



Strategic Options for the TYPO3 Association 2016 - 2019

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The Reason Why.

Decreasing Market Share

We have seen over time that TYP03 CMS is losing market share and that the CMS industry is getting tougher

Members expect the TYP03 Association to act

The agency meet up days as well as the member surveys revealed that the members expect the TYP03 Association to be active. The current strategy, the piggy bank strategy, does not cover this eminent need.

Need for Strategy

The daily business of the TYP03 Association lacks an overall strategy. Therefore, things are difficult to achieve as a lot of basic things need to be discussed.

Goals defined by the Board & EAB

After the agency meet up days, the member surveys, as well as information from hundred of discussions, we have derived a simple list of five goals that we think are important to the TYPO3 Association.

Goal #1:

Increase the number of people involved

We want to significantly increase the number of people who are involved in TYP03 activities.

The reason for this is that we think that the more people contribute to the TYP03 ecosystem, the faster the TYP03 products will develop and the more things can be achieved in total .

The growth of the number community members should mainly be the result of young people joining the various activities revolving around TYP03.

Goal #2:

Keep our values and our good spirit

Although we want to grow as a community and professionalize as an organization, we want to maintain the good spirits and values that brought up this community.

The TYP03 Association wants to play an active and supporting role both strategically as well as operationally. It will defend an open, respectful and true mindset.

Goal #3:

Increase market share

When it comes to economic values the TYP03 Association wants to contribute as much as possible to allow the TYP03 products to increase their market shares.

This will involve a lot more marketing, PR, as well as collaboration with other organizations.

Goal #4:

Increase confidence in products

Confidence in products is key for our end users and decision makers.

Therefore, we want to contribute to all measures that ensure that products are introduced into the market more rapidly and that those products are more reliable and stable as well as of higher quality and easier to use.

We will collaborate with all stakeholders and coordinate and negotiate efforts where needed.

Goal #5: **Provide CMS industry insights**

Being at the head of industry development requires knowing a lot about markets, trends and competitors.

In order to keep an ongoing strategy process as well as providing all members with relevant industry data, our goal is to provide CMS industry insights.

Basic measures that are independent from scenarios.

In the following paper you will find three scenarios that are key to the future development of the TYP03 Association. Independently from these scenarios we have compiled two measures that we aim to implement in the next two years.

Measure #1: Marketplace

We want to establish a Marketplace for Extensions and introduce the concept of paid extensions.

By doing so, we will enable agencies that want to start a product-based business model to do so. As the association ensures quality and documentation, other agencies can benefit from hassle-free extensions. Marketing of TYP03 can benefit as well, as it is possible to market a broad functionality of TYP03 products.

Additionally, core functionality can be kept lean.

Measure #2: «Wooden Membership»

We would like to introduce a new membership model called «Wood Membership» which is priced at 1 EUR.

