

## Mozilla Firefox: How Mozilla unified Africa to penetrate the market and launch the best mobile device in the continent in 2015

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This case study presents the integrated campaign devised by Mozilla, a for-profit company owned by a non-profit organization, to launch its own smartphone in the growing African communications market.

- Mozilla launched its own smartphone, Klif, in the African continent to tap in to the local need for an affordable smartphone – a very promising market opportunity.
- So the campaign created an online platform for community participation in creating content about the product, inclusiveness in the tech sector, and what benefits it could have for Africa as a whole.
- By arranging a trip to Mozilla Work week as a winning prize for the best submitted content, the platform kept being fed content by individual teams from each country, which was then shared across Twitter and Facebook and raised brand equity.
- Following the launch of the campaign, Facebook organic engagement grew over 380% in less than one year and Klif was voted best mobile phone of the year.

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### Campaign details

**Brand:** Mozilla Firefox

**Brand owner:** Mozilla

**Lead agency:** Re-Up

**Country:** Africa

**Industry:** Information technology, high-tech, Mobile & cell handsets

**Channels used:** Content marketing, Events & experiential, Internet - microsites, Social media, Word of mouth, advocacy

**Media budget:** Up to 500k

# Executive Summary

By the end of 2014 Mozilla launched Firefox OS in the African continent, to democratize the smartphone and take advantage of promising market opportunities.

To support the continental spread of Firefox OS in Africa in 2015, Mozilla partnered with Orange to launch an affordable smartphone, called Klif.

With almost no budget, a social strategy was put into place to market the brand in the continent. Spotting local volunteering communities that campaigned for Mozilla already - but in a local scale - triggered a strategy to use the power of the crowd to create one single African voice.

An influencers programme was set up to gather Mozilla advocates to talk about the brand and its values and bring new communities. Participation got traction and a content plan led the community to have conversations around tech inclusion and its benefits for society, being them locally or African as a whole.

Tech benefits and people's participation made the sharing ideas efficient, bringing more people to the circle.

Facebook organic engagement grew over 380% in less than one year and Klif was voted best mobile of the year, leading to Mozilla's increase in market penetration and sales of the Klif phone. With a €1,838.87 budget.

## Market Background and Objectives

### Mozilla Firefox OS

Mozilla, a for-profit company owned by a non-profit organization, launched Firefox OS back in 2013 to democratize the smartphone: instead of closed platforms and apps like Android or iOS, users would have an open, inclusive, web-based framework that any developer could work with.

### Mozilla in Africa

The African continent had promising market opportunities and Mozilla set to expand in the continent by the end of 2014. It is predicted - by consultancy firm Deloitte - that by 2020 there will be 525 million smartphones in sub-Saharan Africa, against 72 million in late 2013. In 2013 only 17% of the population had access to mobile internet and Deloitte says this rate will be 37% by 2020.

To support the continental spread of Firefox OS in Africa in 2015, Mozilla partnered with Orange to launch the mobile device Klif - an affordable smartphone - bundled with a data plan.

Mozilla's geographical approach for Africa was to pick their top 20 countries and split them into 3 levels of priority. In the majority of those countries, Mozilla had already fragmented local groups of people interested in their open source approach.

### Mozilla's target in Africa

With a smartphone bundle including the Klif phone and a data package for under US\$40 (depending on the country), Mozilla aimed to provide access to mobile internet to the population that ignored the digital world. To do that, Mozilla needed to increase their penetration in the African continent. With almost no budget.

Around this objective, a social campaign aiming for one single African community was developed to inform the general public about the OS and Mozilla in general, to encourage developers to create new applications for the Firefox OS community and hence hasten the penetration of Firefox OS in Africa.

## **Competition for Mozilla in Africa**

In the chosen African countries, Mozilla was going to face competition in two distinct areas:

1. Competition on devices: Android supported phones, Apple iPhone, Windows Phone.

Price played a key role in this market. While the iPhone and some Android and Windows phones were focused on the high tech segment, the Klif phone would appeal for the masses: people looking for *budget* solutions.

