

# 2020/2025 Marketing Plan



# Background Thoughts

- Since 2010, the global open source ecosystem has evolved, and there have been lengthy discussions about the relationships with business using OSS without contributing back to open source projects
- In 2014, the discovery of the Heartbleed Bug was a turning point to raise the issue of OSS sustainability
- In 2016, Nadia Eghbal published the paper “Roads and Bridges: the Unseen Labor behind our Digital Infrastructure”
- In 2019, Dries Buytaert published the blog post: “Balancing Makers and Takers to Scale and Sustain Open Source”



# Solutions not Based on OSD

- Heather Meeker
  - Commons Clause License (RedisLabs)
  - Server Side Public License (MongoDB)
- Coraline Ada Ehmke
  - Hippocratic License (Ethical Source)
- Community?
  - Fair Source License



# Proposed Timeline

- LibreOffice marketing
  - Announce the new marketing strategy on July 15
  - Implement the marketing strategy from August 5 with the announcement of LibreOffice 7.0
- Certification marketing
  - Finalize the new marketing strategy on August 14
  - Announce the marketing strategy on October 15 at the LibreOffice Virtual Conference



# Document Objectives

- Be loyal and stick to our FOSS background
- Distil analysts and market sentiment about office suites
- Look back at the history of the project, to use it as a basis for the first real marketing plan implemented by the project (so far, we have focused more on communications than on a real comprehensive marketing plan)
- Based on the above draft a comprehensive marketing plan
- Suggest a number of actions to be discussed/approved



**SEPTEMBER 28, 2010**

**OpenOffice.org Community announces  
The Document Foundation**

The community of volunteers developing and promoting  
OpenOffice.org sets up an independent Foundation  
to drive the further growth of the project

The brand "**LibreOffice**" has been chosen for  
the software going forward



# Relaunch the Innovation

## *Visual Representation of the Fork*

the community, backed by several ecosystem companies, takes control to relaunch the innovation and develop a self sustaining project, supported by a solid business ecosystem



**LibreOffice**

*today*

**OpenOffice**

risk of abandon by Oracle after 10 years of continuous growth backed by Sun and community



**THE COMMUNITY, BACKED BY SEVERAL  
ECOSYSTEM COMPANIES, TAKES CONTROL  
TO RELAUNCH THE INNOVATION AND DEVELOP  
A SELF SUSTAINING PROJECT, SUPPORTED BY  
A SOLID BUSINESS ECOSYSTEM**





**COMMUNITY  
ECOSYSTEM COMPANIES  
RELAUNCH THE INNOVATION  
SELF SUSTAINING PROJECT  
BUSINESS ECOSYSTEM**



## IN A NUTSHELL

We decided to create a new foundation because none of the existing ones was backing our vision:

**an independent FOSS project where the community and the ecosystem work together to make it self sustainable, without the need of a corporate sponsor or a license tweak**



# The Document Foundation

The Document Foundation promotes a **sustainable**, independent and meritocratic community for the international **development** of free and open source software based on open standards



# After 10 Years

- The Document Foundation has reached its objective, and is recognized as a leading FOSS foundation
- Thanks to the combined efforts of the entire project, with contributions from community and ecosystem, we have released LibreOffice for desktop, online and mobile
- We are proud of being recognized by the LibreOffice brand name, which represents the common asset for community and ecosystem members (with a large number of people being active in both areas)