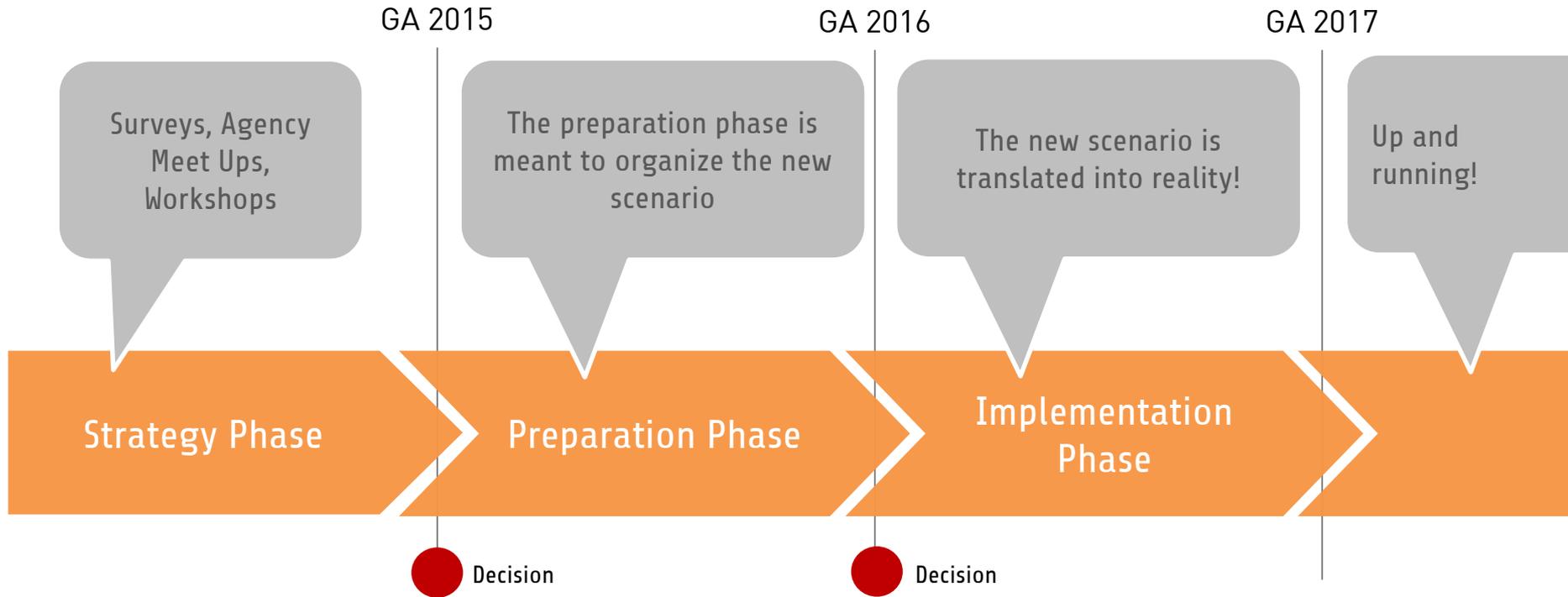
By doing so, we will include as many people as possible. We all will benefit from direct access to a broad membership base which we think is a prerequisite for an organization to be more democratic as well as transparent.

From a financial point of view, there is no advantage. To the contrary, we have to be aware that a larger part of the Bronze Members will degrade to Wood. The benefit is indeed to give everyone interested in TYP03 a voting right.

The overall process for a fundamental change in the TYP03 Association.

The Board and the EAB have outlined three scenarios the TYP03 Association could adopt. We will file an application to vote at the GA on which scenarios should be adopted and encourage people to come up with their own suggestions. (See procedures and deadlines in the invitation for the GA)

Process and Timeline



The first step is to choose one scenario, so the Board and the EAB can begin preparation of the measures needed. The application comes attached to a budget request in order to get the preparatory tasks done.

Scenarios for the Future.

In the following pages you will find three possible scenarios for the TYP03 Association.

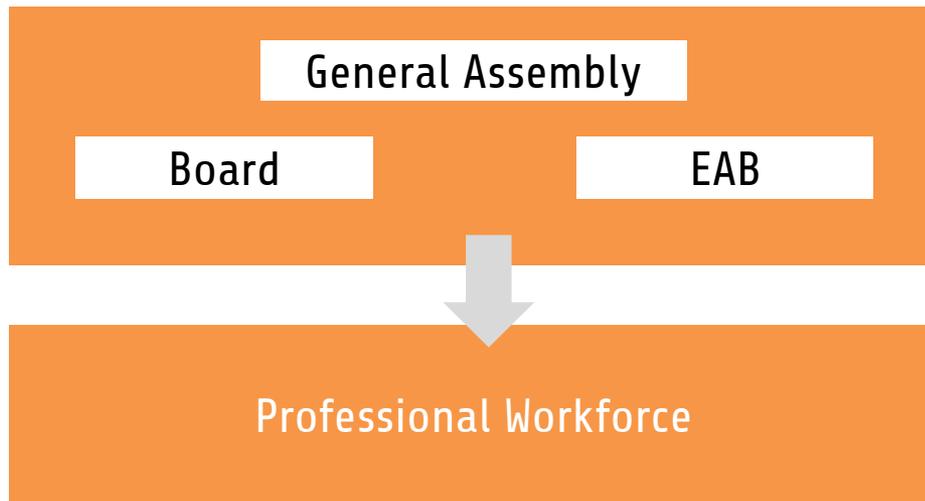
Scenario #1:

«Continue with the same structures»

In this scenario we would not change the structure of the TYP03 Association. This means that, in future there still would be the EAB and the Board.

