

Advancement Tuning Session

Q2 FY20-21



MTP Priority slides



OKR slides



WIKIMEDIA

FOUNDATION

Partnerships



Objective: Maintain WMF's relationships with large-scale external entities, while testing and seeding new partnership models in support of the annual and mid-term plans.

Worldwide Readership: Growing Readership (W-O6-D3)

- Global | Following the launch of the **Jio app** in September (**2.4M downloads**), we supported Inuka to make the app available to all **KaiOS devices** in 15+ countries reaching a potential 20M users. The app was released December 7th and active marketing promotion will begin mid-January. **23K downloads**.
- Global | Wikipedia app now available on **Huawei App Gallery**, used by more than 750M people worldwide; secured **\$1.5M in co-marketing** to promote downloads in **6 priority markets**: Indonesia, Philippines, Vietnam, Kenya, Nigeria, and Kazakhstan, with goal of securing 10M downloads by EOY (**45K in first days**).

Thriving Movement: ARMDEB (T-O8-D3), Address Knowledge Gaps (T- O12-D3), Community Programs (T-O12-D1)

- MENA| Nonprofit **Ideas Beyond Borders** will pilot a university-based Wikipedia editing program for replication across the region. The goal is of the project is to create a critical mass of content and recruit first-time editors to bring AR-Wiki to maturity. More in the drilldown slide.
- Africa | Worked with **SouthSouthNorth**, **CDKN**, and the Campaigns team to create a training toolkit for 76 African climate change researchers and activists: >120 new editors, 4K total edits, and 3M views.

Platform Evolution: Content Evolution (P-O14-D4)

- Secured \$25K in Azure credits to support the anti-terror work being done by WMF's Trust & Safety team, allowing us to use **Microsoft PhotoDNA** to scan the ~60M images on Commons and ensure compliance with Wiki policies

Target quarter for completion: Q4 FY20-21

Department:
Advancement

Partnerships



Key Results

Test a minimum of **3 new partnership models** in support of the 5 MTP priority areas in order to provide recommendations to the foundation for partnership implementation at scale

Baseline: 0 models tested

Deliver best-in-class partnerships support to WMF departments, as measured by a **Net Promoter Score** of 70 or higher

Baseline: 0 NPS score

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
	3	1	2	-	-
	>70	Measured Semi-Annually (Q2 and Q4)	91	-	-



Department:
Advancement

Drill Down: Partnerships



About this Partnership

- University-based translation program with [Ideas Beyond Borders](#) (IBB), aimed at creating Arabic Wikipedia content and testing editor recruitment and retention strategies.
- Pilot will run in **Iraq** in Y1 and be replicated in Y2 in **Jordan, Morocco, Lebanon and Egypt**.
- Program will build on lessons of GLOW, improving content campaigns model and testing a new model for replication and scale.



GLOW: Lessons Learned

- India campaign was a huge success; other campaigns did not materialize or resulted in negligible growth (e.g. Indo)
 - Lesson: Successful implementation requires **involvement of professional external partners with deep local context** (e.g., CIIS on Indic languages)
-
- GLOW increased active editors on Indic wikis by 15% during contest, but did not add new editors or sustain activity
 - Lesson: **Use of on-wiki outreach tools and lack of retention strategy may have capped new editor growth** (e.g., tapping existing pool vs. widening the funnel)

IBB: Revised Model

- WMF to fund **IBB**, which has a track record of working with the Arabic Wikipedia community and running smaller-scale editathons, to run the logistics and implementation of the year-long campaign
-
- Pilot will seek to **attract new editors to the movement**, with new strategies for recruitment and **deeper engagement** over time.
 - Students will be integrated to their local Wiki community; participate in seminars and training activities; and receive one-to-one guidance.

Okapi



Objective: WMF has a clear path towards increased organizational sustainability, with a business strategy and revenue roadmap tied to the launch and sale of a Professional API product to at least 2 paying customers.

- **Alpha product launched.** Initial version shared with major potential partners for exploration and feedback.
- **Business strategy finalized.** Detailed customer segmentation plan has been developed and initial customer set has been decided. Product packaging and pricing options for this customer set have been developed and vetted.
- **Community overview essay ready to go.** To be released in early February, to update the community on the plan and progress of the Okapi project and to gather community perspective on principles and values that should guide the project.

