



The ongoing story of Online

How we got to here ... & where to go ?

by Michael Meeks

General Manager



Collabora
Productivity

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*“Stand at the crossroads and look; ask for the ancient paths, ask where the good way is, and walk in it, and you will find rest for your souls...” -
Jeremiah 6:16*

Online & LibreOffice – pre-history ...

StarPortal ~2000+ somewhen.

- ActiveX control – running in IE – talking to a Sun Server !
- Lots of UNO-ness to make it work, proprietary headless backend too.

May 2006 - Add vigra and supporting libs to OOO ([i65904](#))

- Thorsten Behrens @ StarDivision → “The only client today is module **basebmp**, which provides a software rasterizer.”
 - 27 files changed, 6078 insertions(+)
- Basebmp lasts a decade to **Jan 2016** → Caolan re-wrote to Cairo; still there in Apache OpenOffice

June 2007 - make svp plugin opensource ([i78931](#)) - philipp.lohmann

- “StarOffice has a headless plugin for the Unix versions, which we now want to relicense as LGPL to avoid duplicating efforts started by cmc.”
- Triggered by: vcl/unx/headless → started by Caolan @ RedHat ([i76958](#))
- Adds basebmp and much more ... in VCL alone:
 - 143 files changed, 12096 insertions(+), 388 deletions(-)

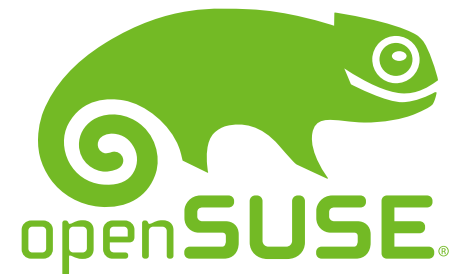
Online & LibreOffice – created ...


September 2010 → announce the idea of TDF

October 2011 → Paris conference ...

- Amazing amount of hackery from me @ SUSE to get a first gtk3 port working ... Cairo rendering, damage tracking, clipping: a sample git commit:
 - “gtk3: extensive X-orcisms performed, with some horrendous cut/paste code looks like the wild-west, needs incremental cleanup & re-factoring”
- Demo to potential Gov’t investor → no taker.

The SUSE era !



The logo for the LibreOffice Conference Milan, 2022. It features a green silhouette of a city skyline with several tall spires, resembling the Duomo di Milano. The text "LibreOffice Conference Milan, 2022" is written in white on a green rectangular background.