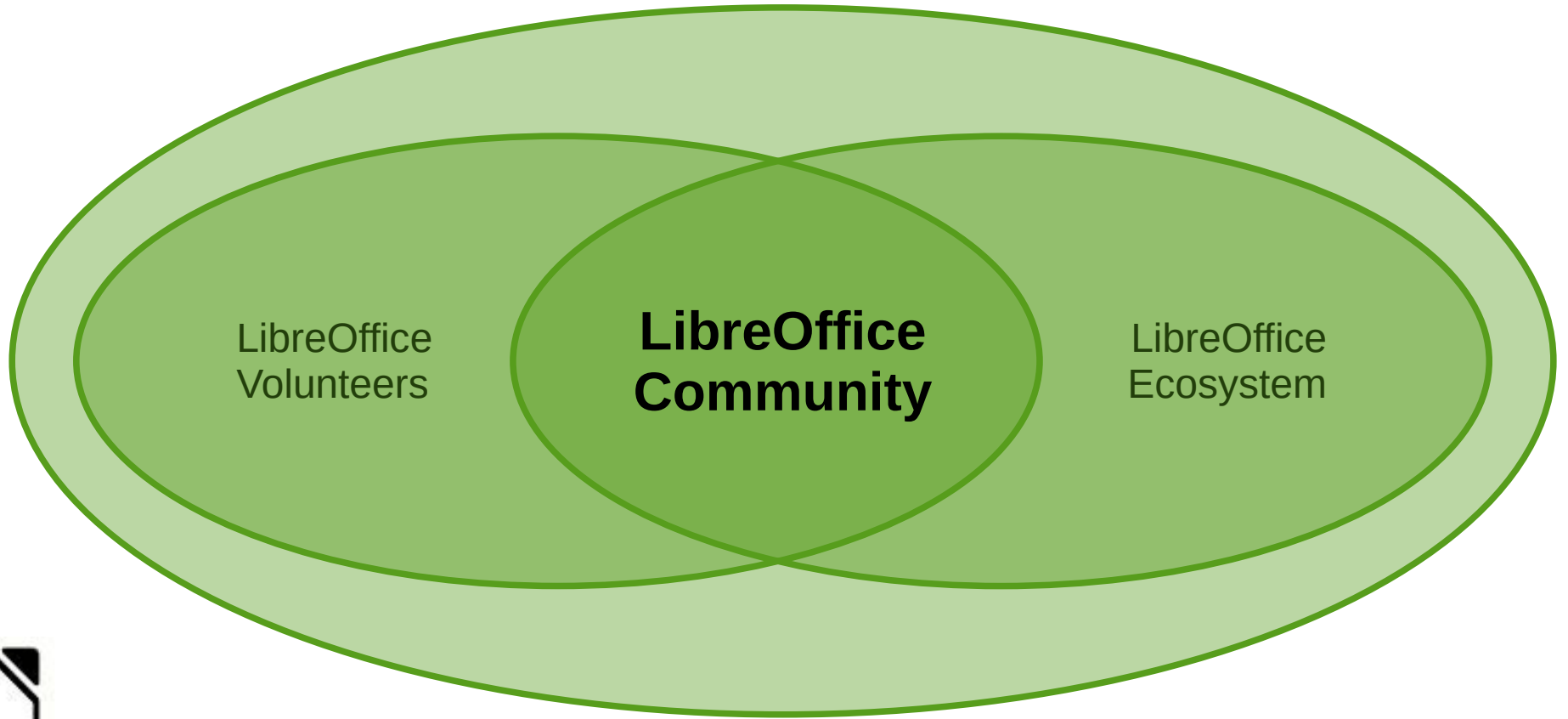


# Next 10 Years

- From now on, we will use the LibreOffice Project umbrella brand name, to underline the fact that there are multiple constituents behind the success of the office suite
- This will also help to reduce the perception that TDF (The Document Foundation) is a software vendor, providing support and other services
- The LibreOffice Project will communicate with one voice, to make it easier for users to understand which is the best LibreOffice version for their needs

