Strategy Update

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Metrics and Activities Meeting, September 4, 2014

What is Strategy?

*“Strategy is the creation of a **unique** and **valuable** position [that can be **preserved**], involving a **different** set of **activities**.”*

Michael E. Porter, HBR

What is Strategy?

Vision (unique position)

Leadership (enforcing trade-offs, limit what we do, communicate)

Operation (combining the right activities, creating fit, clarify responsibilities)

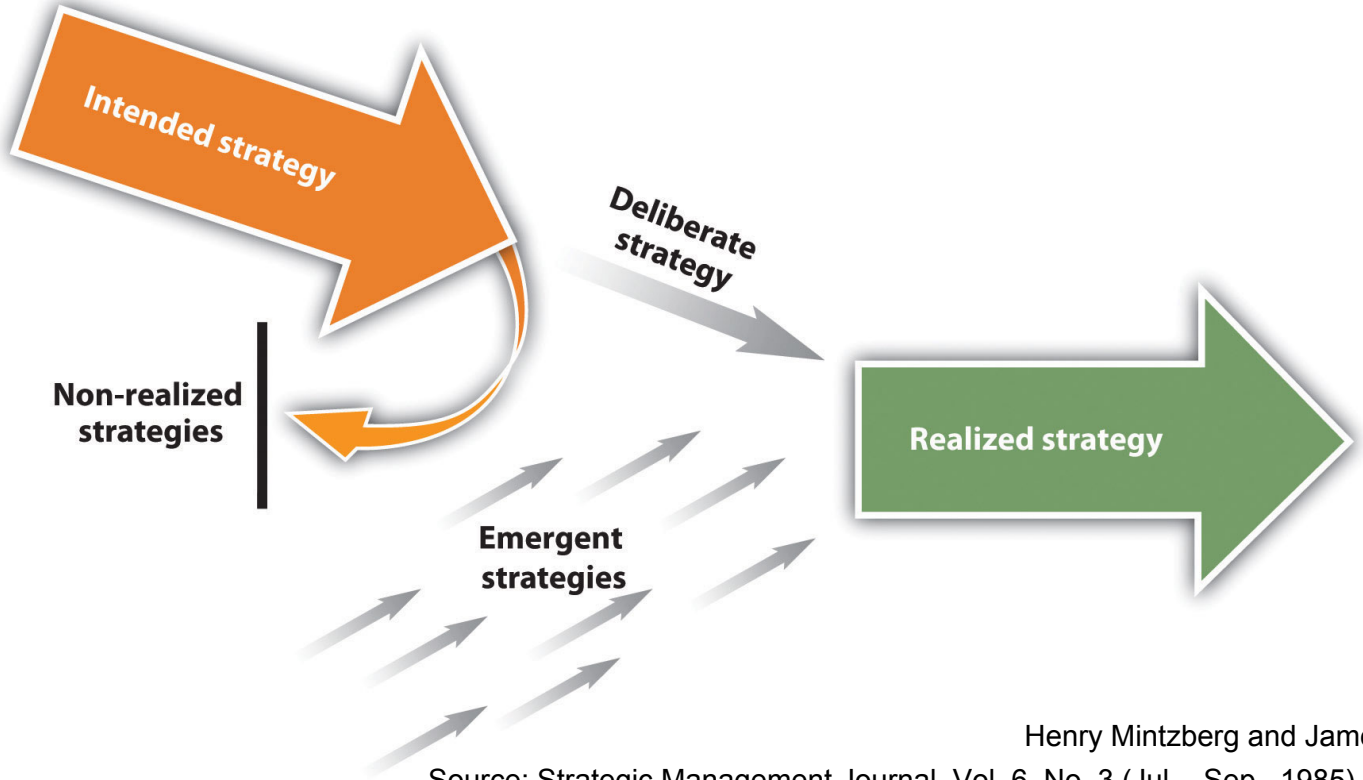
Last Strategy (2009-10): the good

- Large-scale data gathering process
- Large community participation
- Professionally done

Last Strategy: the bad

- Not a strategy, but a set of goals
- Static, not adoptable
- Unrealistic (goals not based in true projections, ex. female %)
- Misaligned with execution (ex. diversity)

Strategy is a Practice



Henry Mintzberg and James A. Waters

Source: Strategic Management Journal, Vol. 6, No. 3 (Jul. - Sep., 1985), pp. 257-272

Where we are ..