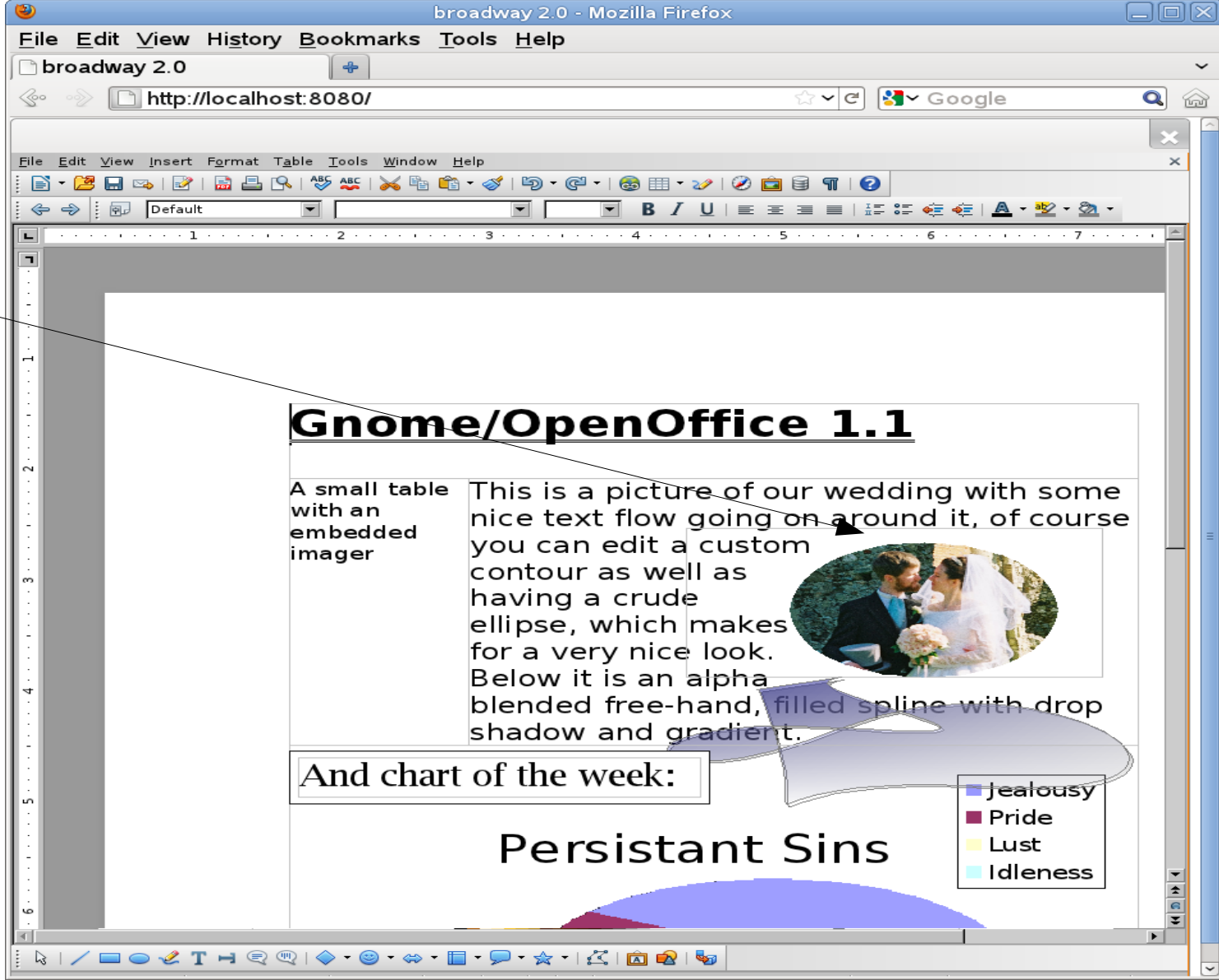
LibreOffice
Conference
Milan, 2022

1st LibreOffice conference October 2011 My slides:

Cloud Office ... technologies ...



- Uses gtk+ 3's / Broadway backend to render (via some javascript shims) in the browser:
 - All intelligence and rendering on the 'server' app.
 - **broadway.js** - < 3k LOC ...
- **Still a prototype**
 - rendering performance improving, but lumpy in places.
- This approach allows a full-feature experience
 - ie. complex text-layout, large, complex spreadsheets, WYSIWYG (eg. edit your footnotes on the page), VBA macros, Pivot Tables etc.



Example:

Custom contoured picture,
with text fill

Does that look
familiar ?

Gnome/OpenOffice 1.1

A small table
with an
embedded
imager

This is a picture of our wedding with some nice text flow going on around it, of course you can edit a custom contour as well as having a crude ellipse, which makes for a very nice look. Below it is an alpha blended free-hand, filled spline with drop shadow and gradient.



And chart of the week:

Persistant Sins

- Jealousy
- Pride
- Lust
- Idleness

LibreOffice On-Line conclusions ...

- ▶ It is a **prototype** ... cannot deploy it today
 - ▶ basic (prototype) functionality will be in 3.5 (Feb.)
 - ▶ server resource usage is not yet optimal, no hosted slashdot-proof PoC ...
- ▶ Code is all in public git:
 - ▶ `git clone git://anongit.freedesktop.org/libreoffice/core`
 - ▶ `git checkout feature/gtk3 ; configure ; make install`
 - ▶ `export GDK_BACKEND=broadway ...`
- ▶ Firefox 4 (with websockets enabled): grab a FF sticker !
- ▶ Thanks to **Alex Laarson** of **RedHat** for: gtk+ / Broadway

Quite possibly gtk+ Broadway [still works today](#).

Online & LibreOffice – TDF setup...

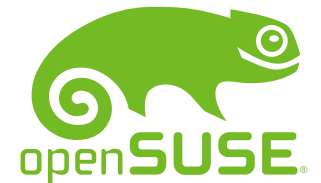
Feb 2012 → FOSDEM – shows gtk-broadway + **Android** hacks.

- Tor Lillqvist did much of the heavy-lifting work here.
- I was up incredibly late hacking together with Kendy
 - night before - trying to get Android working ...

LibreOffice in a browser & on Android - pre-dates TDF ...

Feb 2012 → TDF founded

The SUSE era ...



LibreOfficeKit ...

My vision:

- Make LibreOffice **really** easy to consume & re-use
- UNO great for scripting – not easy to re-use.
- A header-only C library – with C++ wrapper

Author: michael.meeks@suse.com

Date: Tue Mar 5 13:16:36 2013
+0000

liblibo: create initial liblibreoffice.

Subsequently renamed to
LibreOfficeKit



Used initially for 'loconv'

- High-speed file-format conversion
- In-process, rather than remote-UNO to manage soffice binary.

LibreOffice exposes magic entry point:

- `libreofficekit_hook (_2)` – we `dlsym` and pull it out.

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LibreOffice
Conference
Milan, 2022

FOSDEM: Feb 2012 ...

A glimpse into the future:

“In the future, Cloud computing **will be** the **only** choice”

“Successful businesses may soon have no chief executive, no headquarters, and no IT infrastructure”

