

Fighting for a better web

the group2B: Mozilla Foundation



People over profits

Organisation History



March 31st, 1998

Mozilla **Organisation** is born [1]



July 15th, 2003

AOL scraps Netscape Involvement,
Mozilla **Foundation** is born



July 28th, 2003

Thunderbird Email Client launched



November 9th, 2004

Firefox Browser is launched



August 3rd, 2005

Mozilla **Corporation** (subsidiary
for all financial activities)



March, 2006

Strategic Partnership with
Google for default search engine



March 18th, 2006

Mozilla Developer Network
(MDN) is formed



September, 2008

Google **Chrome** is launched -
66% of current market



March 29th, 2011

Mozilla **Mobile** Web Browser
is released to public



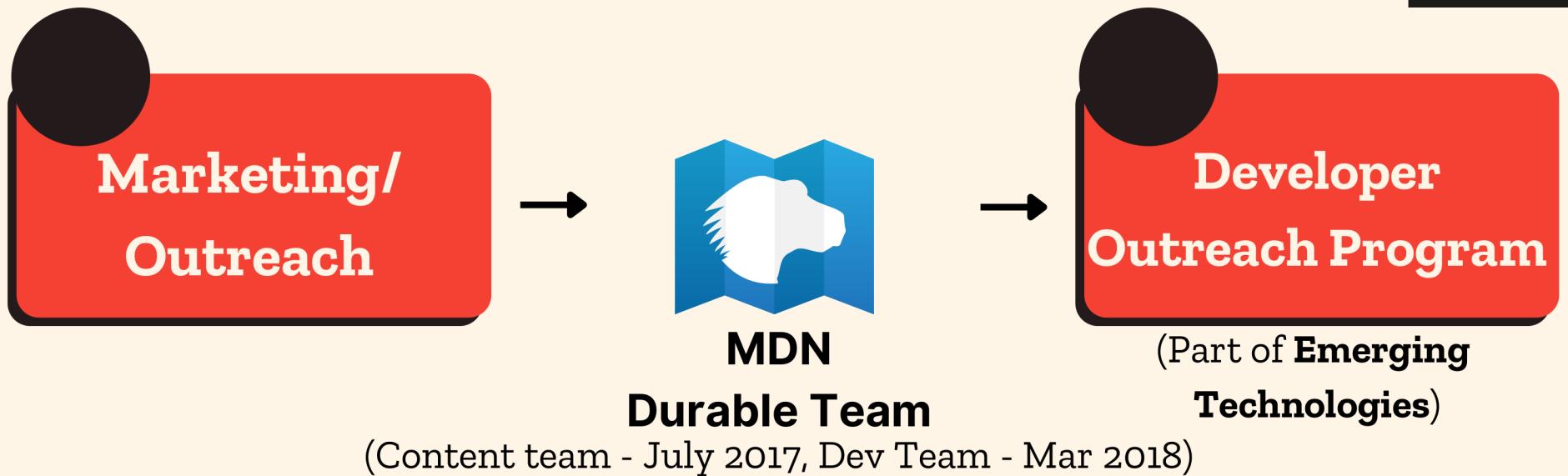
June 16th, 2011

Mozilla Reps [2]