Target quarter for completion: Q4 FY20-21



Department: Advancement

Okapi



Key Results

Q1: Develop and validate an initial business strategy

Q2: Develop a customer pipeline with a minimum of 5 soft commitments to a specific product and price point

Q3: Develop a model for the distribution of revenue across the Foundation, the endowment, and the community

Q4: Close at least 2 paying customers

Baseline: 0% complete

Q1: Deliver a commercially functional alpha product

Q2: Support at least one partner organization in using a beta offering in order to validate product value

Q4: Ensure launch product is robust enough to support at least 2 paying customers

Baseline: 0% complete

Q1: Develop a community engagement roadmap

Q2: Complete legal review of business & revenue strategy, approved by KPMG

Q3: Complete community engagement roadmap

Q4: Ensure modifications based on community feedback are in place

Q4: Draft terms of service and/or agreement templates for service engagements

Baseline: 0% complete

Year Goal

Q1 Status

Q2 Status

Q3 Status

Q4 Status

100%	15%	30%	-	-
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100%	20%	30%	-	-
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100%	25%	50%	-	-
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Drill Down: Okapi Q2 KR



The situation

We made a significant change to our business strategy in terms of customer focus in Q2, based on developing a better understanding of our potential customer base as well as our organizational priorities.

We are now focusing exclusively on the Big Five (Facebook, Amazon, Apple, Microsoft, and Google) as our initial target customers, which means the entirety of our potential customer base at this time is five customers total.

The impact

This is a positive development from a business perspective, as it allows us to tighten our sales efforts. However, this type of customer is not likely to make a “soft” commitment, as they require a longer and more formal sales process.

As a result, we are unlikely to reach our Q2 key result of five “soft” customer purchase commitments at any point this year.

Recommendation

Acknowledge that the Q2 key result of “Develop a customer pipeline with a minimum of 5 soft commitments to a specific product and price point” was based on an incorrect assumption, and therefore is at risk, but that the follow-up Q4 key result goal to “Close at least 2 paying customers” remains on track.

Revenue



Objective:

Engage readers to become donors and deepen our relationship with existing donors to support a vibrant and sustainable Wikimedia Foundation

Some high priority work includes:

- Exceeded English campaign target ahead of schedule
- Transitioned banner campaign to Endowment banners
- Virtual major donor events
- Payment redundancy: 1st campaign with 100% redundancy for payment processing
- Launched a [donation match partnership](#) with Plant Your Change to plant 400,000 trees

Target quarter for completion: Q4 FY20-21



Department: Advancement

Revenue



Key Results	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
Raise \$125 million for the Foundation (revised goal from \$108M) Baseline: \$0	\$125 million	\$42 million	\$124 million	-	-
Raise \$94 million in online gifts by end of Q2. (Raise \$105M FY - revised goal from \$88M) Baseline: \$0	\$105 million	\$37.2 million	\$101.4million	-	-
Raise \$7.8 million in major gifts by end of Q2 (Raise \$10 million FY) Baseline: \$0	\$10 million	\$3.8 million	\$12.2 million	-	-
Raise \$5 million for the Endowment in 2010-21 FY Baseline: \$0	\$5 million	\$1.2 million	\$17.5 million	-	-
Raise \$10 million from chapters in 2020-21 FY Baseline: \$0	\$10 million	\$950K	\$10.8 million	-	-
5+ online major donor events by end of FY Baseline: 0 online events	5 events	2 events held	5 events held	-	-
135 planned giving commitments Baseline: 0 planned giving commitments	135	58	697	-	-

Department: Advancement

Department slides



Fr-tech

Objective: Advancement can run the main Q2 fundraiser

Update process and participate in cross team emergency planning and response.

- Updated documentation
- Facilitated cross team meetings
- Ran on call schedule and responded to emergent issues

Model impact to queues in peak donation periods and prioritize possible improvements.

- Implemented dashboards and tracking analytics
- Added features and improvements through Q2

Actively manage the donor payment experience during peak donations in the first half of December.

- Prioritized and acted on emergent issues
- Achieved a record-breaking 5min process time at peak donation volumes.