The Telegraph [interviewing](#) Nick Martindale

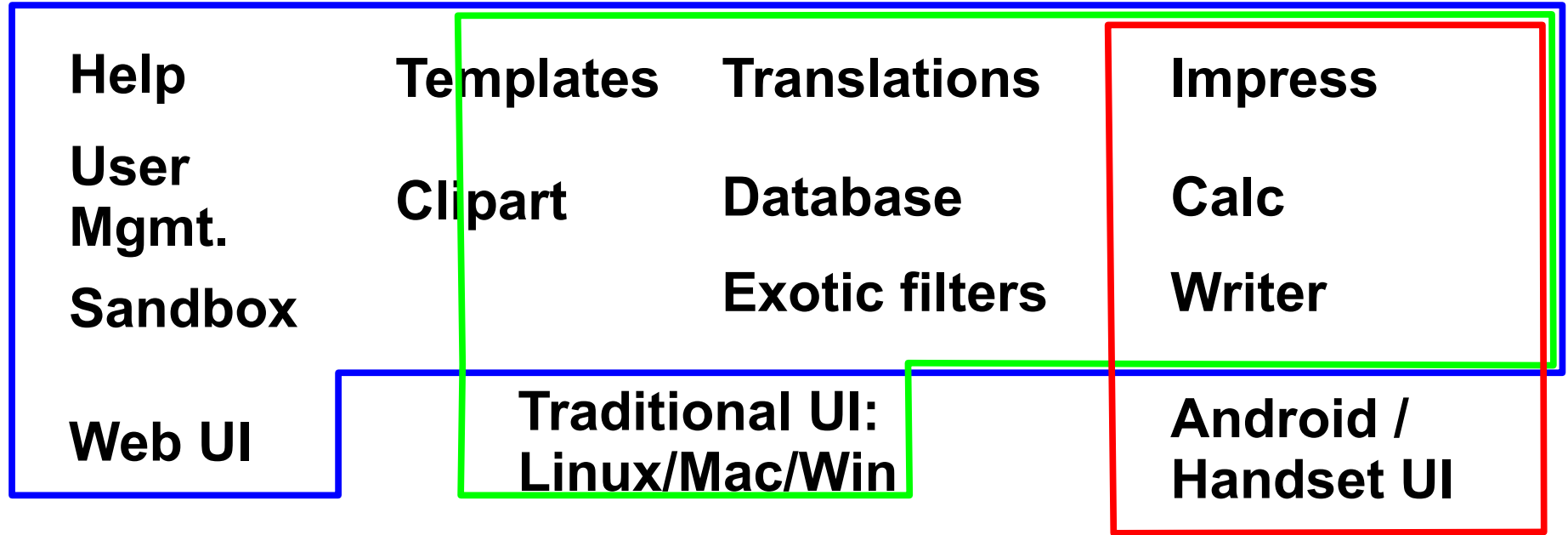
a FOSDEM 2012 slide ...

Not a terribly new idea:

*“Every kingdom divided against itself will be **ruined**,
and every city or household divided against itself
will not stand” -Matthew 12 ~30AD*

A design that re-uses code ...

- ▶ Cut one feature to share the rest: the off-line web app








- ▶ 95% of code shared, most featureful is the web app !

Show me the code !

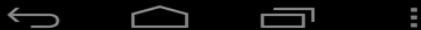
- Shipping out of the box in **LibreOffice 3.5**
 - Work continues on master; -plenty- to fix.
- To use a modern browser ie. v7 websockets
 - you need master gtk3+
 - or an update to openSUSE 12.1
- Otherwise – that's it:
 - `git clone git://anongit.freedesktop.org/libreoffice/core`
- Hacking help **very much** appreciated
 - Plenty of VCL/gtk3/rendering bugs
 - no browser required.

File Edit View Tools Window Help

 LibreOffice 3 Text Document Spreadsheet Presentation Open... ▾ Drawing Database Formula Templates...

Prototype

- ▶ So far – font rendering is a challenge
- ▶ Red to Orange debug funkiness comes by default !
- ▶ Fonts – confused ...
- ▶ But – more encouragingly Tor has scads of unit tests running ...



Online & LibreOffice – Collabora ...

Sep 2013 → Collabora spun out of SUSE ...

- Other teams suspect having too much fun mobile / web hackery ...

“Finally free! ...

to do exactly what our customers want”

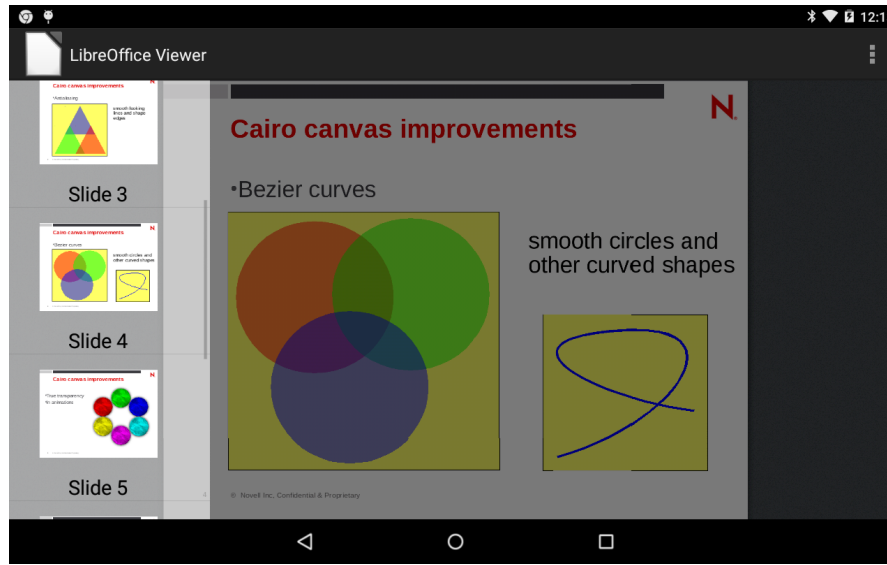
Oct 2013 → CloudOn signed up: *“mobile support”*

- CloudOn – brought Microsoft Office to the iPad etc. ...
 - When that went south: LibreOffice !

Online & LibreOffice – Smoose ...