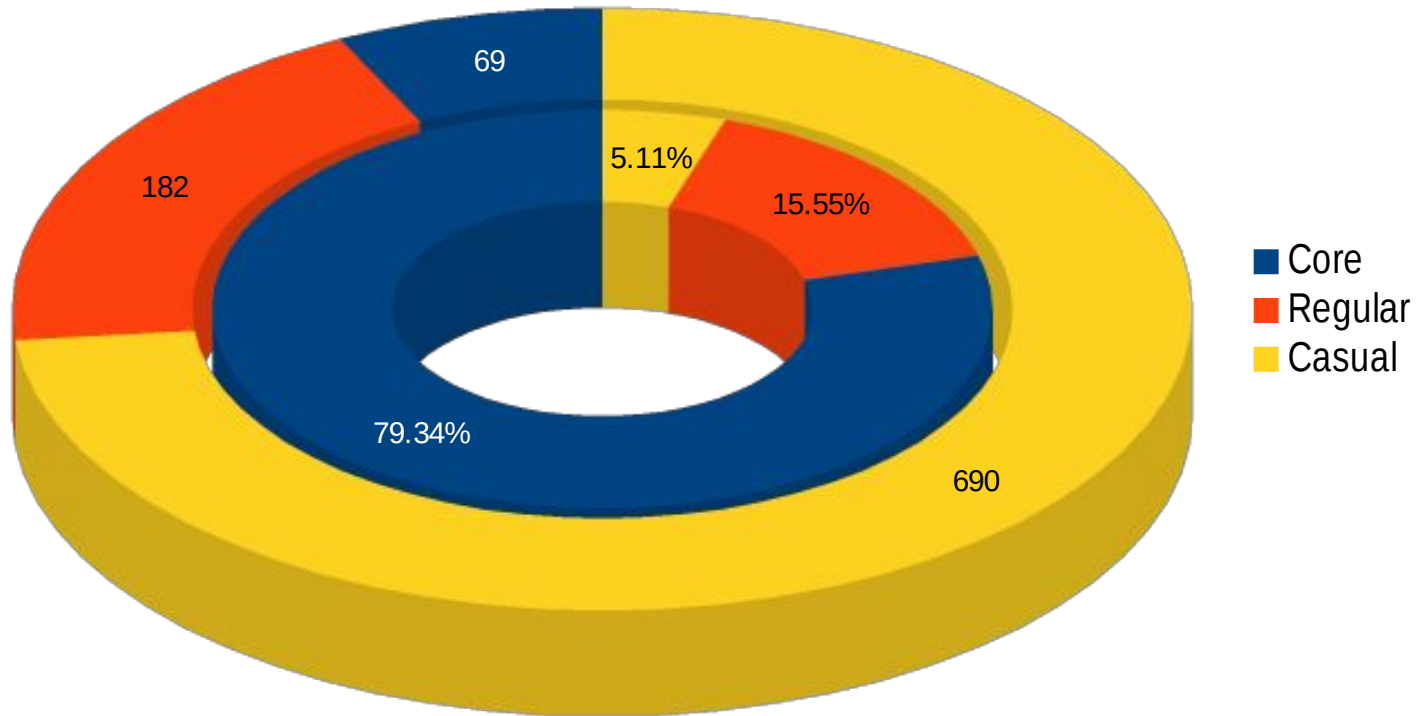


# LibreOffice Project



# Community Last Two Years

**Community by Numbers**  
*People Outside - Contributions Inside*



# Some Numbers

- Around 68% of contributions to the source code are from ecosystem companies (TDF paid developers are just 4%, volunteers are 28%)
- Developers paid by ecosystem companies are around 40, so a significant portion of the 80% of Core contributions are paid by ecosystem companies
- Without contributions from the ecosystem, we would have issues in keeping up with user expectations





