

# Wikimedia Foundation metrics meeting

15 December 2016



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# Theme: Wikimedia's role in the world today



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# Agenda

- Welcomes, theme introduction
- Movement update
- Wikimedia audiences update
- English fundraiser messaging and update
- Movement strategy update
- Questions and discussion
- Wikilove



# Welcome

## Requisition hires:

- Angel Lewis - T&C - SF (conversion)
- Francisco Dans - Technology - Spain

## Contractors, interns & volunteers:

- Emily Wood - CE - Nevada
- Hui Zhao - Advancement - SF

# Anniversaries

Janice Tud (6 yrs)

Max Semenik (5 yrs)

Yuvi Pandian (5 yrs)

Matt Flaschen (4 yrs)

Katy Love (4 yrs)

Nuria Ruiz (3 yrs)

Sherah Smith (3 yrs)

David Chan (3 yrs)

Prateek Saxena (2 yrs)

Marko Obrovac (2 yrs)

Megan Neisler (2 yrs)

Nirzar Pangarkar (2 yrs)

Maria O'Neill (2 yrs)

Marc Brent (1 yr)

Julianne Joe (1 yr)



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# Movement update



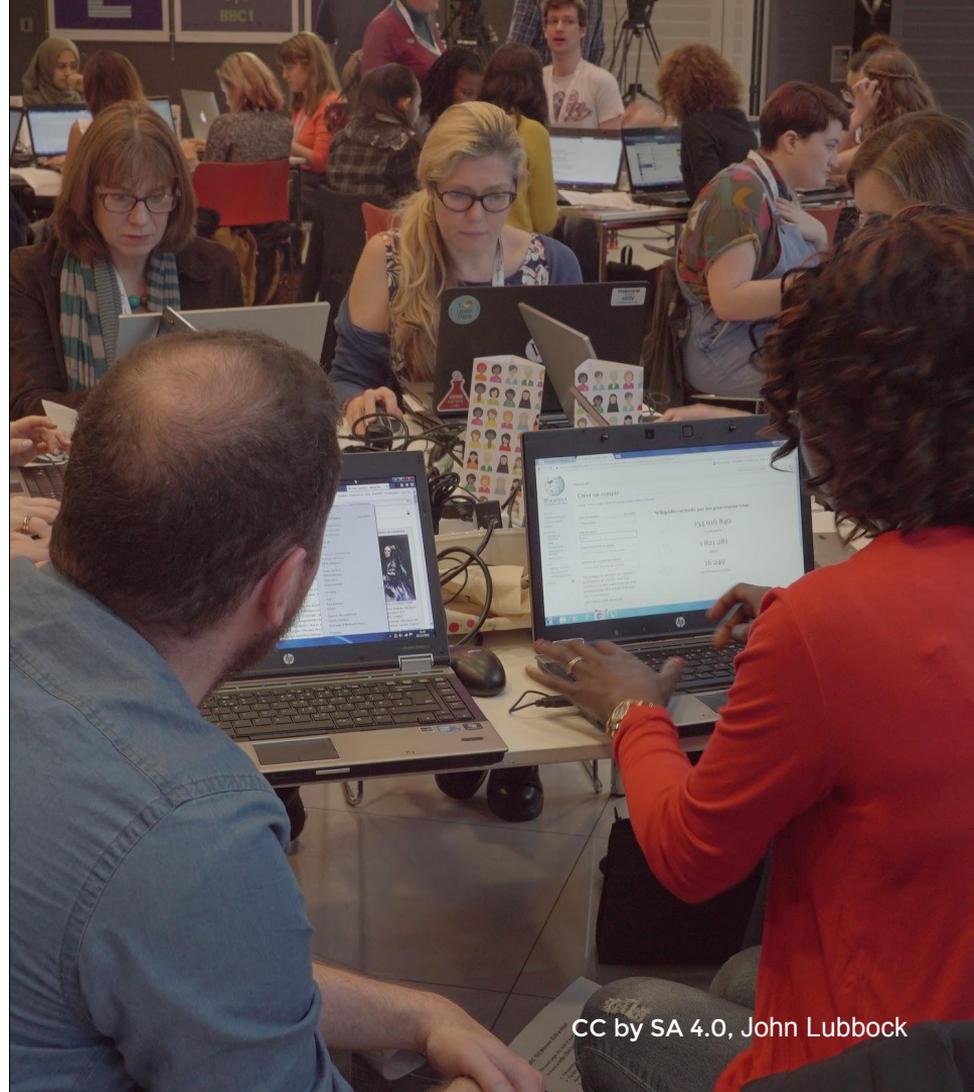
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A painting of a woman's face, looking slightly to the right. She has dark hair and is wearing a crown or headpiece made of various flowers, including yellow and purple ones. The background is dark and textured.