May 2014 → Smoose funds LibreOffice Viewer Application for Android

- Mozilla Fennec / LibreOfficeKit tiled rendering (cf. CloudOn)
- *“SUSE provided a key foundation of cross-platform support, with Google Summer of Code contributions from Andrzej Hunt and Ian Billet, along with improvements from Igalia S.L., and core components by Mozilla Corporation.”*



Online & LibreOffice – TDF ...

Dec 2014 → TDF funds Android Editing work (Eur 84k)

- A tender to: *"develop the base framework for an Android version of LibreOffice with basic editing capabilities"*.
 - Extending LibreOfficeKit API – with editing events.

Jan 2015 → CloudOn acquired by DropBox & exits LibreOffice ...

LibreOfficeKit – UI users ...



LibreOffice Technology

GNOME Documents ...

- Viewing arbitrary documents ...

June 2015

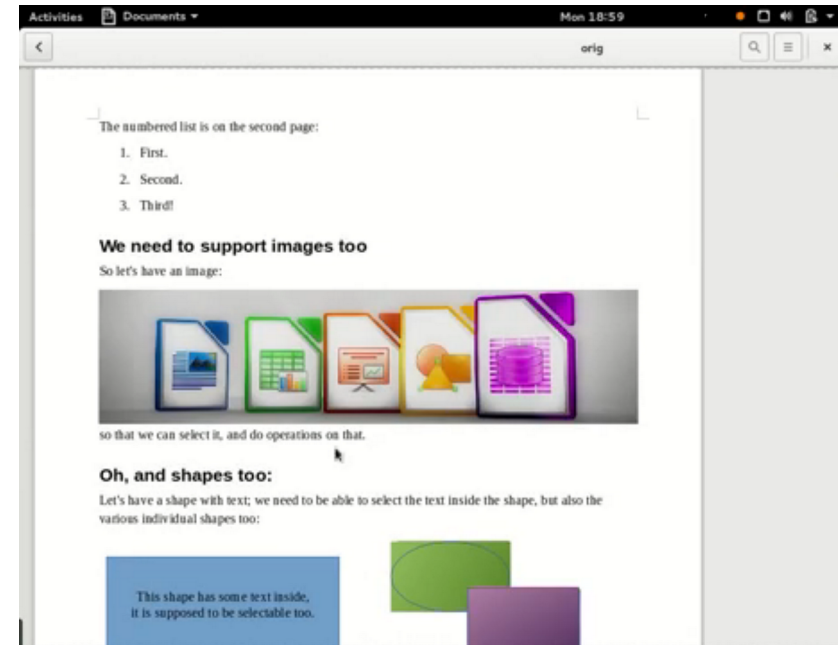
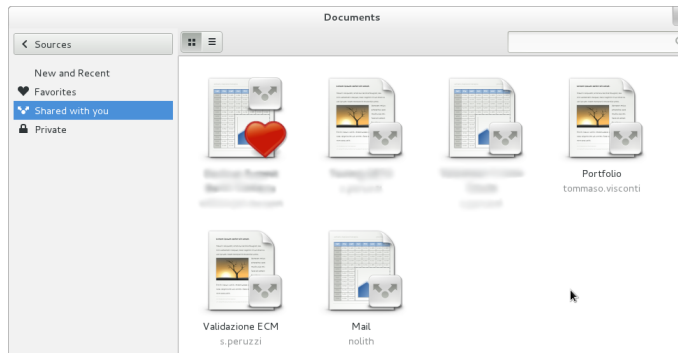
- [Initial preview](#) from Pranav @ Collabora

Author: Andrzej Hunt <andrzej.hunt@collabora.com>

Date: Thu Jun 12 17:38:10 2014 +0100

Implement LibreOfficeKit gtk+ viewer widget.

Very basic, but works.



Online & LibreOffice – IceWarp ...

March 2015 → IceWarp

- Investment into creating alternatives → LibreOffice Online
 - *“IceWarp and Collabora will work alongside over a thousand existing LibreOffice contributors to implement the whole online editing portion of the software, including the server-side provided by LibreOffice, and the client front-end based on HTML5 technology.”*
- IceWarp → exited LibreOffice **Jan 2017**

Dec 2015 → ownCloud – partnership around CODE/COOL



CODE
Collabora Online
Development Edition

July 2016 → Nextcloud – partnership

Online & LibreOffice – Progress

Nov 2016 – CODE 2.0

- Collaborative Editing ! ...
 - ownCloud, Nextcloud, Pydio supporting ...

Dec 2017 – CODE 3.0

- Brings full-feature (pixel based) dialogs to the web client
 - “Format → Paragraph” etc.

Feb 2019 – CODE 4.0

- HiDPI support, prettier-toolbars, shape insert/edit, basic mobile support

Online & LibreOffice – iOS

Nov 2019 – Collabora Office on iOS

- [First version](#) of mobile / tablet UX for iOS
- *For the first time there is a free / open source office suite available on iOS: Collabora Office, thanks to the efforts led by Adfinis SyGroup and Collabora.*
- re-built from scratch with Online

Mar 2019 – Unipoll

- Becomes clear existing thread-heavy model is un-debuggable & un-maintainable.
- I have to substantially re-write this on the brink of release. Now – 1 thread per doc in coolwsd, and Kit.