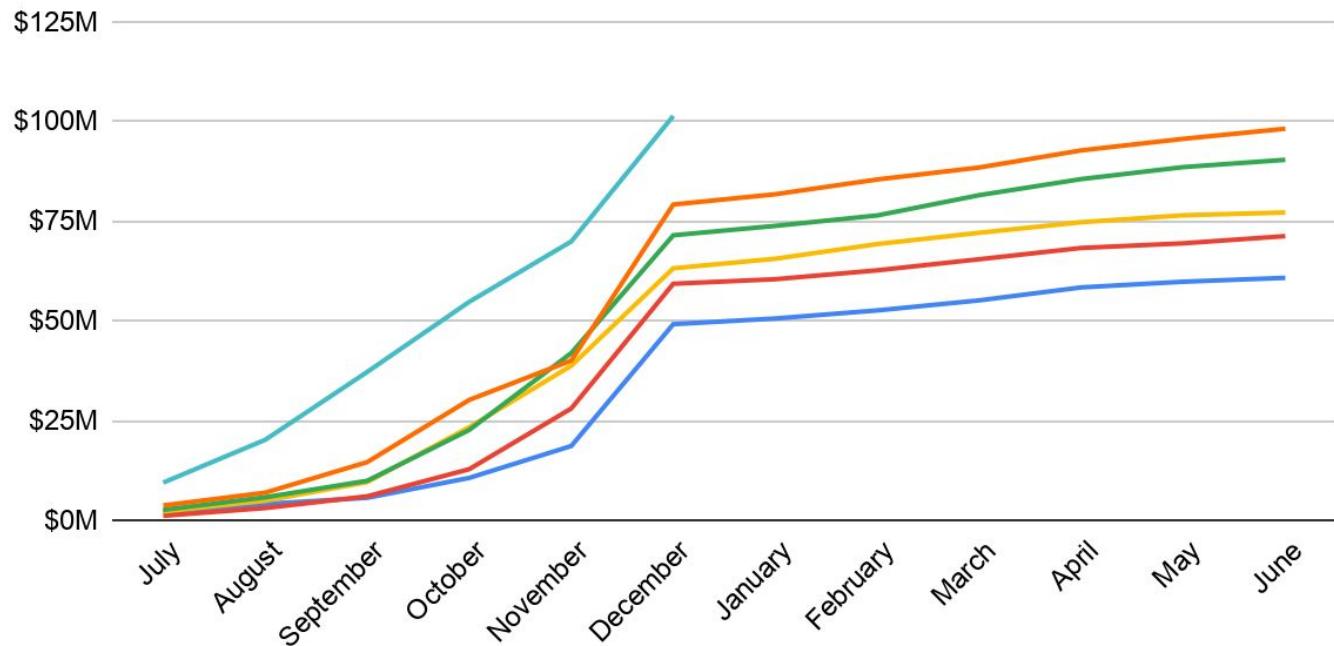
Online Fundraising

Total amount raised towards Annual Fund online

FY1516 FY1617 FY1718 FY1819 FY1920 FY2021

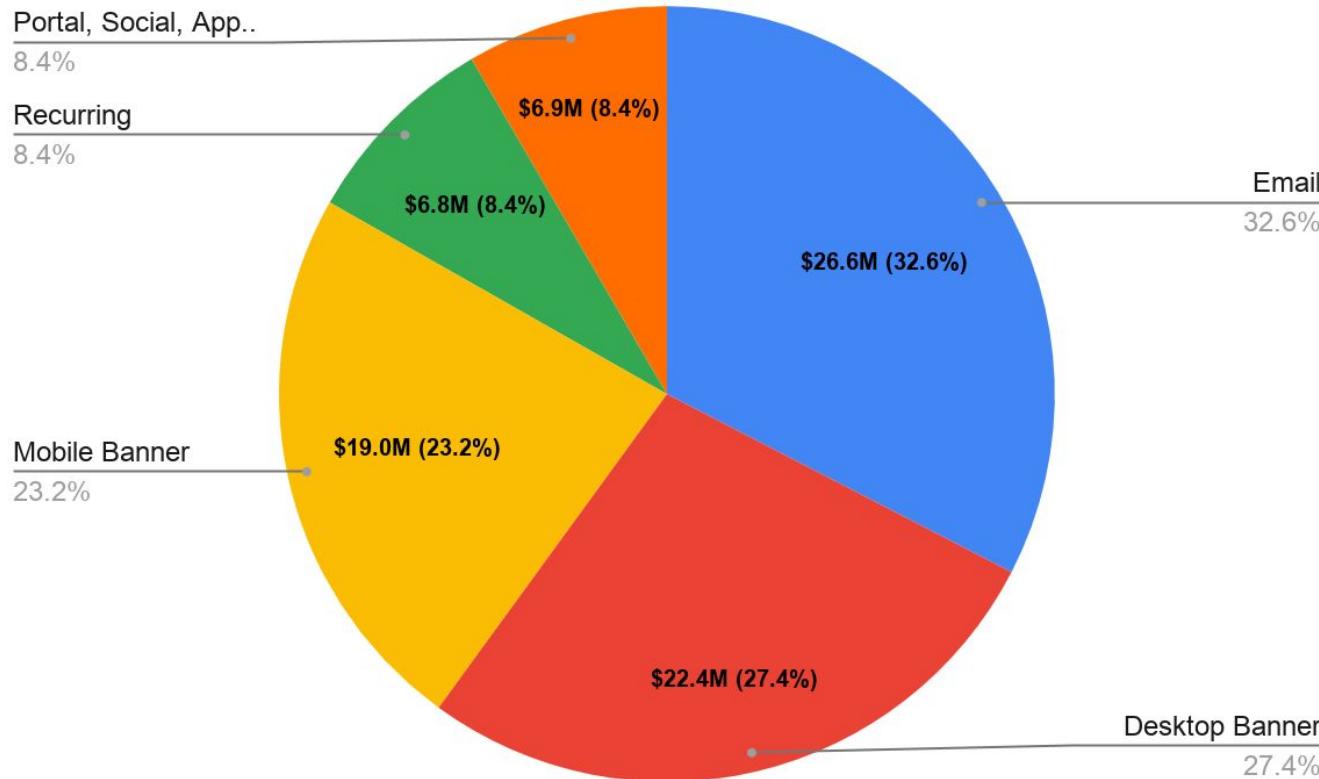
Total amount raised Online
Q1 & Q2 FY2021 : \$101M
(all campaigns)