# Evolution of Office Suite Market

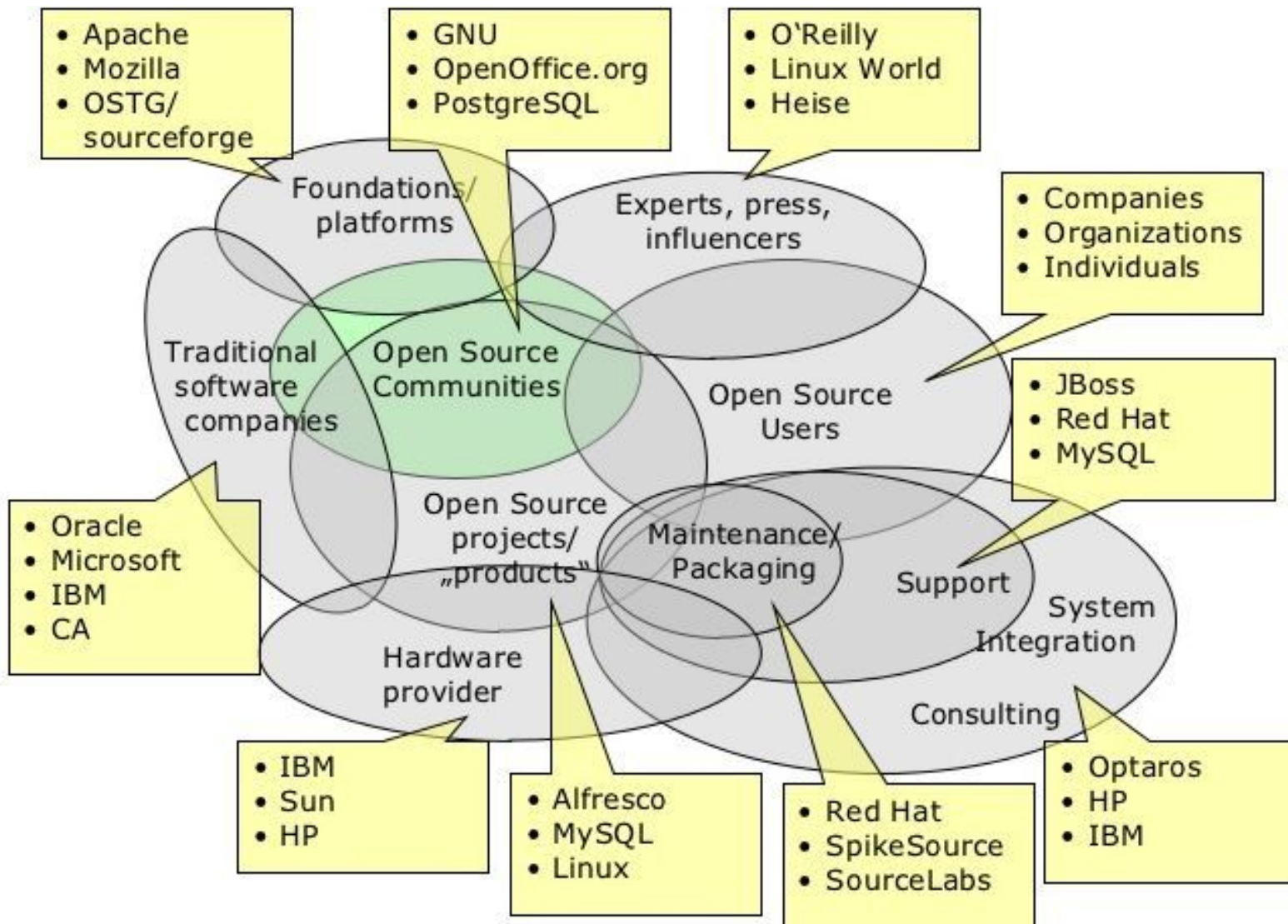
- During the last 10 years
  - Desktop productivity has stalled
  - Online/Mobile productivity have grown
  - Digital sovereignty issue was born
- During the next 10 years
  - Desktop productivity will stay flat/slightly grow
  - Online/Mobile productivity will continue to grow
  - Digital sovereignty issue will become pervasive

