

Mozilla



Mozilla's Mission:

**To promote choice, innovation
and participation on the Internet**

How?

- People
- Having Fun
- Building a Better Internet

What's a "Better" Internet?

There are a few key characteristics:

transparent vs. unknowable

open vs. closed

shared control vs. central control

international vs. internationalized

participatory vs. manipulative

One Choice is Better

We're building that choice
(not alone of course)

How are we building that choice?

1. Build products that reflect the correct characteristics
2. Build products in a way that reflects these characteristics
3. Build communities that instantiate these characteristics
4. Build economic sustainability based on these characteristics

Poetry, Pragmatics, Impact

Alignment with Mission

There are a few key characteristics:

- public benefit, non profit
- open source
- community is **required** for success

These provide maximum alignment with the type of Internet we want to create

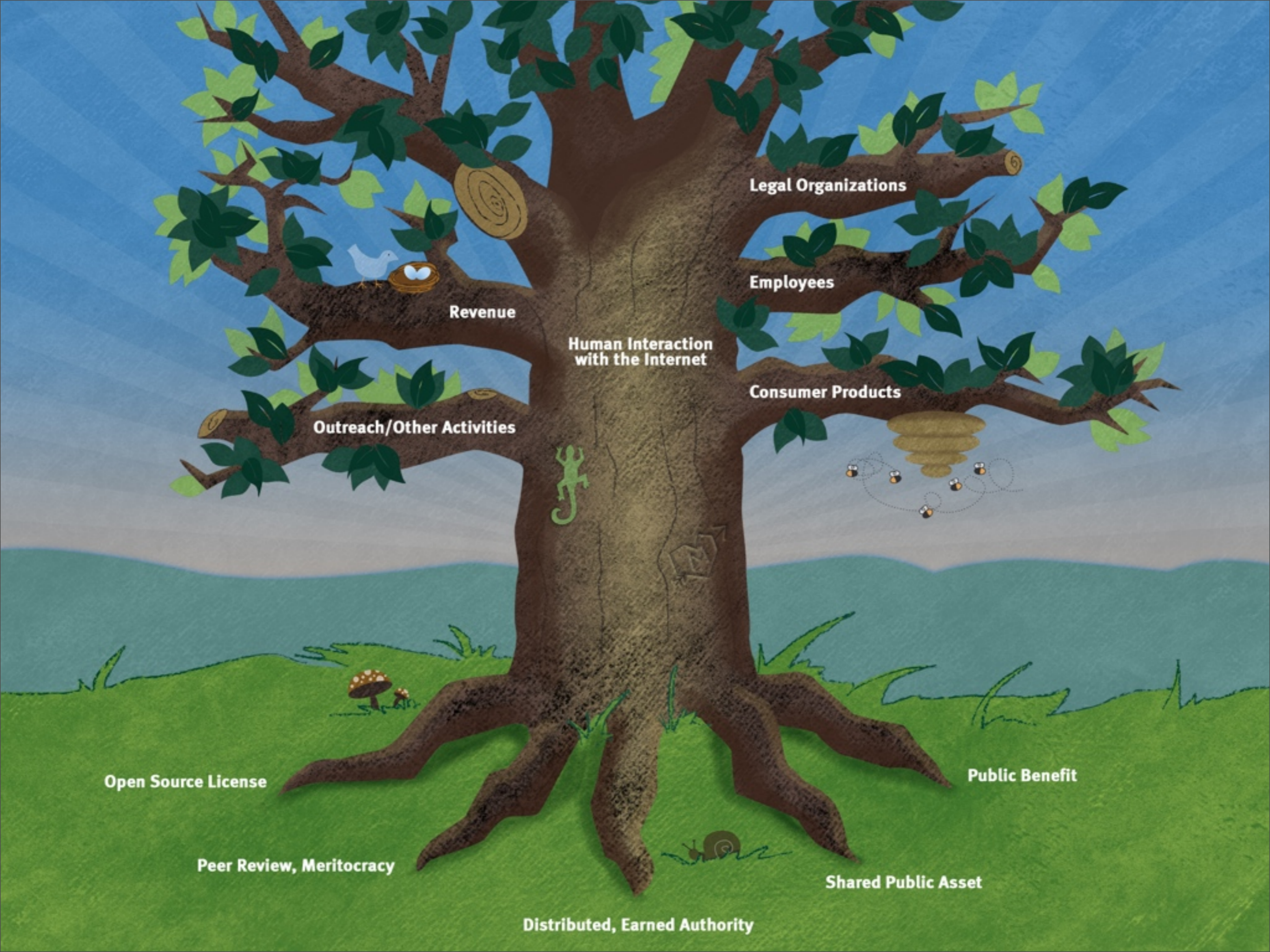
We are not like the others

Enduring Values in a Changing Context Scaffolding 2

- Values vs. Implementation
- Values - mission, Mozilla Manifesto
- Implementation can change, and sometimes dramatically - Start Page
- This is how we do things here - is it because of values or history?
- Bias towards conservatism and doing the same thing: feels more safe but risks irrelevance and failure re: mission

Implications

1. Prioritizing: Open Web, User experience, impact ... revenue
2. Firefox is a tool, not the goal.
3. Employment has some unusual aspects:
 - employees as scapegoat
 - responsibility: combine poetry and pragmatics
 - responsibility: grow community and leverage
4. Make it easy for others to do things



Legal Organizations

Employees

Consumer Products

**Human Interaction
with the Internet**

Revenue

Outreach/Other Activities

Public Benefit

Open Source License

Peer Review, Meritocracy

Shared Public Asset

Distributed, Earned Authority