Online & LibreOffice – Android

Dec 2019 - CODE 4.2

- Sidebar chart functions, formula wizard, new theming, icons, in-line table editing handles, TOC support

Dec 2019 – Collabora Office for Android (Beta)

- Shared / responsive UI with Online & iOS versions
- Based on a completely refreshed approach:
 - no Fennec, little Java, a Web-view to a local coolwsd – as per iOS

Online & LibreOffice – android app#1

Dec 2020 – TDF Android app dropped from Google Play

- On 01/04/2020 10:04, Mike Saunders wrote:
 - > As you probably know, we quietly removed LibreOffice Viewer from the
 - > Play Store before Christmas, as its **reviews were really bad** and it
 - > hadn't been updated since April 2018. We talked about is here on the
 - > mailing list, but didn't make a big public communication about it.

Since had some maintenance:

- Android/ since Dec 2020 → 128 commits
- 118 – Michael Weghorn ...

Online & LibreOffice – Board vote

[board-discuss] Public agenda for TDF board meeting on Friday, May 22nd at 1300 Berlin time (UTC+2)

- **Inform/Discuss: Ecosystem & Sustainability (Michael & Thorsten, All 15min)**
 - *Board wants to be more transparent about decisions*
 - *that is good, but we need to publish more data.*
 - *please listen, absorb - everything we say will be in the minutes or published later:*
 - *questions / challenges possible at the end.*
 - **subsequently picked up by theregister (in an unfortunate way)**
- **Voting on proposal of Paolo: (Paolo, Board members 15 minutes)**

Why buy COOL in 2020-05

Common to Collabora Office:

- Support, SLA, Product Management etc.

LibreOffice Online & CODE → remind large users

Access to stable Binaries – cf. RedHat Enterprise Linux

- Were LibreOffice Online dev snapshot images – but not **stable**.

Docker images & docker img. build instructions

Collabora install/setup/scaling documentation

This is an unsupported version of LibreOffice Online. To avoid the impression that it is suitable for deployment in enterprises, this message appears when more than 10 documents or 20 connections are in use concurrently

[MORE INFORMATION AND SUPPORT](#)

Online & LibreOffice – Paolo’s vote:

“Enable the infrastructure team to **deliver** the following **packages with TDF and LibreOffice branding**:

- *docker images*
- *ownCloud connector (from which we have already got confirmation of acceptance) for LOOL*
- *once that is in place I will ask NextCloud for the opportunity to do the same*
- *Univention marketplace packages for LOOL*
- *all packages and connectors will be maintained and updated on a monthly basis unless urgent patches/bug fixes are required sooner*
- *the **latest stable** version of LOOL code will be used to build the images*
- *...*

Advice from “Open Sources”

Bob Young – Founder of RedHat (sold for \$34 billion)

“How Do You Make Money in Free Software”:

"No one expects it to be easy to make money in free software. While making money with free software is a challenge, the challenge is not necessarily greater than with proprietary software. In fact you make money in free software exactly the same way you do it in proprietary software: by **building a great product, marketing it with skill and imagination, looking after your customers, and thereby **building a brand** that stands for **quality** and **customer service**."**

Marketing & Branding is key

The basics:

- Marketing generates Leads → Sales sell to Leads → Money ... → make FLOSS
- Lead flow is fundamental to business
- Hunting / Marketing – also possible:
 - conferences, direct-mail, etc. → don't work well.
[read more in my epic on vendor neutral marketing](#)

Marketing vs. our code as “Free as in Beer”

- Using the very well known community brand is excessively hard.

Online & LibreOffice – Paolo’s vote:

“Enable the infrastructure team to deliver the following packages
with TDF and LibreOffice branding

...

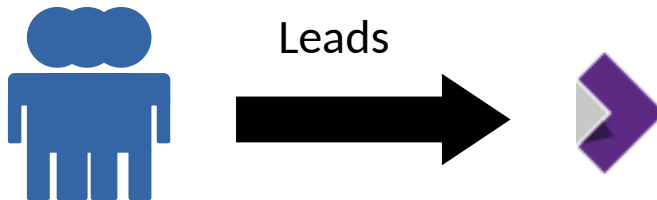
- **LibreOffice branded documentation/help** files should be created to make it as easy as possible to install docker images/Univention packages
- TDF's LOOL packages will be free and supported only by the community.
No paid/support options will be made available by TDF
- In the download page it will be made clear that if LOOL is used in enterprise environment support options are available through the members of TDF's ecosystem
- At a later stage eventual limitations in terms of concurrent users/documents will be discussed.”

Vote pulled at the last minute ... explanations for that differ.

Marketing plan ...