In this market, the Klif phone audience was split into 2 groups:

- People buying their first smartphone, families, students and working professionals;
- People who did not want to spend a lot of money on a device and were only interested in the basic features, as phone calls and texts.

2. Competition on OS: Android, iOS, Windows Phone.

Although Android was also based on Linux technology, only Firefox OS allowed HTML5 programming and thus had an open platform for developers. While Apple, Google and Microsoft kept control over their development environment, Mozilla - backed by its non-profit background - challenged the market with an universal web standard approach, that developers around the world were used to.

From a user perspective, Firefox OS had a clear approach to facilitate personal data and privacy protection. User driven privacy features were created for mobile devices in order to give Firefox OS users more control of their own data.

The Firefox OS audience was:

- Developers interested in creating new applications in an open source environment.
- Smartphone users concerned about their own privacy settings.

## **Social Strategy**

### **With almost zero budget for a campaign, how could Mozilla raise market penetration?**

Spotting the local communities and understanding their vocal power for Mozilla's benefit was the trigger to develop a marketing effort with practically no budget and the foundation structure for a social strategy.

In some of the African countries, like Tunisia and Ivory Coast, there were already existing communities made of people involved with Mozilla. They were users and programmers interested in open source projects or other Mozilla ventures, like Firefox Student Ambassadors (to spread the word in colleges and communities), WOMOZ (Mozilla group dedicated to improving women's visibility and gender equality), and Pantoön (group to help translating web pages in local languages to make the web accessible to everyone).

In the meantime, in countries like Cameroon, people's interest towards Mozilla solidified because of the local version of Firefox OS. There was initially an interest in Mozilla's open source approach in an individual level and

the launch of Firefox OS was the trigger they needed to come out and group together around the common interest.

### **Creation of a single African community**

Having looked at how the fragmented communities of Mozilla organised themselves, their love for the brand and local vocal power, made the strategy clearer: if Mozilla grouped and nurtured one single African community, it would leverage the voice of local speakers, brand ambassadors and influencers to a continental scale.

Furthermore, making use of existing communities would fit perfectly with budget constraints while keeping what Mozilla has on its core: an inclusive web for all.

The idea was still to keep local identities: not treating Africa as a single market with one language or one culture. By not only respecting local idiosyncrasies, but actually showing different approaches towards tech challenges as something positive would be a clear invitation for anyone to join the community.

### **The benefits of one single African community**

Specifically for developers, having one big African community would give them the chance to amplify their reach for what they were already doing: a low marginal effort for a potential bigger reach.

Besides informing the general public about tech developments in Africa, the single African community also helped the local communities to share best practices between each other. For example, volunteers from Madagascar decided to replicate an app creation challenge set up by volunteers in Egypt.

For the general public, the Mozilla community fitted well in the marketing mix to sell the Klif devices and increase Firefox OS penetration in the continent. For many consumers, it made the tech scene accessible, by mixing information and entertainment together.

Combining a playful tone of voice and online contests with an information platform to clarify matters about the Klif, the OS, and the Marketplace, the campaign also broke the cliché that technology was only for "geeky guys" by showcasing amazing women out there doing an awesome job in tech.

## **Implementation, including creative and media development**

### **The role of languages and platforms**

The foundation for reaching the desired scale for a unified African Mozilla community, while keeping local characteristics, was to focus on three main languages (Arabic, French and English) and three main digital ecosystems (Facebook, Twitter and a Blog).

Even though each country spoke different local languages, most of the people were able to understand international languages such as French, English or Arabic. For the single African community to propagate on a larger scale, these languages proved as being the most understood and spoken by the local communities.

In terms of platforms, to give the community a single voice, a common place for all should be put in place: hence the creation of a blog, where all the produced content would sit. How to drive people to the blog? Facebook and Twitter were the most natural platforms, because of their popularity and traffic level, that would lead the audience to visit the blog.

### **The 2 Pillars**

Having set the foundation, the single African Mozilla community was brought to life using 2 pillars: an Influencer Programme and a Monthly Content Plan.

## The Influencer Programme

The idea behind the Influencer Programme was to create ties with valuable insiders to reach new communities. Influencers had to have a certain level of following, with whom they would promote Firefox OS.