Structural Evolution

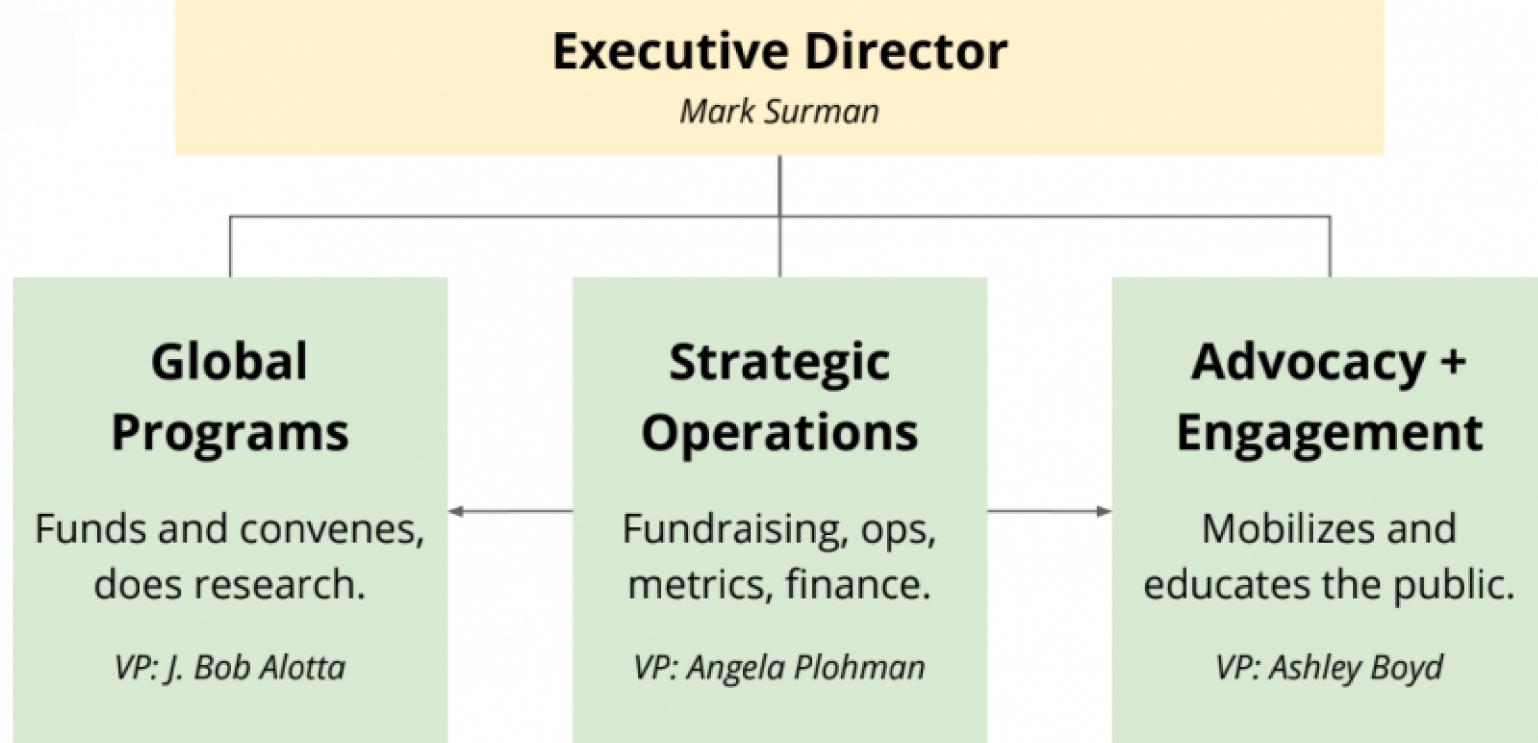


Aug 2005



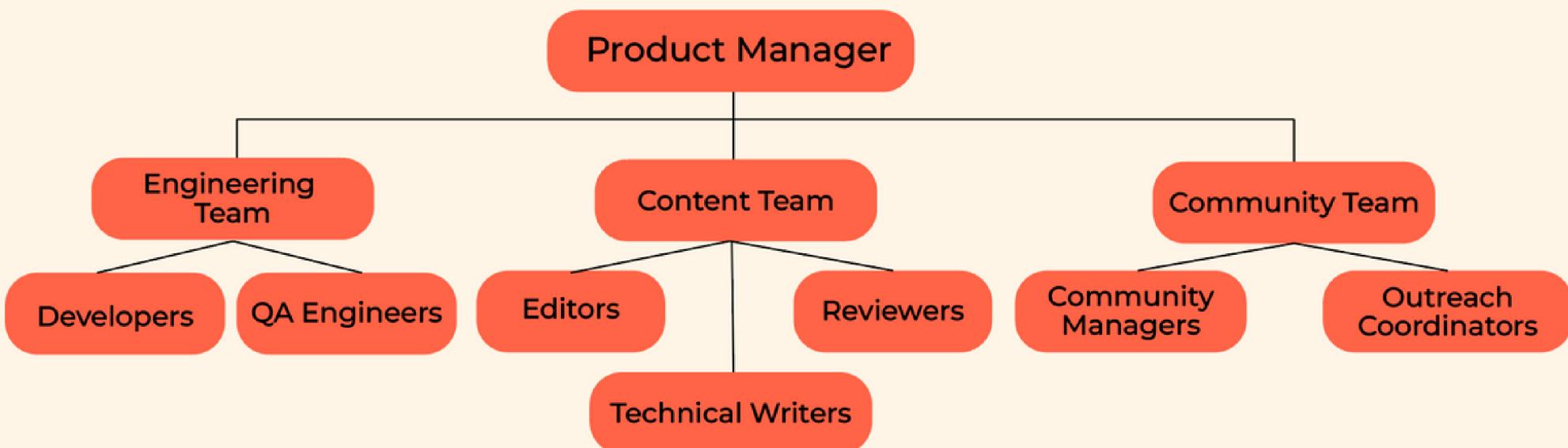
Representative Structure

- Mozilla Foundation has a **Functional Structure**
- This allows for efficient communication and collaboration between team members



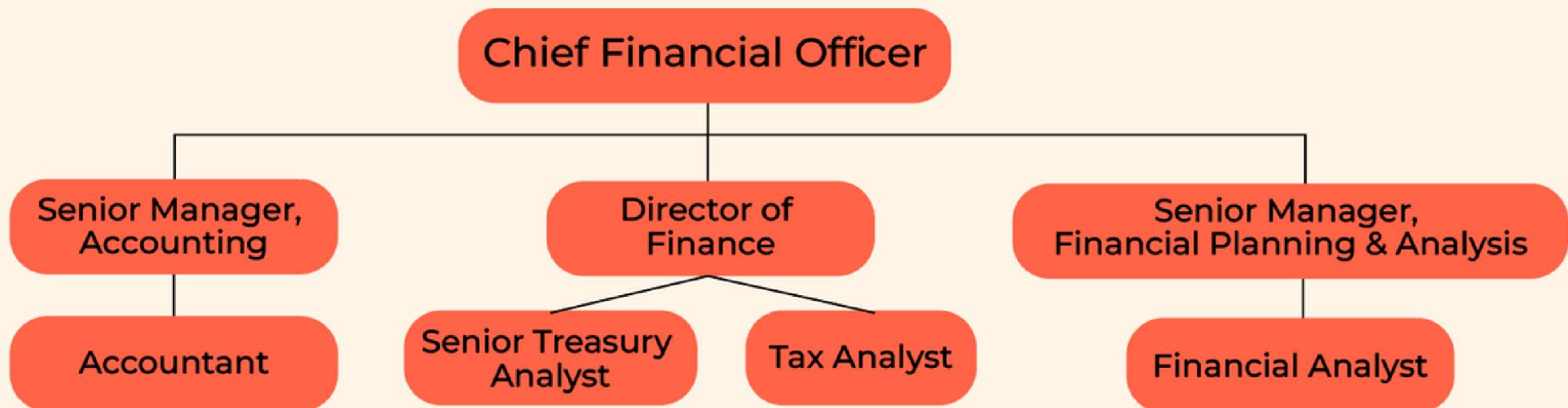
Mozilla Developer Network Structure - Core

- MDN Durable Team - made of developers, writers, and editors responsible for maintaining & improving the MDN, led by Product Manager - Kadir Topal



Mozilla Finance Team Structure - Non-Core

- The team is led by the Chief Financial Officer, Eric Muhlheim.