- What makes us unique?
- What activities play to our strengths?
- And which ones do not?

.. and where we are going

- Platform or destination?
- Data or encyclopedic knowledge?
- Mobile-first, mobile-only?
- Integrated or stand-alone?
- Unlimited options..

If Wikidata was sweet, sweet candy

- Data and facts
- Encyclopedia
- Research
- Editorial
- Opinion

Focus on the encyclopedia, or beyond?

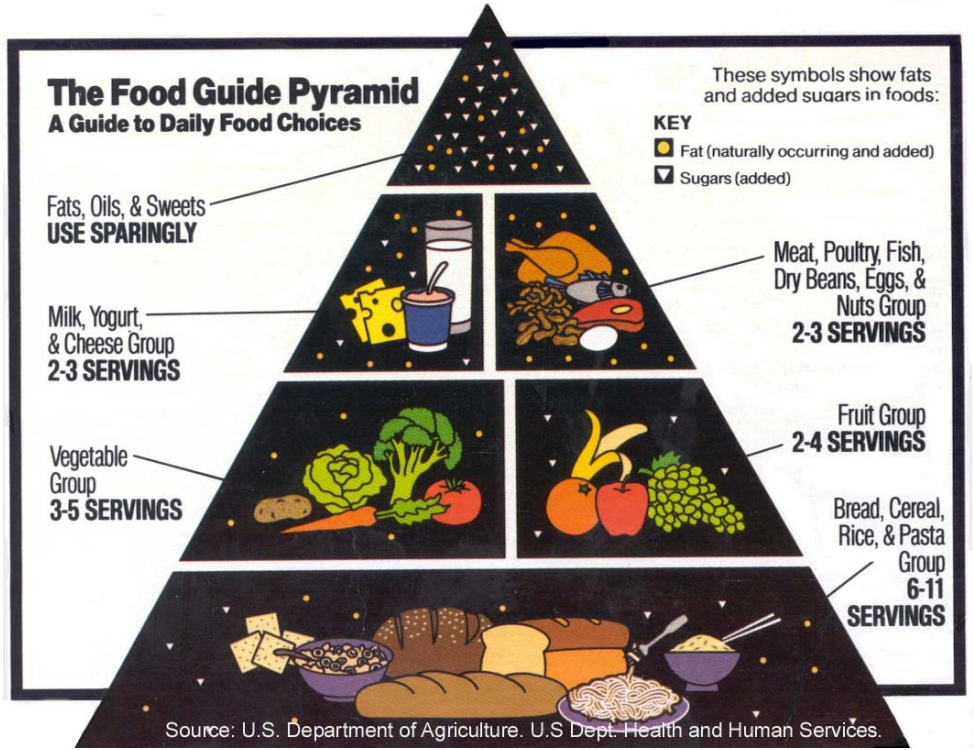
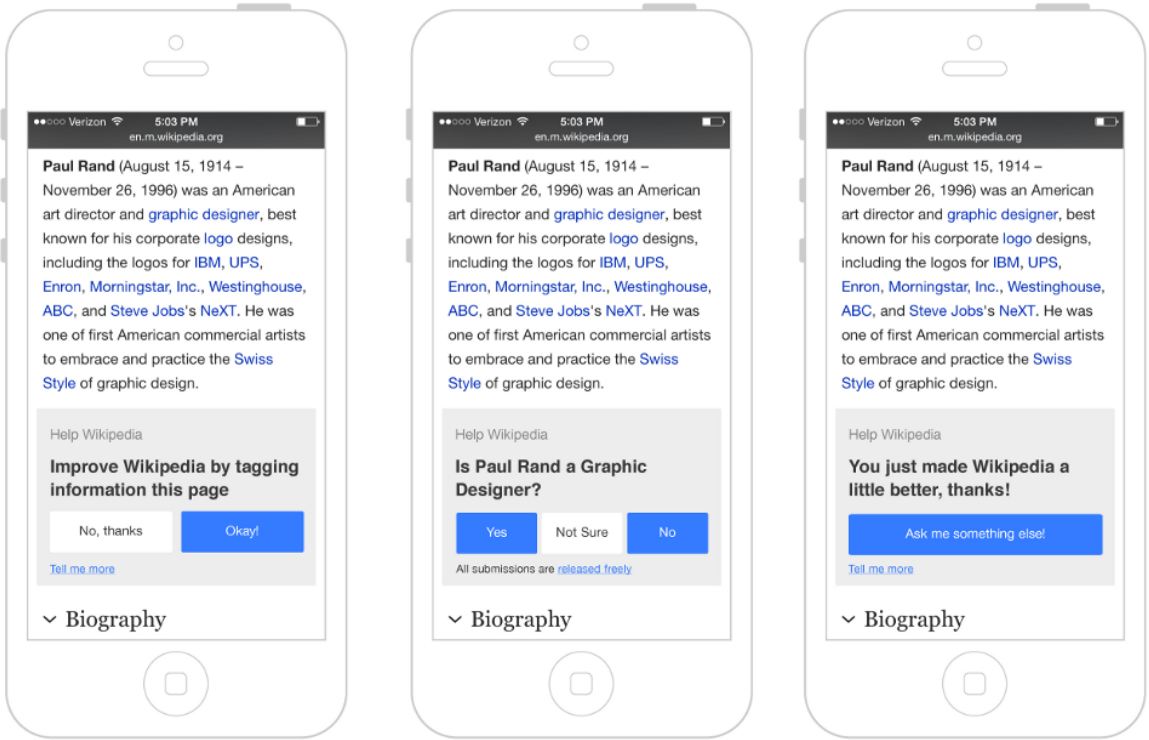