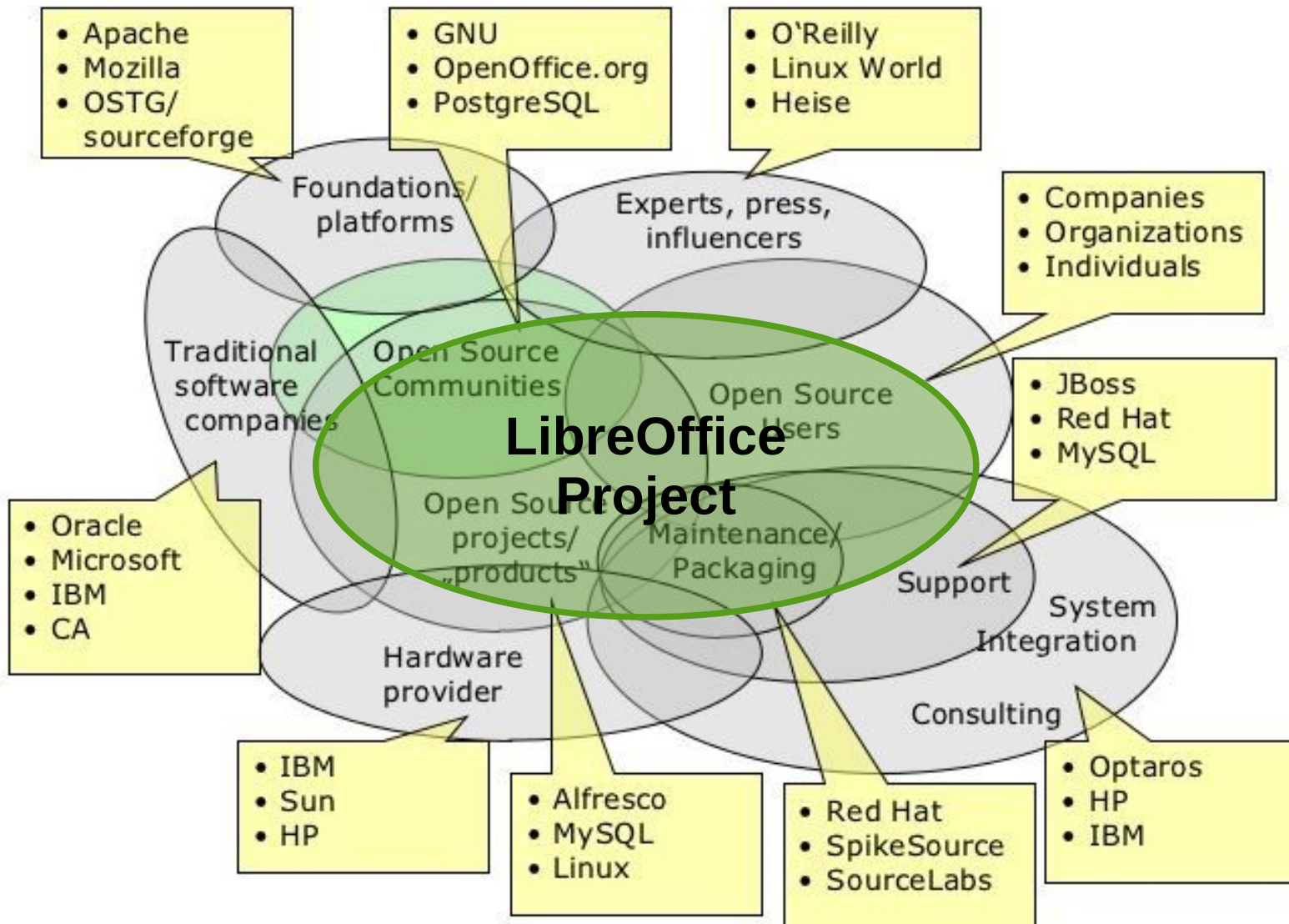


# LibreOffice Project

- Ideally positioned in the FOSS environment
  - Desktop, online and mobile versions available
  - Native support of the best standard doc format
  - Top support of the reference proprietary format
  - Support of legacy proprietary formats
- Only viable FOSS alternative to Microsoft Office
- Sits at the crossroads of FOSS ecosystems







# Evolution of LibreOffice Ecosystem

- 2010 – 2014
  - Growth of ecosystem companies
  - From 20 to 60 full time paid developers
- 2014 – 2017
  - Loss of several ecosystem companies
  - From 60 to 40 full time paid developers
- 2017 – 2020
  - Stable number of ecosystem companies



# Where Are We Today

- The community is growing and is extending its reach
- The ecosystem is not growing as much as the community
- Relationships between ecosystem and community are not ideal, and risk to create issues left and right, which are not beneficial for the health of the project
- An increasing number of community members is not aware of the roots of the project, and while providing enthusiastic contributions may also create frictions
- Together, we must develop a new strategy for the next decade, to support the growth of the project