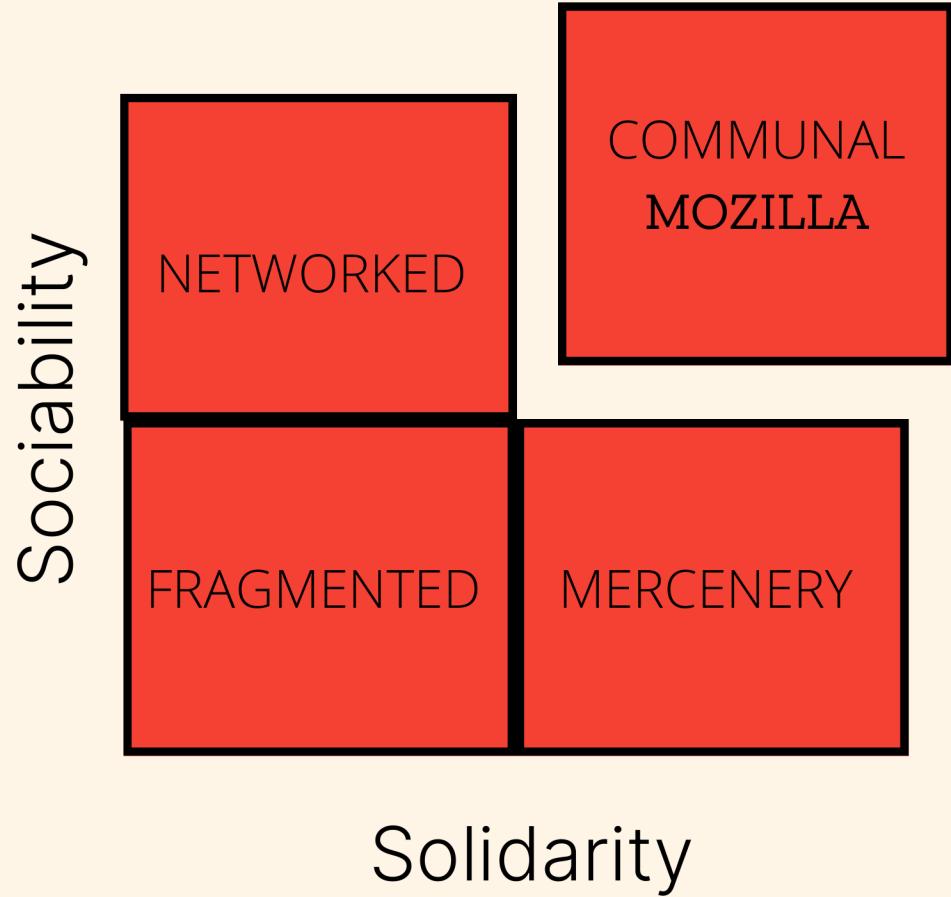
Organisation Culture

Mozilla follows a **Communal** Organisation culture

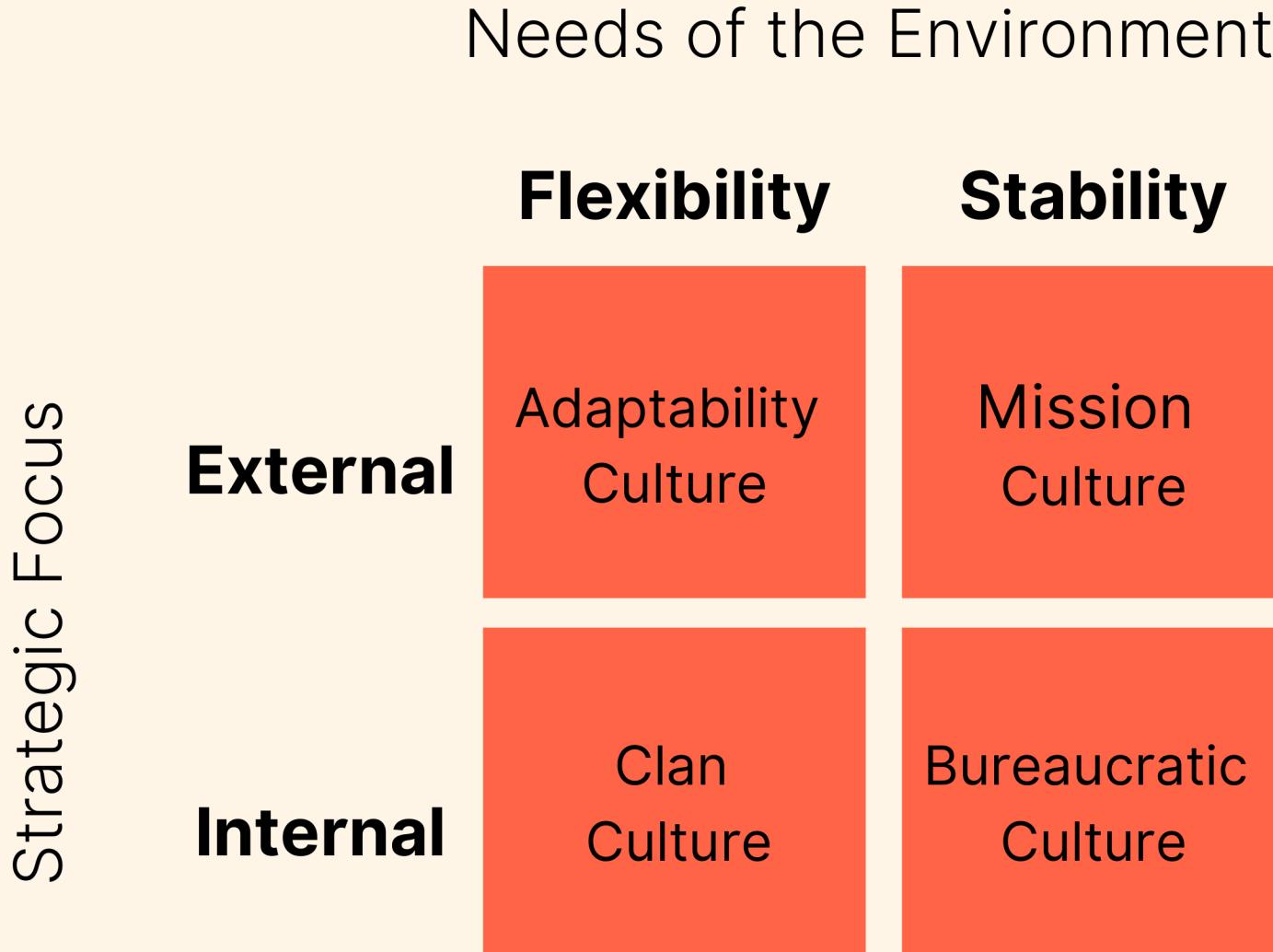
- High **Sociability** (Volunteer Engagement by **Mozilla Reps**)
- High **Solidarity** (There's a collective strategic focus, towards dismantling the hegemony of Big Tech)

However, there are elements like the volunteer developers, where we see elements of **Mercenary** culture

- The **MDN Docs** are well documented to allow people to contribute, even without having non-instrumental ties between members



Organisation Culture



Culture Building Activities

1. Rites & Ceremonies

- **Moz Fest**

"Arrive with an idea, leave with a community"

Building A Learning Community | Education & Access Wranglers

It is a part art, tech, and society convening, part maker festival, and the premiere gathering for activists in diverse global movements fighting for a more humane digital world.

- **Mozilla Global Sprint**

"Giant distributed open source hackathon"

It's an international public event: an opportunity for anyone, anywhere to energize their open-source projects with fresh insight and input from around the world. In years past, hundreds of individuals in more than 35 cities have participated in the Global Sprint.

Culture Building Activities

2. Symbols

- Crop Circle
- Weather Balloon:
Celebrating the 100M
downloads of Firefox



3 . Community Values

TECHNOLOGY NEWS APRIL 3, 2014 / 12:55 PM / UPDATED 9 YEARS AGO

Mozilla CEO resigns, opposition to gay marriage drew fire

The Community Values driving culture at Mozilla

Key Differentiation Factors

Embracing Open Source Philosophy:

- Commitment to **open source software principles**
- Open access to source code: **Collaboration, transparency, and Community Engagement**

Prioritizing Privacy and Security:

- Strong focus on **user privacy and security**
- Innovative features to **enhance control** and **block unwanted tracking**

Thriving Community Engagement:

- Active involvement of **volunteers, developers, and contributors**
- **Community-driven development**, fostering innovation

Nonprofit Mission:

- Operating as a **nonprofit organization**
- Commitment to advancing an open and accessible internet over profit

Educational Initiatives and Advocacy:

- Empowering **internet literacy**, **digital skills** and **online safety**
- Advocacy for policies **nurturing an open internet ecosystem**

Seamless Cross-Platform Support:

- Projects designed for **various operating systems**
- Firefox browser's compatibility with Windows, macOS, Linux, and mobile platforms

Cultivating Innovation and Experimentation:

- Willingness to **explore new ideas** and **technologies**
- Showcased through Mozilla Developer Network (MDN) and Firefox Test Pilot

Collaborative Corporate Partnerships:

- **Collaborations** with companies supporting Mozilla's mission
- Generating **revenue via strategic partnerships**, e.g., Firefox's search engine alliances

Competitive Strategies

- Adopting a **Differentiation** strategy, but being a non-profit attracts a *differentiated volunteer base*, alongside braver products
- At a glance, Mozilla looks like a classic **Prospector**, continually focusing on exploration and innovation
- **But** Evaluate it on the **Exploration** and **Exploitation** tactics instead

Exploration

- **Investing** into newer technologies, instead of just focusing in-house
- Focus on **user privacy**, more **powerful** and **immersive web**, and **accessibility** features for PwD and Learning Disabilities
- Pivoting to mobile app, and now AI, quickly responding to market demand

Exploitation

- Leveraging the voice of the **Mozilla Community** to push for **activism dev**
- Moz Reps managing functional local structures
- Module Owners structure leading to **decentralization** of **product teams**
- Market share advantage leading to funding from big corps like Google

Arriving on a Strategy

- Strategy for Mozilla dictated strongly by its **Vision for the Evolution of the Web** [10], the **Mozilla Manifesto** [11] and **Mission** [12] [13]
- Based primarily on three basic values: **Openness, Agency** and **Safety**
- These values have evolved into specific tasks, that Mozilla has adopted for its future, some notable ones including
 - Protecting User Privacy & Security
 - Extended the Web...*Safely*
 - Making the web fast enough for anyone to use
 - Improve accessibility for disabilities, and non-English speakers
- **Short-term strategy**, focuses on fueling an emerging movement of users *standing and fighting for a healthy internet* [14]
- **Majority of Mozilla** is building work focused on developing *trustworthy AI*
 - Deliberations that the community conducts on **framing**
 - **Exploration** over questions: What do we mean by trustworthy AI? etc.
 - Vocal **dissent** also available, AI is an expensive endeavor
- In the event, when a clear path isn't available - we look to the **decision making process**

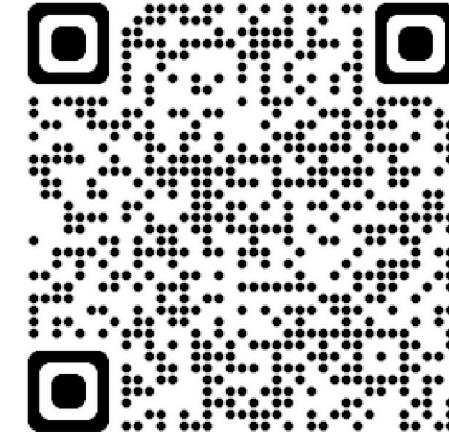
Decision Making

- The entire story so far, has been of a community of millions that donate their time, money and brainpower to make the internet better [15]
- Decision making is governed by a **virtual management team** of experts from various parts of the community
 - Some of them with leadership roles, but **others are not**
 - Granted to individuals based on how active they are in the community
 - Along with nature and quality of contribution
- Mozilla Reps **Mentors**, Reps **Council** and **Stewards**
- Ultimate Decision Maker, the "**benevolent dictator**" - traditionally been **two people** - currently only **one**, Mitchell Baker since 1999, current CEO & Chairwoman Mozilla Foundation [16]
- Ex - Early days of Mozilla, the Google arrangement, "*there weren't any models for this, so we created our own*" - today the MoCo has a strong focus on running business well [17]
- Experimenting with new frameworks - applying **Ostrom's Principles** to **Data Commons Governance** [18]

Questions?