With the help of the core team - key volunteers supporting Mozilla, who became the main point of contact from the local communities - influencers were chosen based on their social media presence and activity connected to Mozilla's values, such as web openness, women and younger people empowerment, and literacy.

Collaboration with influencers worked on a volunteering basis. The values behind Mozilla and Firefox were enough to convince people to join the movement for an open web and single African community. Activities such as interviews, online discussions, promotions and even exchange of contacts were all cherished in the platform's ecosystem. To support the business side, the press was promoting the launch of the Klif device with Firefox OS, which facilitated the dialogue between the stakeholders.

Some names of the influencers who joined Mozilla in Africa were:

- **Edith Brou** is known as one of the first community managers in Ivory Coast, has a blog and a Twitter account with an audience of 55k+ followers. She has been nominated by Jeune Afrique (a French language weekly news magazine covering the political, economic and cultural spheres of Africa) as one of the most influencing women in Ivory Coast.
- **Ethel Cofie** is a Ghanaian tech entrepreneur and the founder of a "Women in Tech Africa", a group working to form an African alliance of female technologists. She has been nominated several times as one of the most influential women in Africa, also highlighted by the international press such as CNN.
- **Chouchou Mpacko** is known as the best tweeter in Cameroon. She tweets about tech, education, and life in Cameroon.

## The Monthly Content Plan

With the second pillar, the Monthly Content Plan, Mozilla could tap into the power of the crowd to create and spread content. Counting with the contribution of volunteers, Mozilla would be able to share content on a daily basis.

The motivation engine for volunteers was a ranking system to reward the top contributors with a trip to the Mozilla Work Week, an event organised twice per year to promote the Mozilla Values and celebrate its community.

## The teams

Volunteers were split between teams. For content creation, it was one team per country. For translations, one unique team for all of Africa to translate to Arabic, English and French. And also for creative work, the single creative team with volunteers who were good at designing.

## The carrot

Every month each country team had to send 2 articles about tech news in their country, events they attended, interviews with key people in their country, interviews with Klif users, opinions about projects and tech, and so on. The teams delivering on time earned points that allowed them to be invited to Mozilla Work Week in Orlando

(MozLando) and Work Week in London.

The ranking system also worked as a catalyst for the inclusion of all participant African countries: it was the right incentive to make the countries contribute. Before that, the participation was intermittent as the teams had to be chased to contribute for the platform.

### **Centralising the routine**

To make sure the quality of content and level of participation were there, the project's leading agency - Re-Up - reviewed and relayed the articles on social media and also sourced content. To do that, the agency created and followed a routine to support the participation habit.

Everyday, in order to stay up-to-date about what was happening in Africa, tech news were tweeted.

Every Monday, Mozilla celebrated local developers and talents by highlighting an African app on the Firefox OS marketplace.

Every Friday a weekly round-up was written and shared with the community: a selection of the top pieces of content regarding the open source scene, women in tech, and celebration of interesting African initiatives.

### **Budget**

Finally, the reason why the budget for this project wasn't zero, was because €1,838.87 were spent on Facebook ads - on the whole campaign. After the structure was in place, to boost the audience participation, this money was spent to spread the content outside of the community and tap into new subcultures.

### **Creative work**

In terms of creative work, a series of videos were shot in 2015 and launched in 2016 to recruit new members. They featured other Mozilla members inviting potential members to join:

- Tunisia - <https://youtu.be/uN4ZR4z59eo>
- Madagascar - <https://www.youtube.com/watch?v=9w06OtELnIU&feature=youtu.be>
- Cameroon - <https://www.youtube.com/watch?v=087YOaeGq3c&feature=youtu.be>
- Botswana - <https://youtu.be/AIRZqAGbNXc>
- Mauritius - <https://www.youtube.com/watch?v=iJ-GyvQ5wI4&feature=youtu.be>
- Kenya - <https://www.youtube.com/watch?v=wXqrFxLUBDs>

## **Performance Against Objectives**

The campaign had 10 countries initially engaged (Botswana, Madagascar, Mauritius, Cameroon, Ivory Coast, Senegal, Kenya, Tunisia, Egypt and Jordan) and communities from other countries joined afterwards, without any effort from the Mozilla team.