Q1 & Q2 FY1920 : \$79M
+28%



Online Revenue by channel

English campaign Q1 & Q2



English campaign Annual Fund Email

“You are one of those rare exceptions”

“..you were among the extremely rare donors who made a donation to invest in a future where everyone can access fact-based and unbiased free knowledge.”

“We choose not to charge a subscription fee and we always prioritize your privacy over profits..”

	FY1920	FY2021	% Change
Total Revenue	\$21.2M	\$26M	22%
Donations	1,191,057	1,373,492	15%
Average Donation	\$17.83	\$18.90	+\$1.07
Open Rate	37.74%	38.43%	+0.69 Percentage points
Donations/Email	0.06	0.07	17%
Donations/Open	0.17	0.18	6%
\$/email	\$1.13	\$1.31	16%

Q2 English campaign Annual Fund Banners

💡 To all our readers in the U.S.,

Please don't scroll past this. This Tuesday, for the 1st time recently, we humbly ask you to defend Wikipedia's independence. 98% of our readers don't give; they look the other way. If you donate just \$2.75, or whatever you can, Wikipedia could keep thriving. Most people donate because Wikipedia is useful. If Wikipedia has given you \$2.75 worth of knowledge, take a minute to donate. Show the editors who bring you neutral, verified information that their work matters. If you are one of our rare donors, you have our gratitude, and we warmly thank you. Your donation matters.

[Problems donating?](#) | [Other ways to give](#) | [Frequently asked questions](#) | We never sell your information. By submitting, you are agreeing to our [donor privacy policy](#). The Wikimedia Foundation is a nonprofit, [tax-exempt organization](#). If you make a recurring donation, you will be debited by the Wikimedia Foundation until you notify us to stop. We'll send you an email which will include a link to [easy cancellation instructions](#).

“

... we hope you will consider supporting Wikipedia today. Our community of volunteer editors ensures that the information you read here is evidence-based and reliant on facts. Show them that their work matters.

”

1. How often would you like to donate?
 Just once Give monthly

2. Select an amount (USD)
 The average donation is \$16.36.
 \$2.75 \$5 \$10
 \$20 \$30 \$50
 \$100 Other

3. Please select a payment method
     

[Continue](#)

[Maybe later](#)

Revenue: \$24.8M
Average: \$12.41
Don rate: 0.31%



Why not make it \$1.75 monthly?

Monthly support is the best way to ensure that Wikipedia keeps thriving.