Group 2:

Aditya Vardhan Gundla
Sidharth MK
Niti Pradhnya
Pavani Pennada
Karishma Verma
Harshvardhan Singh



[Contribute to the Mozilla Community](#)

Appendix - 1

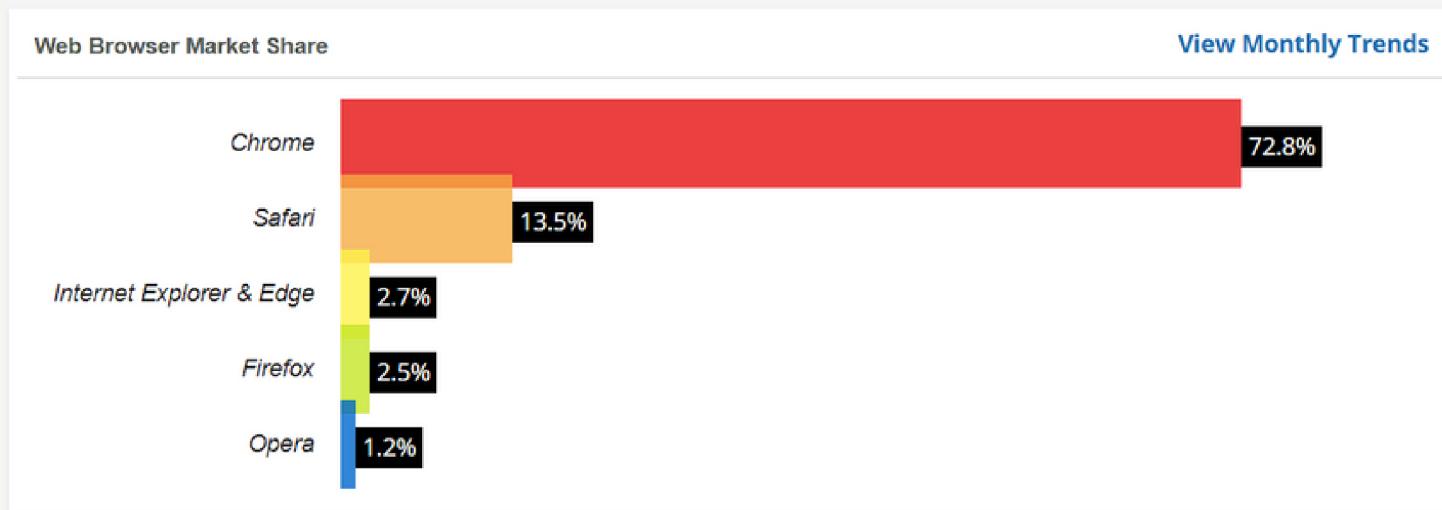


Figure 1: Current Broswer Market Share - ~3% for Firefox

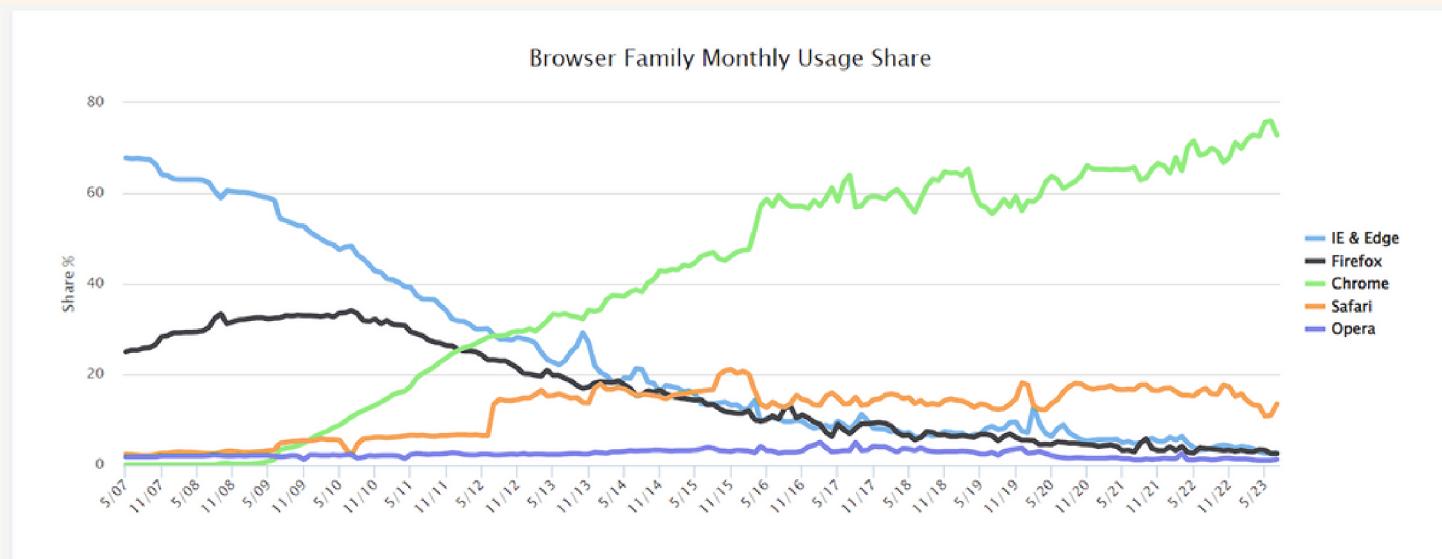


Figure 2: Browser Share for Firefox declining over time

Appendix - 2



Figure 3: Firefox release ad

References 1/2

[1] The Mozilla Project Begins March 31st 1998:

<https://blog.mozilla.org/community/2013/04/15/milestone-the-mozilla-project-begins/>

[2] Mozilla 10 year anniversary celebration: <https://blog.mozilla.org/en/mozilla/news/reps-mozilla-community-10-year-celebration/>

Structure

[3] MDN Structure:

- MDN Web Docs: [https://developer.mozilla.org/en-US/docs/MDN/About MDN Web Docs](https://developer.mozilla.org/en-US/docs/MDN/About_MDN_Web_Docs) website.
- MDN Product Advisory Board: https://developer.mozilla.org/en-US/docs/MDN/MDN_Product_Advisory_Board MDN Product Advisory Board website.
- MDN Roles and Teams: https://developer.mozilla.org/en-US/docs/MDN/Community/Roles_teams MDN Roles and Teams website.

[4] Finance Team Structure:

- Senior Treasury & Tax Compliance Analyst:

<https://www.workingnomads.com/jobs/senior-tax-and-treasury-analyst-mozilla> job posting on Working Nomads.

