARTY   Events

Find An Event

Address or post code   ○ 5 miles ○ 10 miles ● 25 miles
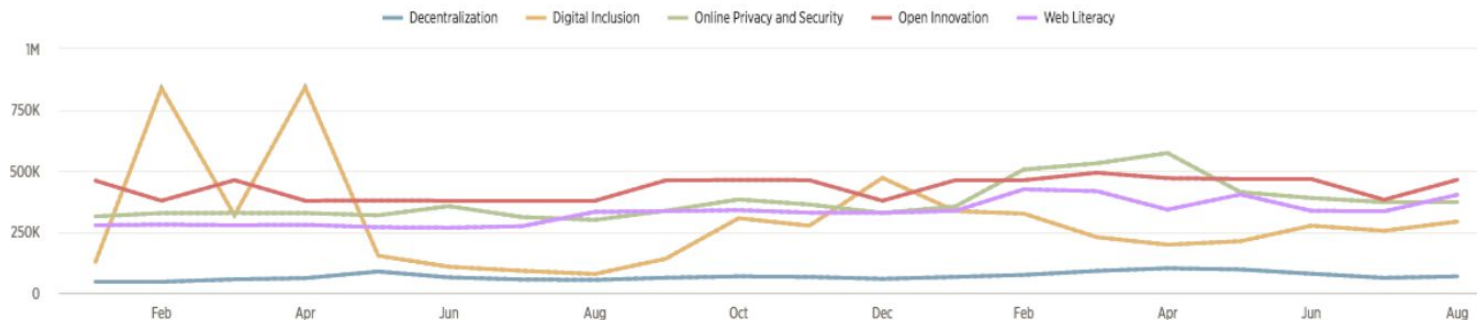
SEARCH

Become a Host
Mobilise and

FUEL THE MOVEMENT

Case Study

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By the numbers *(how we did on KPIs)*

Goal	KPI	Result	Note
Shape the agenda	**Citations** (2016 target: set baseline)	Collaborated w. Marketing on new media tracking tool; now tracking awareness and uptake of key Internet health issues.	
	Key influencers (2016 target: set baseline)	Working w. Policy on Mozilla position papers for key internet health issues	= % key influencer audiences who associate Mozilla w. key issues.Shared w. Marketing.

ORGANIC SEARCH VOLUME OF KEY INTERNET ISSUES CATEGORIES
Keyword Planner Volume

Legend: Decentralization — Digital Inclusion — Online Privacy and Security — Open Innovation — Web Literacy

By the numbers *(how we did on KPIs)*

Goal	KPI	Result	Note
Connect leaders	**Network Strength** (2016 target: set baseline)	Pilot survey data now in; Network Strength = 59,443	Initial survey showed strong connections w/in hubs, but not between hubs.
	Grant revenue (2016 target: $8.1M booked)	$6.4M *(booked as of Nov 14)*	Also secured additional $2.8M in new grants.

By the numbers *(how we did on KPIs)*

Goal	KPI	Result	Note
Rally citizens	**Active Advocates** (2016 target: 116K, 1% of list)	Copyright Campaign: 20K Active Advocates	86K peak during EOY; 25–55K during major campaigns
	List size (2016 target: 11.8M)	Total = 9.3M	
	Small Dollar Revenue (2016 target: $4.5M)	$895K	

Updated Nov 14

Money: 2016 forecast (aug 31)

Overview	Total	Unrestricted	Restricted
Starting Net Assets	**$30.9M**	**$23.8M**	**$7.1M**
Income	$20.4M	$12.9M	$7.5M
Expense	$22.8M	$13.1M	$9.7M
Gain/(Loss)	($2.4M)	($0.2M)	($2.2M)
Ending Net Assets	**$28.5M**	**$23.6M**	**$4.9M**
FTE	90	57	33

Money: 2016 unrestricted forecast *(aug 31)*

Overview	Budget	Projected	Variance
Starting Net Assets	**$23.9M**	**$23.8M**	**($0.1M)**
Income	$13.0M	$12.9M	($0.1M)
Expense	$12.8M	$13.1M	$0.3M
Gain/(Loss)	$0.2M	($0.2M)	($0.4M)
Ending Net Assets	**$24.1M**	**$23.6M**	**($0.5M)**
FTE	64	57	(7)

Money in 2016

- Overall revenue / expense as planned for 2016
- BUT, grant revenue starting to flatten and decline
- Growth in search revenue mitigates this in short term
- Still, need real headway on next era fundraising in 2017, if not public support and sustainability at risk

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4. 2017 topline plan (strawcat)

2017 topline focus

Connect more people to Mozilla -- and each other -- to take action on internet health.