# Desirable Ecosystem Characteristics

- Stability
  - Capacity to maintain an equilibrium over a long period of time
- Resistance
  - Ability to withstand environmental changes without disruption of its biological communities
- Resilience
  - Ability to return to an equilibrium after any disturbance





# 2020 Marketing Plan

## LIBREOFFICE PROJECT COMMUNITY + ECOSYSTEM ONE VOICE MARKETING

**Together, We Can Make It Happen**





# Objectives

- Provide the best FOSS office suite
  - Leveraging the strength of LibreOffice brand
  - Educating users, from individuals to organizations, about the values and the needs of a self sustaining FOSS project
  - Finding the right balance between the free product and the enterprise supported product
- Underline the peculiarities of the LibreOffice project
- Improve transparency of decisions and process



# Office Suites Lifecycle

- Office Suites are mature products seen as a commodity by most users (and as such their price might be an issue)
- Although they are a mature product, they will not decline as long as PCs will exist or a different paradigm will be developed (at the moment, nothing on the horizon)
- The growing trend for digital sovereignty might infuse new life on office suites, but users have to be educated about the importance of standard document formats



# LibreOffice USP

- The best free office suite ever
- Backed by a strong community and a strong ecosystem
- Providing the standard document format for interoperability and digital sovereignty, and a superior compatibility with proprietary document format
- The best of open source, with professional support available for the organizations using office productivity for production and management of strategic business contents



# Clusters of LibreOffice End Users

- Individual home users
- Individuals working from home
- Governmental organizations
- Educational institutions
- Private business
- NGOs



# LibreOffice vs User Clusters

	Community Version	Ecosystem Version
Individuals	x	
Individuals WFH	x	
Government Orgs		x
Educational Orgs	x (first/second cycle)	x (universities)
Enterprises		x
NGOs	x (individuals members)	x (special package?)
Vendor Stores		x



# Identify LibreOffice Versions

- Create a common tag for all LibreOffice based SW (to be used for community and ecosystem versions):  
**LibreOffice Engine**
- Leverage the LibreOffice 7.0 upcoming announcement to introduce the concept of the **LibreOffice Engine**
- Move from “TDF announces” to “the LibreOffice project announces”, with quotes from community members or ecosystem members, as appropriate



# LibreOffice Engine

- Same concept as Intel Inside (patented)
- Can help to associate products based on LibreOffice, but using a different product name, to leverage LibreOffice brand recognition
- Can help TDF promote commercial products based on LibreOffice without the risk of being accused of supporting for profit activities



# Differentiate LibreOffice Desktop (1)

- **LibreOffice Personal:** forever free, only from TDF
  - Tag: “volunteers supported, not suggested for production environments or strategic documents”
  - Message: “you are using the community supported version of LibreOffice, focused on needs of individual users”
- **LibreOffice Enterprise:** only from ecosystem members
  - Tag: “professionally supported, suggested for production environments and strategic documents”
  - Message: “you are using the ecosystem supported version of LibreOffice, focused on needs of enterprise users”





# Differentiate LibreOffice Desktop (2)

- Provide a consistent message for support
  - Page on website, with carefully worded description of community support vs enterprise focused support
  - Header on user mailing lists reminding people about community support, linking to the website page
- Banner on start centre, or a similar solution, providing information about LibreOffice volunteer based support



# LibreOffice Personal

- Improve the download page by adding a short profile of LibreOffice Community users: individuals, individuals WFH, students (carefully segmented, more about this later), and individuals from NGOs
- Create a LibreOffice Community section on the website, with community developed support resources (open to every user, but worded as focused on home users)



# LibreOffice Enterprise (1)

- Register specific “business” domains:  
**libreoffice.biz** and **libreoffice-ecosystem.biz**  
where to publish in a coordinated way news stories from ecosystem members
  - Announcements not limited to product, but including Certified Professionals (migrations and training)
- Create a **LibreOffice Enterprise Ecosystem** LinkedIn page where to push same stories, to connect LinkedIn profiles of all contacts
  - Encourage project members to be on LinkedIn