We would work toward the defined goals with the existing structure.

Scenario #2: «Same structures as now with an additional professional workforce layer»

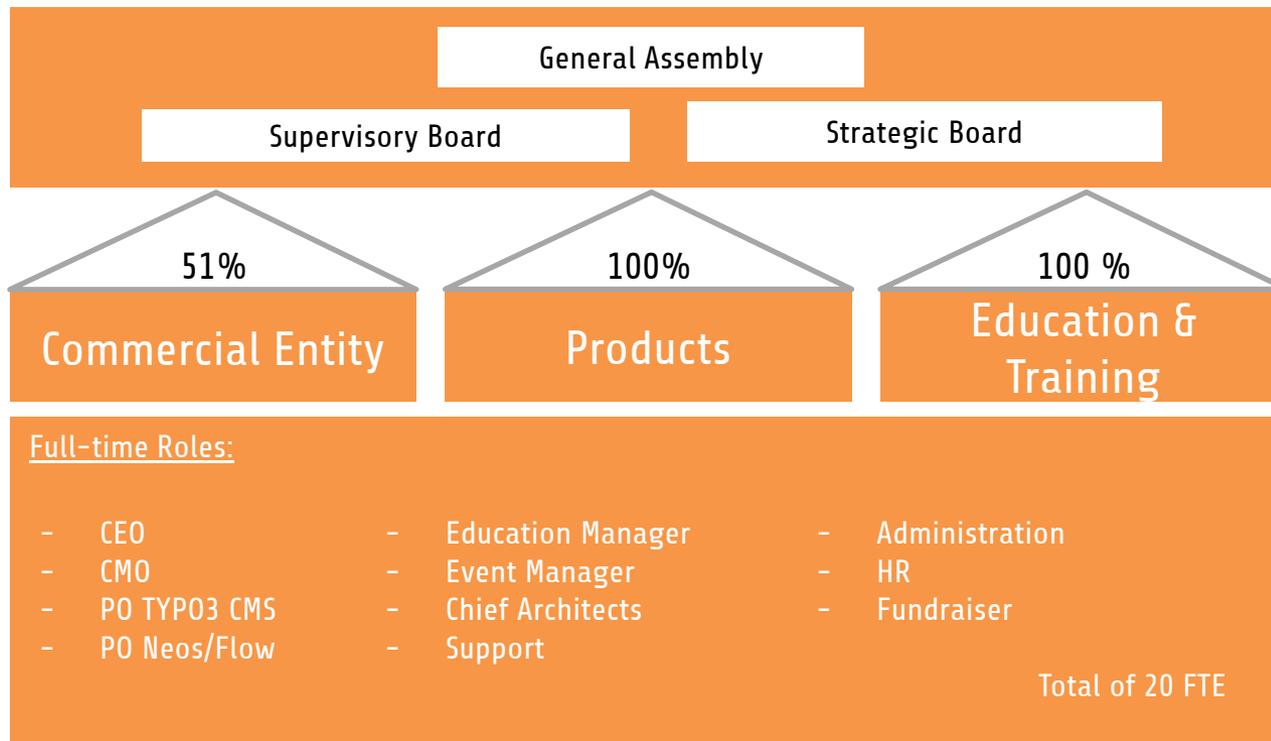


In this scenario the Association would end the traditional budgets but aim to have dedicated fulltime workforces for:

- Executive Secretary
- Marketing
- Fundraising
- Education
- Product-Product-Owners
- Events

The money coming in would be distributed to the full-time managers. These people need to organize sprints, material, etc. on their own budgets. They are not obliged to work in agencies or at competitors. It's really meant to be a fulltime position.

Scenario #3: «The TYP03 Company»



The Company model is the most radical one. The basic idea is that the TYP03 Association would be organized like a company and would provide all key services to the TYP03 community.