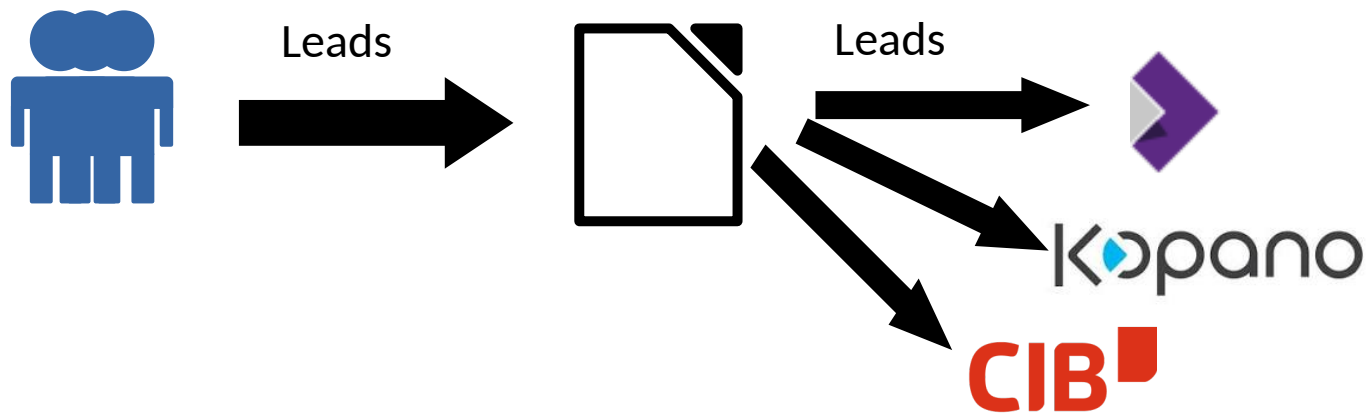
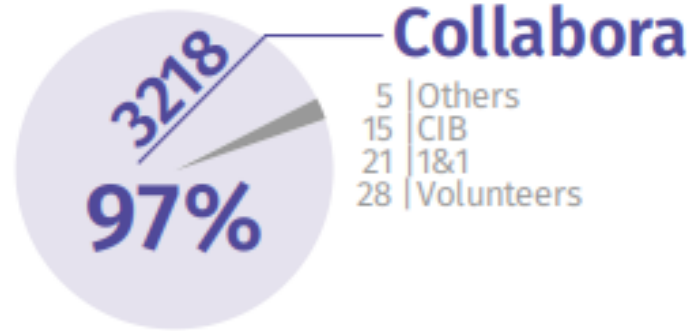
Before doing this: create a marketing plan

- Reasonable idea → if TDF crushes lead flow
- **Idea:** replace it with something



From

2020: Online commits
By affiliation (last year)



To ?

What will Kopano contribute to LibreOffice Online?

To help establish LibreOffice Online as a standard technology for open enterprises, Kopano has joined The Document Foundation Advisory Board.

October 2017 - Rome

We want to do our part in reaching this goal and contribute towards the following areas:

Improved user interaction

We have always tried to ensure that our applications are easy to understand and use. We look forward to contributing to LibreOffice Online in this area.

Package access

Kopano's LibreOffice Online installable packages will be easily available for a variety of Linux distributions, making it simple to start using LibreOffice Online and to stay with up to date with the latest version.

Sharing experience

By joining the Advisory Board of The Document Foundation, Kopano will offer experience and insights to improve the presence of LibreOffice Online.

Collabora recruited Kopano - implemented lots of changes for them,

For a time they were listed ahead of Collabora in the TDF Online page.

no sustained contribution.

Marketing Plan ...

Sticking points:

- Where do the leads go ?
- How do we make that fair ?
- What legal risks does this create for TDF ?

When to start doing it ?

- Should we see if this works before trying it for Online ?
- Or should we just believe it works !?

Try it for LibreOffice Desktop - Moral suasion:

- 'Home' → 'Personal' → 'Community' - watered down / removed Help→About ...

**Destroying business confidence
is easy. Creating it is hard.**

*Imagine you had invested your
entire life's earnings here.*

Online & LibreOffice – the Move

Sep 2020 – CODE 6.4 – using LibreOffice versioning

- Notebookbar, PDF annotations, etc.

1st Oct 2020 → [an Online move](#)

This is primarily a change of presentation, that can un-pick a big knot of badness in the LibreOffice community. It is primarily driven by the need for continued investment in Online, in addition to the huge effort that Collabora and our partners have put into the product to date.

In our view it is the best solution for both LibreOffice and Collabora. If the move is handled sensibly we can look forward to a bright and co-operative future.

Why buy COOL post move

Common to Collabora Office:

- Support, SLA, Product Management etc.

Access to stable Binaries - cf. RedHat Enterprise Linux vs. Fedora

- CODE binaries are publicly available ... COOL not.

Changed to now public:

- Documentation & Docker images
- Binaries that can be used at scale

Lead generation done via brand awareness ...

Online & LibreOffice – the freeze

Dec 2020 1st (+2 months) – LibreOffice Online frozen

- **no commits** since the Move (or Fork?)
- A split vote – Chair’s casting vote carried it.



Mar 2022 – Atticization process approved

“The “attic” is a special area of TDF's infrastructure where part of the code/documentation/translations, which is not being actively developed, can be stored.”

*“A part of the project that is actually present inside the “attic” **can be moved back** into active development, whenever sufficient interest around the code emerges.”*

“A sufficient number of developers ... each 5-10 non-trivial commits over the span of at least three months ... Once clearance has been granted, both ESC and BoD will vote etc.”

Online & LibreOffice – atticization

ESC 2022-06-02

- “Heads up on Atticization proposal
 - + proposal would be to think about this for a week (Miklos)
 - + formal vote next week.”

ESC 2022-06-09

- Discussed – security issues, no contributions, clear path to de-atticize etc.
- **ESC vote** (very rare) - +9 no concerns, 6 abstain → passed.