# LibreOffice Enterprise (2)

- Ecosystem members providing a LibreOffice Enterprise version should coordinate their announcements with the LibreOffice Project
- LibreOffice announcements from ecosystem members should be managed in a coordinated way, and can also leverage TDF media relations infrastructure
- To avoid issues, these announcements will be focused on technical innovations



# LibreOffice Enterprise (3)

- Register a third level domain for LTS versions:  
**Its.libreoffice.biz / Its.libreoffice-ecosystem.biz**  
where to publish attractive trial offers (time limited)  
for push campaigns
- Objective is to lure potential business customers  
by offering a competitive price (with clear SLAs), to  
educate them about the advantages of an enterprise  
optimized LibreOffice version



# LibreOffice Enterprise Example

- LibreOffice Enterprise can be the umbrella for different product names, according to each company strategy
- These are examples of product announcements:
  - "XXX Office is a product of the LibreOffice Enterprise family"
  - "For information about the LibreOffice Enterprise family please go to: <https://www.libreoffice.org/libreoffice-enterprise>" (and/or anything else)
- This would help to associate the XXX and the LibreOffice brands, with mutual advantages, and would make it clear that the product is not provided by TDF (because this will be clear all over the websites: LibreOffice and ecosystem partners)



# Foreword about LibreOffice Online (1)

- For different reasons, LibreOffice Online is the most controversial topic
  - Several community members would like to have a full product, easy to deploy by everyone
  - Ecosystem members are getting most of their revenues from LibreOffice Online (or equivalent)
  - The current solution is not good for several volunteers
  - Proposed solutions are not good for ecosystem members



# Foreword about LibreOffice Online (2)

- Solving this issue in a mature way, by reaching consensus between community and ecosystem members, would be a demonstration of our uniqueness
- Remember “desirable ecosystem characteristics”:
  - Stability: capacity to maintain an equilibrium over a long period of time
  - Resistance: ability to withstand environmental changes without disruption of its biological communities
  - Resilience: ability to return to an equilibrium after any disturbance





# Foreword about LibreOffice Online (3)

- We know that we have a challenge
- We also know that we have an opportunity
- Either we find a win-win solution (remember, you do not win if you reach 100% of your objectives, as they would represent a net loss for the other party)
- Or we risk a lose-lose situation, which is not good for the project, the community and the ecosystem
- Do we really want a lose-lose situation?
- I would prefer a win-win solution, so I will make some proposals, which have to be discussed



# LibreOffice Online (1)

- LibreOffice Online should follow, with adjustments, LibreOffice Desktop approach:
  - Community version: LibreOffice Online Personal
  - Ecosystem version: LibreOffice Online Enterprise
- Tags and messages should be the same, adapted to LibreOffice Online (which is missing a start screen)
- Message for concurrent users/documents should be maintained (upon agreement about numbers and wording of the message)



# LibreOffice Online (2)

- Community developed documentation will use the LibreOffice Online Personal product name and will include a section about the availability of an enterprise optimized version, linking the .biz
- There will be an X month gap between the release of the two versions: LibreOffice Online Enterprise and LibreOffice Online Personal



# LibreOffice Online Example

- These are examples of product announcements:
- Community
  - "The LibreOffice Project announces LibreOffice Online Personal, based on LibreOffice Engine"
- Business
  - "XXX announces XXX Office Online, a product of the LibreOffice Enterprise family, based on LibreOffice Engine"
  - "To get more information about the LibreOffice Enterprise family please go to: <https://www.libreoffice.org/libreoffice-enterprise>" (and/or anything else)



# LibreOffice Mobile

- Existing versions of LibreOffice Mobile do not leverage the LibreOffice brand as they use a different name, and as such they not only do not contribute to the brand but also limit their reach
- In the future, all versions of LibreOffice Mobile should use the LibreOffice Core tag, to make it easier to be associated to the LibreOffice project



# LibreOffice Mobile Example

- Example of product announcement:
  - "XXX announces XXX Mobile, based on the LibreOffice Engine technology"
  - "The LibreOffice Project announces the release of XXX Mobile, based on the LibreOffice Engine technology"
  - "Based on specific needs of mobile app stores, mobile versions of LibreOffice are released and maintained by ecosystem companies"
- This would help to associate the XXX and the LibreOffice brands, with mutual advantages, and would make it clear that the product is not provided by TDF