The structure on the left would be implemented. See next page for explanation.

1. Changes on the TYPO3 Association side

The association would change its structures to have an Supervisory Board (Aufsichtsrat) as well as a Strategic Board. The Strategic Board is responsible for continually procure market and industry insights and make this data available to the rest of the association members. The GA still is the highest body of power in the Association. The Executive Board is obliged to execute the strategy which the GA has decided upon.

2. Legal entities

Three or more legal entities will be founded in order to ensure operations. The reason why several entities are put in place is to reduce risk. All legal entities are fully owned by the TYPO3 Association except the Commercial Entity. This is to provide investors the possibility to invest. Alternatively, an Investment Entity could be set up.

3. The staff

The permanent staff would consist of different roles and people. All of them must be experienced and skilled and have the willingness to treat this venture as their own startup. It's unnecessary to mention that these jobs can only be paid at a market-oriented level, otherwise we will not get the «right» people.

4. The TYP03 House

In order to give TYP03 a home, an inexpensive building should be bought or rented. This space should provide office facilities for the company but should also provide space for all sorts of TYP03 gatherings such as code sprints, workshops, etc. It should be a single central place where people interested in TYP03 can come to and work, discuss and share everything concerning TYP03. This place should inspire people to share great stuff.

5. Permanent contribution

The aim of this place is to enable a constant stream of full-time contribution to the TYP03 project, regardless of whether this is code or, for instance, marketing. Every agency working with TYP03 can send their employees to a stage in the TYP03 House. Doing so, the TYP03 community will benefit as well as the agency as they can send their people to a place of innovation and collaboration.

6. Finding the right people

Finding the right people to do this is the most crucial part. We have come to the conclusion that the people involved need to be qualified and also must be free from other professional obligations. This means they cannot be stakeholders in the TYP03 Association and must have a 100-percent dedication to their TYP03 Company job.

7. Funding and Investing

Funding such a scenario must be seen from different perspectives. On the one hand, money for preparation and setup is needed, on the other hand cash is needed to operate the first year. Both of these investments can come out of the TYP03 Community as well as from outside. Currently, we estimate at least a funding of 2-4 million Euro, depending on how the details are to be executed.

We welcome any investor who does not expect a direct financial return and who is in agreement with our values. This means that any investor can only be seeking a strategic return, such as maintaining the product he is working with or fostering diversity in the CMS world. Technically, an investment would be installed in the commercial entity which could be co-owned up to a maximum of 49 percent. Potential inside investors could be agencies, potential outside investors could be large tech companies as well as governmental institutions. The long-term operations must be funded through the business itself. This means the members still pay membership fees; additionally, the TYP03 Association generates new revenue streams out of its marketplace, its partnerships, its events as well as from training and certification.

With a structure like this, it is impossible for anybody to take over the TYP03 Association. The property of the TYP03 Association will remain untouched.

Applications to the GA.

The application the Board and the EAB will file in a joint effort is as follows:

We ask the members of the TYP03 Association whether we should:

- a. Continue to work in existing structures, with existing funding? This will not require additional money.
- b. Prepare a change as described in Scenario 2 until the next GA 2016 at the latest. This will require a maximum of EUR 50K that would be taken from savings.
- c. Prepare a change as described in Scenario 3 until the next GA 2016 at the latest. This will require a maximum of EUR 70K that would be taken from savings.

This concerns only the preparation phase. A final “go” for the implementation can be given/declined at the GA2016 (or earlier).

Why should I come to the GA?

The changes brought up are profound and will make a difference to the TYP03 Association as well as to the TYP03 community.

We hope that as many of our members can come to the GA in person in order to vote on the applications – or bring up their own ideas that can be voted on the very same day.

We really want to change things for the good. We can do so, if we work together. A first step is showing up at the GA.

Contact.

Olivier Dobberkau | President | olivier.dobberkau@typo3.org

Michael Stucki | Head EAB | michael.stucki@typo3.org

Alain Veuve | Treasurer | alain.veuve@typo3.org

Discussion Forum:

<https://forge.typo3.org/projects/t3a-board-public/boards>