July 2022 – Board Decision: Delayed atticization for LibreOffice Online

- *“the board resolves to postpone formally atticizing Online for three more months. Unless the de-atticization requirements [1] (3 different developers contributing non-trivially) are fulfilled by then, and/or if necessary binding corporate commitments are not made by 2022-10-01, Online will be automatically moved to the attic.”*
 - Result of vote: 2 approvals, 3 abstain, 1 disapproval.

Online & LibreOffice - freeofficeonline

Andreas Mantke's

- 2022-06 E-mail “**Work on Updated LOOL**”
- “freeofficeonline” git repo on github.
- Took Collabora Online repo from June 2022
 - **+20 months of feature work** from the COOL team
- 1st commit: add “*This file is part of the LibreOffice project.*” to all headers [!]
 - Renamed a number of files COOL → LOOL
 - changed some strings
- Continued to take COOL commits – tweak, and merge.

Silliness around breaking iOS / webkit & presentations in core.



Online & LibreOffice - OxOffice

OSSII have long had their own fork of LibreOffice & LOOL

- Good: building their own brand.
- **Hard:** tracking code-base: checkout/change /create new repo / check-in

```
Author: Tor Lillqvist <tml@collabora.com>
Date: Thu Jan 21 14:39:10 2021 +0200

Add caching of tunnelled dialog images

The same cache size is used in server and client. The caches use the
invalidation algorithm. Pass the hash of the pixmap in the
windowpaint: message. The client stores dialog images in its cache.
The server stores hashes of the images. When the server knows that the
client already has an image cached, it sends just its hash and the
client will use the cached image.

Pass the size of the cache to the client so that we don't have to keep
the the cache size synchronised in two places in the code.

Change-Id: Ie6cbfca79a9ede48fcc115e3acc669b925bb624e
Signed-off-by: Tor Lillqvist <tml@collabora.com>

commit cb63bb6bed2492f54a141424fe79e27e4c7964f2
Author: Tor Lillqvist <tml@collabora.com>
Date: Mon Jan 25 13:35:57 2021 +0200

Log the DEBUG messages from client with LOG_DBG and not to s
```

```
commit 8195683f03cebaba6789a1b63c1acdbadbda78e7
Author: Firefly <firefly@ossii.com.tw>
Date: Sun Sep 5 20:09:08 2021 +0800

Add caching of tunnelled dialog images

The same cache size is used in server and client. The caches use the
invalidation algorithm. Pass the hash of the pixmap in the
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commit f3024b01ace6897155073439ea06695f6b3248d7
Author: Firefly <firefly@ossii.com.tw>
Date: Mon Aug 30 14:46:12 2021 +0800

列印或匯出 PDF 檔案時，若 oxool 沒有啟用列印浮水印
才詢問使用者是否加浮水印
```

Who wrote what ?



Online & LibreOffice – framing...

A maximally unfair & polarizing framing:

- “Collabora ‘stole’ Online from TDF”
 - Theft metaphor familiar from eg. “*Taking the credit*”

We invested a fortune in writing FLOSS

- We contributed it & worked together with others
- When pushed into a corner – we left: TDF is a community project
 - People need to want to be here.

Lets get real:

- Others take our code, remove our names / credit, contribute little new of value.
- And also try to use the community brand to kill our lead-flow → business ...

We did do something useful during COVID !?

What changed with the move:

- Unlimited, easy-to install binary builds: packages, docker images.
- Detailed public setup & install documentation
- Removed this warning:

Collabora helped many schools, universities, companies

- They continue to fund development today → thank you to them!

TDF can & could still help of course [!]

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[MORE INFORMATION AND SUPPORT](#)

Online & LibreOffice – a footnote ...

Footnote: LibreOffice rocks

*In case people got confused, it is worth saying that LibreOffice is an **outstanding piece of software**, produced as part of a wonderful, wide community by some of the best **developers, translators, documentors, etc.** you're likely to ever meet. We see LibreOffice as having as a **bright future** in two ways:*

- 1. as a great, rich desktop & laptop product (as now)*
- 2. as a core LibreOffice technology - provided via LibreOfficeKit and UNO APIs - as a re-usable piece of Office awesomeness that can be built on by other projects and companies like Collabora, CIB, and many others to build new & valuable products.*

We commend it to you, if you've not tried before why not:

<https://www.libreoffice.org/community/get-involved/>

LibreOffice Technology ...

Sep 2021 - Italo's:

- “LibreOffice Technology, a FOSS platform for personal productivity”
- An extremely helpful way of presenting the joint synergy & goodness here:
- Good community crediting.



LibreOffice Technology

Crediting LibreOffice Technology

- Help → About

Collabora Online ×



COOLWSD version:
22.05.0.1 (git hash: [b1f3c4b5](#)(E))



LOKit version:
built on [a great technology base](#)
Collabora Office 22.05.4.1 (git hash: [c5df13a](#))
Served by: openSUSE Leap 15.3 [999936f5](#)
JSDialogs: [View widgets](#)

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Community Credits

Collabora Online & LibreOffice Technology

Collabora Online is built on the amazing LibreOffice Technology stack,

and many of our community are active contributors to LibreOffice – having created the LibreOfficeKit APIs to enable people to easily re-use the core document editing and rendering technology. Please do read more about LibreOffice Technology

[LibreOffice Technology](#)

you can also get a list of credits and contributors to LibreOffice here:

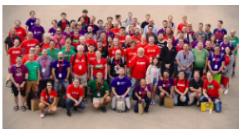
[LibreOffice Developers](#)



LibreOffice Technology

The people behind the scenes

LibreOffice is created by a very large group of amazing contributors:



Localization: Contributors

Many thanks to all those who have worked on translating Collabora Online, you rock!