- <https://assets.mozilla.net/annualreport/2021/mozilla-fdn-2021-fs-final-1010.pdf>

[5] Mozilla Foundation Structure: <https://wiki.mozilla.org/Foundation>

Culture

[6] <https://blog.mozilla.org/en/mozilla/news/mozillas-giant-distributed-open-source-hackathon/>

[7] <https://www.mozillafestival.org/en/>

References 2/2

Culture

[8] <https://firefoxcropcircle.com/circle/>

[9] <https://foundation.mozilla.org/en/blog/building-a-learning-community-education-access-wranglers/>

Building a Strategy

[10] Vision for Evolution: <https://www.mozilla.org/en-US/about/webvision/full/>

[11] Mozilla Manifesto: <https://www.mozilla.org/en-US/about/manifesto/>

[12] Mission Statement: <https://www.mozilla.org/en-US/mission/>

[13] Clarification on the Mozilla Decision Making Process:

<https://blog.lizardwrangler.com/2010/12/20/mozilla-decision-making-process/>

[14] Strategy at Mozilla: <https://foundation.mozilla.org/en/who-we-are/strategy/>

Decision Making

[15] <https://www.mozilla.org/en-US/foundation/annualreport/2021/>

[16] <https://www.mozilla.org/en-US/about/governance/roles/>

[17] <https://www.mozilla.org/en-US/foundation/annualreport/2021/article/mitchell-baker/>

[18] <https://foundation.mozilla.org/en/blog/a-practical-framework-for-applying-ostroms-principles-to-data-commons-governance/>