

# Movement strategy process

# Where we are today

- 2010-15 Wikimedia movement strategy
- 2012 Foundation Narrowing Focus exercise
- 2014 Call to Action
- 2016-18 Three-prong Foundation strategy
- 2016-30 Movement strategy

# The importance of now (1)

The world has changed: **Bad things.**

- The web is less open and more commercial.
- Secondary sources are more fragmented (and a greater proportion of them are unreliable).
- Copyright terms keep growing.
- Privacy is increasingly illusory.
- The window of discourse is narrowing globally.



# The importance of now (2)

The world has changed: **Good things.**

- Our scale and the scale of possibility has shifted dramatically.
- More people are connecting <sup>before</sup>.
- Literacy is rising across the globe.
- Access to connectivity is greater than it has ever been.
- Technology is evolving in ways that can augment our work and make it ever more accessible.
- Our community is growing, introducing new voices, goals, and perspectives to our work.



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# The importance of now (3)

## We are ready:

- Wikipedia is stable and evolving.
- Our name is known and trusted by many.
- The Foundation is stable and engaged.
- We are financially healthy.
- Our movement is maturing and self-organizing.
- Our projects are continuing to grow and evolve.
- Our work is more important than ever.

**This is our opportunity.**



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# How?



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# Understand our ecosystem

- Who are our communities and users?
- What do people need?
- What are the other players in our ecosystem?
- What does the future (tech, education, knowledge) look like?
- What are the challenges we should be watching?
- What are the opportunities to grow and meet our mission?
- What are our options, with our resources?

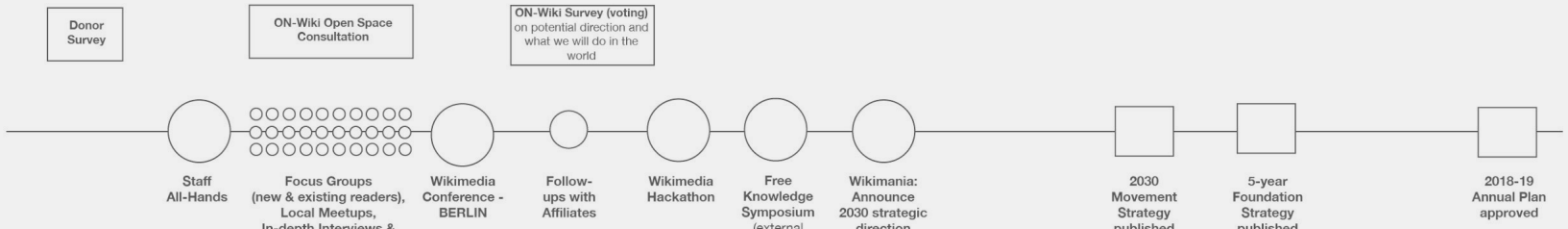
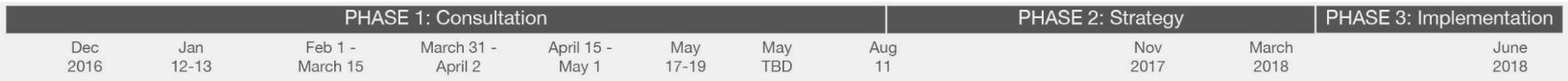
# Who we'll engage

A broad group:

- Our Wikimedia communities
- Our users
- External experts (e.g. machine learning, education, emerging markets)
- Relevant institutions (companies, GLAMS, governments)
- Our donors
- Those we are not yet serving...

**We're going to cast a wider net.**





# How we're going to do it (draft process)

## Description of Major Events

**Donor Survey**

- 2-3 questions regarding wishes for movement
- Send to projected 2 million donors

**Staff All-Hands**

- 4 hr facilitated sessions on big questions regarding wishes for movement, barriers, and discussions around Foundation's role, future of reach, usability, and accessibility
- 300 Foundation staff

**On-Wiki Consultation (1 month)**

- Framing of research, concept of movement. Request for input on big questions regarding wishes/ideas for movement (simple format)
- Launch on meta (80,000 contributors/editors invited to participate)

**Focus Groups (new and existing readers)**

- Focus on 6 new reader countries with 4 focus groups per country to understand needs

**Local Meetups**

- Rapid grants process for local discussions globally, focus on emerging markets
- 4 hr facilitated sessions on big questions regarding wishes/ideas for movement
- 50 groups

**External Conversations (in-person & virtual)**

- Focus on 6 new reader countries, external stakeholders in the Free Knowledge arena; discussion with technology trend experts
- 240 In-depth interviews (40 per country), 6 events (1 per country)
- Discussion on big questions regarding focus/wishes/needs for movement

**Wikimedia Conference - BERLIN**

- 200 additional people brought in to discuss strategy (mix of affiliates/users groups, community leaders, staff, external stakeholders)
- 12 hr strategy track (200 people), 2 hrs for whole conference (400 people)

**Followup with Affiliates**

- Outputs from Berlin reviewed and discussed to understand potential implications to structure, roles, and work efforts
- Input synthesized and given to Strategy Council for review

**Wikimedia Hackathon**

- 2-4 hr facilitated sessions to check barriers to operationalizing the potential strategic directions

**Remaining work completed by Foundation and organized groups:**

- Major roadmap developed (structure, roles, what work, major tasks)
- Individual org high-level strategies developed

**Foundation strategies and plans detailed:**

- 18-month product/program strategies
- key performance metrics



# How will we do it?

- Recruit an experienced team
- Hold global, inclusive consultations
- Conduct audience and market research
- Listen to users and experts
- Communications that unite and inspire our movement and the world

# What we'll get

- Clarity of purpose and direction
- Clear priorities to enable decision making
- Alignment and common understanding
- Strategic insights into our users
- A network of expert allies
- A more focused and effective movement and Foundation

# What's next?

- Recruit the team
- Design the process
- Start the conversation