[See all the contributors](#)

Many thanks to all those who have worked on translating LibreOffice!

[See all the contributors](#)

Online & LibreOffice – a history

Nov 2021 – CODE 21.11

- Based on LibreOffice 7.1 + back-ports
- Sidebar re-write using JSON description of dialogs
- Async save, much faster multi-user editing,
- New year-based versioning

June 2022 – CODE 22.05

- Based on LibreOffice 7.3 + back-ports
- Released with new formula bar, Delta compression, a11y check, content-controls, jumbo-sheets, spark-lines etc.

Online & LibreOffice – Nextcloud

Nov 2021 - Nextcloud Office

- [LibreOffice Technology as default:](#)
- *But the highlight of this release is Nextcloud Office, our now standard office suite, developed in collaboration with Collabora Productivity!*
- *Our goal was to supercharge office in Nextcloud, bringing deeper integration than ever before. We have been working on this with a shared team with Collabora Productivity and Nextcloud Office will be the default office suite in Nextcloud.*
- Ongoing joint work on UX & improvement

Marketing Plan retrospective

Are you on tdf-internal: you should be:

- E-mail: “Marketing Plan – a numerical update”

“ So: the interesting question is: what is the impact of that change in sales on the ground ? I was curious - since even though the brand change and moral suasion was diluted to something very weak - there were also changes to the LibreOffice website to encourage business-folk to think of using a supported version. Thanks to Mike & Italo for their work there.”

“The data is now in; of course enterprise sales cycles take a while - but after a year+ we should see an impact I hope.”

“In the relevant time period we haven't significantly changed lots of the variables:”

*“**I don't notice any change** in 2021-02. Nor when 'fresh' became 'still' (and thus Community branded) later that year in 2021-08.”*

“That's sad. “

- Not obvious what to do about that ...

Where to go next ?

Improve the status quo:

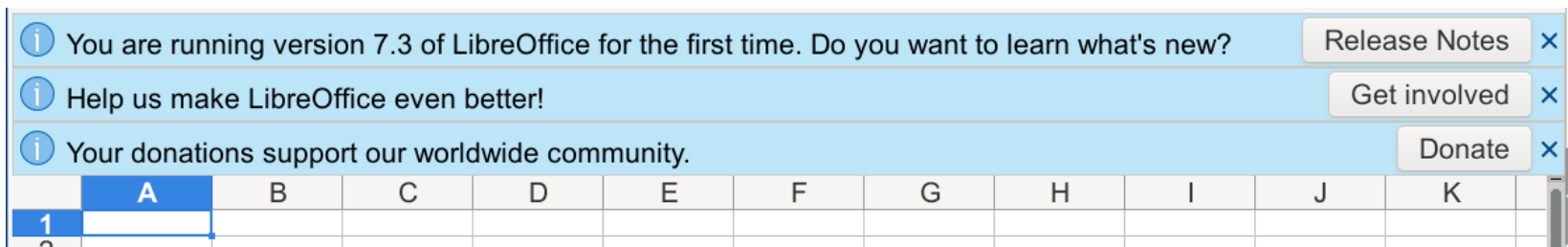
Free as in beer concerns:

- Hungry school-kids in Africa need free binaries
 - They can use CODE – TDF does.
 - Or: Collabora can support – just ask:
 - Educational pricing – 25% already
 - joint programme ? Go up the chain:
 - Needs hardware – and Nextcloud/ownCloud etc.
- **Clearly someone needs to pay something → how do we mediate / manage that ?**

Strategic accounts:

eg. a Trustee's local school ?

Some process ?



A calmer world post-atticization ?

Better joint promotion of LibreOffice Technology

- Collabora love LibreOffice – Welcome dialogs etc. ... ?
- We like to promote the brand, the technology, tell people about it

Need clear legal rules on that

- Credible, trustworthy & enduring commitments are hard here ...
- Binding future boards is hard – boards agreeing is hard etc.

Love the TDF marketing team:

- We can work more closely – case studies / etc.
- Collabora is a LibreOffice success story – there can be more.

Other thoughts ?

Perhaps: A new and more effective marketing plan ?

- Do we want to re-open this can of worms ?
- Try to persuade the Desktop users that more of them should pay ?
 - Use the experience to drive Online development ?
- A massive up-hill struggle
 - Not clear the plan works
 - Not clear that TDF is a good foundation to build a business on cf – CIB experience.

Perhaps: Take the hit, badly hurt our developer-base, but ... ?

- Give Free as in Beer – LibreOffice branded software away ! Now !



Thanks & Discussion

“Although we are capable of great acts of kindness, history teaches us that we sometimes need saving from ourselves - from our recklessness or our greed.

God sent into the world a unique person - neither a philosopher nor a general, important though they are, but a Saviour, with the power to forgive.” - Elizabeth II, 2011



by Michael Meeks

What in common?: Sun, Oracle, Smoose, SUSE, CloudOn, IceWarp, Kopano