### **Facebook**

During the implementation period (12 months), the Mozilla Firefox OS community organically reached over 2 million people on Facebook (unique users), driving traffic to a social blog that was updated regularly to share news from the tech scene in Africa.

In terms of the impact of how joining local communities on a single African one, Facebook presented an organic growth rate of over 380%.

Country	Number of Fans* on Mozilla Africa Facebook page	Number of Fans on local countries Facebook pages
Egypt	10,722	5,541
Algeria	9,816	4,736
Tunisia	7,890	3,153
Madagascar	5,435	251
Morocco	4,712	No page
Senegal	3,497	980
Ivory Coast	2,711	931
Guinea	2,022	No page
Ethiopia	1,899	No page
Tanzania	1,510	No page
Other	9,140	N/A
<b>Total</b>	<b>59,354</b>	<b>15,592</b>

\* Definition of these fans: A Facebook fan is a user who likes a particular Facebook page. Users who Like a page are able to receive updates from that page's administrator through status updates, posted content and event invitations.

While 2M+ people were reached on Facebook, 150,684 engaged with the page (number of unique users who clicked, liked, commented, shared content over the period of 1 year) and there were 474 shares of articles. The language spoken on the Facebook page was split between French 34,329; Arabic 14,647; and English 10,378.

## Twitter

On Twitter, there were 487,300 organic impressions (the number of times users saw the tweets) and 1,598 ReTweets with no paid media.

## Blog and community

200+ articles were written for the blog by volunteers, that were wrapped around by local Mozilla events across the continent and earned media for Mozilla as well as for the brand's advocates.

Local events were small (sometimes with ten people) but as it happened in the hundreds, the scale of localised content fed the single community with rich personal stories.

## Press

The buzz created around the community and its advocates spread out to the press, providing earned media to all parts involved in the community. The leader of Mozilla Cameroon, Dorothée Danedjo, for example, was featured in many media channels such as:

- Starter Mag (main business magazine Cameroon) as one of the Top 10 women making a change in Cameroon;
- IDG Connect, to share on her views on the local tech scene and potential opportunities for women in the field.

## **Klif**

As for the Klif itself, social media made the difference on sales. Although numbers are confidential, the Klif was voted as phone of the year in Africa by both the AfricaCom Awards and Innovation Awards (held by British Telecom) in 2015.

## **Lessons Learned**

This is a story of how 'social by design' campaigns can still drive results with low investment.

The mission sounded nearly impossible: how to compete against Google and Apple, in a continent with several different languages, an even bigger number of different local cultures, slow internet connection, with no media budget?

What made the difference on this case was basically 2 things: understanding people and implementing a process to give them voice.

Love and curiosity for Mozilla were already there. Dialogue between people as well.

The first job for this campaign was to understand what type of subculture existed around the brand that moved people to organise themselves locally and create a movement. On Mozilla's case, its own values around the open source inclusive web was enough for people to believe in the brand and choose them instead of the bigger players, which were positioned in a more competitive environment that propagated values of exclusivity and closed online environments.

Having noticed and appreciated the local communities, the next step to create a process to leverage their voice.

By themselves, the communities were not heard. They were localised, spoke their own dialect or language and were far from each other.

On this case, a change of behaviour from the people was unnecessary.

A process was put in place to connect remote communities and unify their message to make it stronger.

Firstly, the influencers programme was set up to gather Mozilla advocates to talk about the brand and its values. This generated participation from new communities and people who would normally ignore the digital world.

When participation got traction, a content plan would lead the community to one safe place, where they would have conversations around tech inclusion and its benefits for society, being them locally or African as a whole.

Tech benefits and people's participation made them proud of the content that was being created. So sharing ideas propagated, bringing more people to the circle.

Suddenly, local communities of people interested in technology were able to share their experiences and see them being implemented elsewhere. And more people decided to join the communities, because they were



welcomed and defended the participation of people who were usually ignored in the digital world.

We heard that the whole is greater than the sum of its parts.

The Africans say Ubuntu: I am what I am because of who we all are.

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