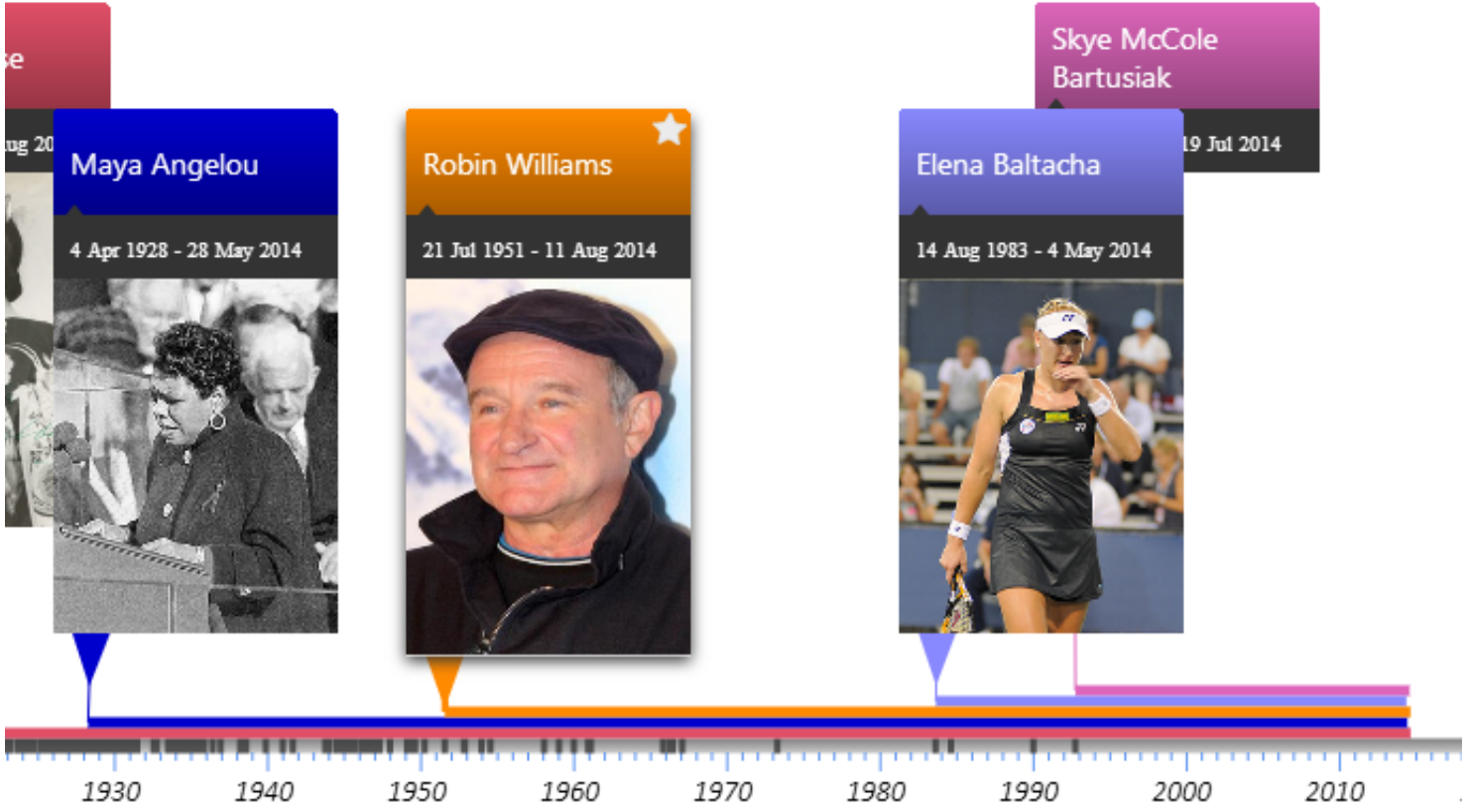
Image: Public domain

WIREFRAMES v1.0

Wikidata Binary Questions



Screenshots include text from en:Paul Rand, by Wikipedia contributors, under CC-BY-SA 3.0



Screenshot of Histropedia, using: "Angeloupoem" by Office of the White House. Public domain / "Robin Williams 2011a (2)" by Eva Rinaldi, under CC BY-SA 2.0 / "Elena Baltacha" by Christian Mesiano, under CC BY-SA 2.0

Magnus Manske (Photo by Daniel Schwen, CC-BY-SA)

Early observations

We need to ..

- create preconditions for anyone to build amazing things that we cannot imagine.
- partner with volunteers so that innovations do not languish.
- be a client of our own platform, and own the core experiences.
- think beyond editing (and knowledge) as it is today.
- prepare for the world and the users of tomorrow.

Strategy deliverables

- Statement of direction
- Public, participatory process for ongoing iteration
  - Regular review of internal/external context
  - Regular synthesis of what we learn from our work
- Updated scorecard (reportcard), with annual and quarterly view

.. this is where you come in

What we will ask from you

- Brainstorm how people’s interaction with information, technology is changing
- Identify external opportunities, threats
- Map out internal strengths, weaknesses
- Influence metrics and high-level goals
- And then let’s make it happen

Strategy key milestones

June 16-17	-- Senior mgmt offsite & team assignment (Erik & Geoff)
July 21-22	-- Strategy offsite & v0.1 strategy framework
July 21	-- Executive review of 0.1
August 1st	-- Board review of 0.1
August 25-27th	-- Management rollout of 0.1
September	-- Iterate towards 0.2; open for broad, public input
Sep-Nov	**-- Public and internal consultations, revisions**
November 21st	-- Board review
...	
January 10th	-- First revised scorecard complete

Thank you!
First thoughts?