Use 'mainstreaming security and privacy' as a theme to make our work current and relevant to a broad public.

2017 topline objectives

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OKR#1: Internet Health Awareness

Objective: increase public awareness of internet health

- *Approach to track public awareness about internet health issues in place*
- *5x increase in search queries for internet health + related keywords*
- *2017 Internet Health Report contains contributions from 30 allies (orgs + people)*
- *We have 5 new data sets about the state of Internet health*
- *Network alignment with our Internet health issues increases (measure?)*

OKR#2: Leadership Network 1.0

Objective: launch the Mozilla Network into the world.

- *Network service offering begins rolling out in Q1. Unified effort across Mozilla.*
- *x new people join network by doing open leadership training plus one project.*
- *Champions, executives and Mozilla alumni engaged in the network.*
- *Network stronger in Europe as a result of copyright campaign.*
- *Network strength baseline established in Q1, increases by 25% by year's end.*

OKR#3: Mainstream privacy + security

Objective: Drive public demand for better security and privacy

- *We have well tested public messages on privacy, security, surveillance and encryption.*
- *Privacy and security campaigns grow email list to 4 million, growing in US and Europe.*
- *We generate [to be defined] media impact by [owned media, PR, or?]*
- *Grassroots leaders reach xk people with informal teach-ins around threat models.*
- *We run at least two campaigns to test consumer facing 'IoT + security' messaging.*

OKR#4: MozFest + Global Events

Objective: Grow MozFest as focal point of movement.

- *MozFest 2017 is 'must go' event for anyone thinking creatively about internet health.*
- *MozFest or similarly high profile movement events run by Mozilla in X more cities.*
- *600 network members trained and running sessions at events.*
- *x% increase in media and press impact from MozFest content, baseline in January.*
- *$250k in MozFest sponsorship revenue in 2017.*

OKR#5: Top-notch Movement Org

Objective: More diverse, high impact, sustainable org.

- *Increased number of people invest in Mozilla with their time and money.*
  - *Charitable revenue shifts to next era; $7M in grants and $5M in small $ for 2017.*
  - *Mailing list grows to 4 million globally.*
- *MoFo has a more diverse, resilient and engaged workforce*
  - *increase diversity of staff, x retention rate*
  - *70% engagement score by end of 2017*
- *We have a clear and coordinated internal and external communications strategy.*

Money in 2017

- Less grant income, more royalty income
- Ok for now, but essential that we develop next wave approach to grants and major gift in 2017+
- Also, small dollar fundraising could move to new model with membership, monitoring risks here
- Expenses and staff: relatively flat, will need to move some resources around to accommodate this

Money in 2017 (preliminary budget)

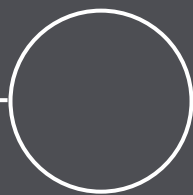| Overview	Total	Unrestricted	Restricted
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Gain/(Loss)	($0.3M)	$2.0M	($2.3M)
Ending Net Assets	**$28.2M**	**$25.6M**	**$2.6M**
FTE	100	69	31

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5. Next steps

Next Steps

- Feedback wanted! (via team leads)
- Teams working w/ leads to refine plans
  - Develop more concrete measures
  - Focus on external impact
- Updated plans shared in town hall next week
- Implementation and resource planning in Hawaii

Important things!

- Dogged focus on external impact in 2017!
- Get serious about targets and numbers:
  - What's the most important result this year?
- Work cohesively across the org on ALL objectives.
- Work openly and like a network = fuel a movement.

Fuel the Movement

MoFo 2016 Program Review + 2017 plan

November 16, 2016