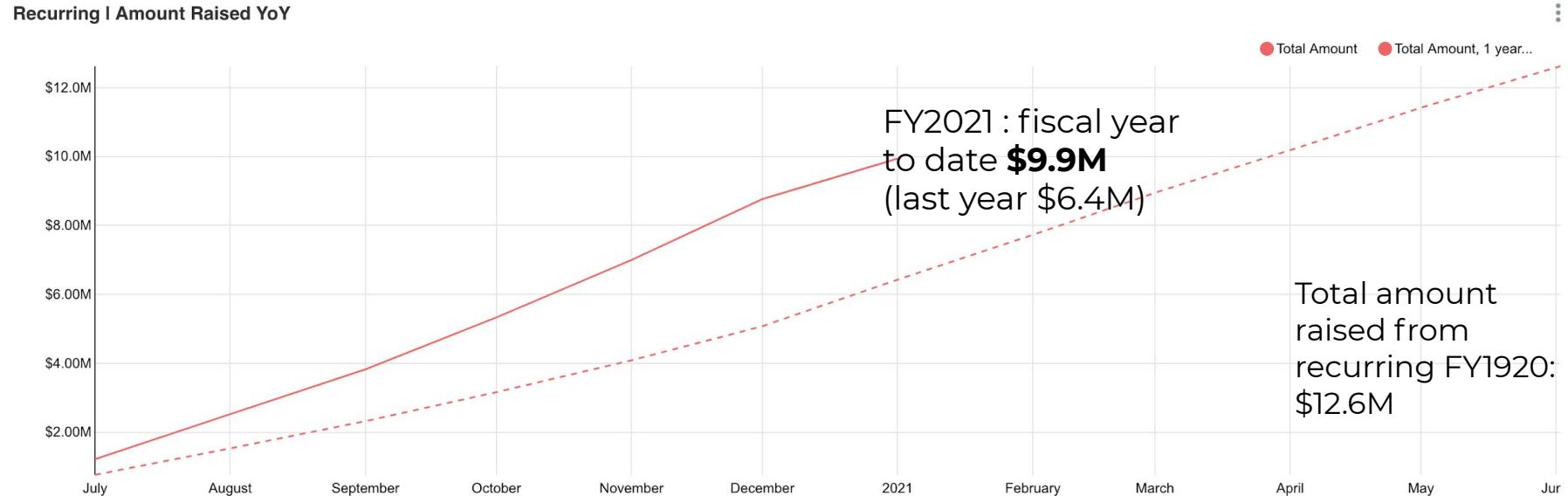
No thanks! I'll make a one-time donation of \$3.10

Yes, I'll donate \$1.75 each month

Yes, I'll donate monthly, but for a different amount

Total amount raised from recurring YoY

Recurring | Amount Raised YoY



Fundraising Operations

Donor Services and Donation Processing

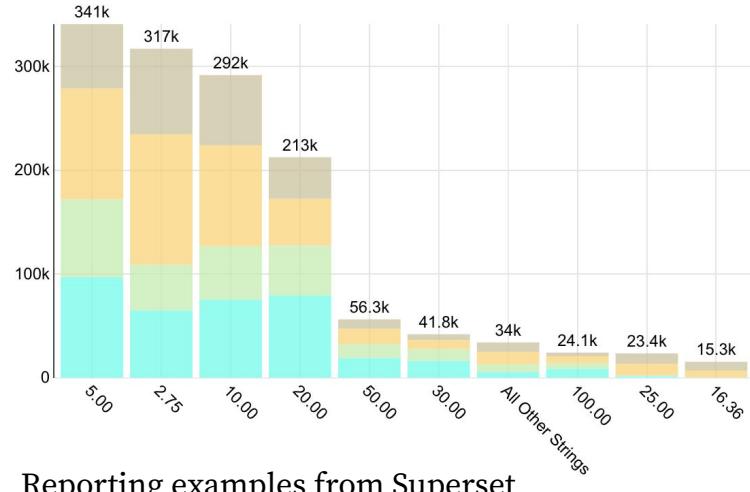
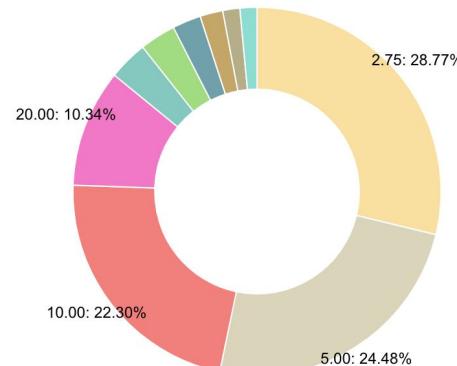
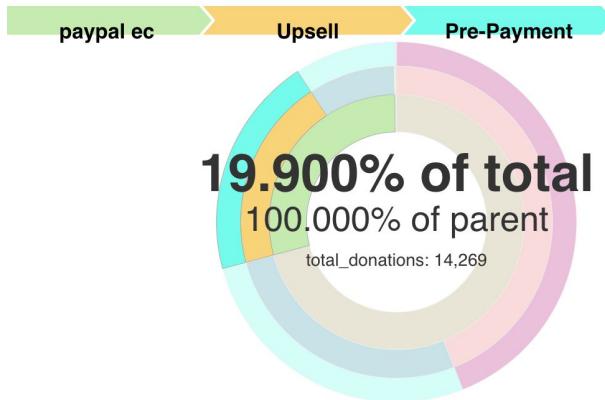
- Stayed on top of high volumes of donor inquiries throughout the quarter
 - 83,500 donor inquiries solved
 - Accomplished goal of no donor tickets beyond two weeks
 - Minimal backlog in January
- Focus on cross team collaboration
 - Comms - donor inquiries, social media responses
 - Online & MGFE - email QA, campaign strategy planning and coordination
- Collaborated with Major Gifts team to process 39,000 offline donations in Q2 -> \$6.9M in offline revenue (initial reconciliation)