# Testimonials and Case Studies

- Develop testimonials and case studies about large LibreOffice Enterprise deployments, focusing on:
  - The added value provided by ecosystem companies in term of development, risk mitigation, deployment, management, migration, training and maintenance
- Leverage testimonials and case studies as appropriate, with press release, blog posts and social media
- Work with Joinup to have testimonials and case studies listed on the OSOR resource database



# Storytelling LibreOffice

- Craft a LibreOffice story slide deck
- Provide LibreOffice Project members basic presentation materials + notes + speech outline for integration into their slide decks
- Use a consistent message to present LibreOffice Project, LibreOffice core technology, LibreOffice Personal and LibreOffice Enterprise SW
- Organize an online webinar to present the story to help people to become familiar with the deck





# Educational Organizations

- Funds available for educational organizations are completely different, based on geographical location
- Microsoft and Google are leveraging the situation and providing everything for free in selected countries (of course, nothing is completely free, but this is the current perception shared by industry members)
- LibreOffice has a large advantage under the educational point of view, so the suggestion here is to manage the situations on a case by case basis



# NGOs (1)

- Microsoft gives NGOs substantially discounted products
- We are a charity, and we have a product which respects ethical principles and is available in many languages, so we should be appealing to NGOs if only they knew more about LibreOffice and open document standards
- We should be able to develop a specific offer for NGOs, as this is coherent with our mission and objectives



# NGOs (2)

- In Africa, there are NGOs which collect old unusable PCs in economically developed countries and give them for free to local organizations
- We have discovered that in many cases they install pirated versions of proprietary software, as for some reasons they ignore open source software
- We could develop a specific program, backed by a specific certification, for these NGOs, to educate them about open source software



# Channel Partners Branding

- Create a **LibreOffice Ecosystem Partner** visual stamp for companies which are partnering with ecosystem members to support LibreOffice
- Create a specific certification (to be discussed with BoD and Certification Committee) based on the certification guidelines
- Define strict binding rules for the use of such a visual stamp



# Leverage LibreOffice 7.0 Launch

- Provided we reach a win-win solution based on this marketing plan (which is just the first document, and will be further developed by adding more actions and activities)
- We have the extraordinary opportunity to implement most of the proposals with the launch of LibreOffice 7.0
- Which will also give us a solid product positioning and a nice story for the announcement



# Leverage “Work from Home” (1)

- The number of people working from home is predicted to increase over the next few years, as a general trend in every main geography
- Many large companies in the US and Europe have limited or canceled business travels until the end of 2020, and some even into 2021
- In many geographies, schools will implement a mix of WFH and class lessons
- The number of low specs PCs has dramatically increased



# Leverage “Work from Home” (2)

- Launch a tiered “work from home” campaign: free for individuals and students, supported for organizations and enterprises (based on LTS and cloud versions)
- Leverage LibreOffice strengths: common file format, availability in many languages (which is good for education) and for small footprint operating systems, education about digital sovereignty
- If business are planning a similar campaign, why we should ignore the opportunity?



# Certification Branding

- Create a **LibreOffice Certified** visual stamp for services provided by certified professionals
- Objective are to reward certified people by making it easier to identify them against non certified service providers, and to encourage non certified service providers to become certified





# Certification Marketing

- Develop a marketing program involving certified professionals, to make the LibreOffice Certification Program more visible outside the project
- In June, we will start a bi-weekly blog post focused on Tips & Tricks provided by Certified Professionals
- After the announcement of LibreOffice 7.0, we will start publishing interviews of Certified Professionals



# Author's Notes

- I have tried to do my best by listening to everyone, to make a proposal which could provide an answer to most of the issues currently on the table
- Of course, this is not an answer to all the issues, as a solution for app stores is still missing, but is a starting point and offers some ideas to be further discussed
- I am happy to get your feedbacks and to include them in the next version of the document, which should be the final marketing plan for the next five years