Fundraising Operations

Fundraising Analytics

- New reporting structure using Superset facilitated the creation of projections, and allowed us to closely monitor campaign performance live to inform campaign strategy
- Collecting and closely monitoring behavioral insights and collaboration across teams resulted in optimized campaign performance as well as discovering and quickly resolving donor facing issues



Reporting examples from Superset

Endowment

Objective: Build the Wikimedia Endowment fund and planned giving commitment pool to help create a sustainable future for the Wikimedia movement.

Gifts for Today (cash goal)

\$5M goal for FY20-21

\$100M goal by 2026

- Raised \$17.5 million, YTD
- Endowment total value is now ~\$90 million
- Refreshed [Endowment website](#)
- Endowment Board meets January 22 to discuss the future legal structure of the Endowment

Gifts for Tomorrow (legacy commitments)

135 goal for FY20-21

- Secured 697 commitments, YTD
 - 673 were made via [FreeWill](#)
 - 598 came from the US Thank You page
- This brings the total number of Wikipedia Legacy Society members to 1,087.



Major Gifts & Foundations

Objective: Secure donations from and engage with high capacity individuals and funding organizations to support a vibrant and sustainable Wikimedia Foundation.

- **Raised: \$7.8M in Q2. Surpassed fiscal year goal of \$10M.**
 - Thank you Sasha and admin team!
- **Continued virtual fundraising events**
 - Hosted 3 online fundraising events, (2 large + 1 small) meeting FY goal of 5 online events.
 - Learnings & takeaways
 - Thank you to ITS, Comms, Katherine, Jack, Angie, Pau, Jorge, Felix, Zack, and Moriel.
- Prioritized gift processing, gratitude, and team resilience



Appendix



Acronyms

APP: Annual Planning Process

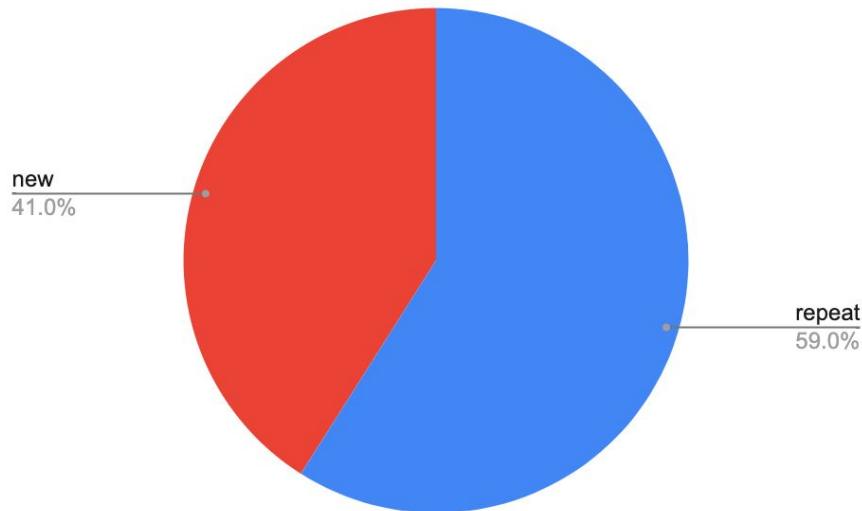
OKAPI: Open Knowledge Application Programming Interface

Recurring: Monthly recurring donations



New vs repeat donors

English campaign - Q1 & Q2 FY1920



English campaign - Q1 & Q2 FY2021