# BBC 100 Women

A network of knowledge agents working in collaboration to bridge the knowledge gaps

- A **partnership** between Wikimedia UK and the public broadcasting company BBC originated a **global campaign**.
- **20+** communities organized **19** events, **17** in-person; global campaign coordinated by volunteer **Rosie Stephenson Goodknight**.
- Hundreds of **biographies of living women** created on the same day across the globe.

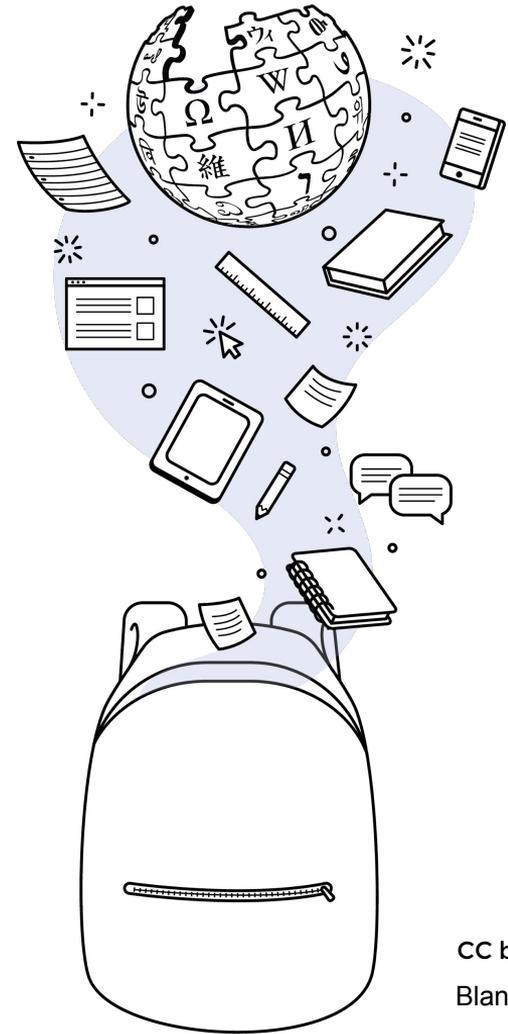




# Wikipedia Education Program

Innovative practices for all learning contexts

- **Wikipedia Education Program in Turkey** groups a series of activities that range from Art + Feminism edit-a-thons to working with specific faculties in national universities.
- Each activity has a turnout that ranges from **+5 to +100 participants**.
- Work with the Dept. of Psychology of Uludağ University includes **a study on Wikipedia usage and attitudes**.



# Community Wishlist Survey 2016

- 1,132 Wikimedians contributed 265 wishes; 5,037 support votes
- Categories that received the highest number of tech wishes are **Editing**, **Wikidata**, **Watchlists**, **Multimedia**, **Commons**.
- **New categories** in this issue: program and events, mobile and apps, search, admins and stewards, citations.
- Results are up today!  
[https://meta.wikimedia.org/wiki/2016\\_Community\\_Wishlist\\_Survey/Results](https://meta.wikimedia.org/wiki/2016_Community_Wishlist_Survey/Results)



Public Domain, Marjory Collins

# Foundation highlights

- **Community Engagement** -- CE has begun the translation process (more than 15 languages) for the Insights survey set to launch in January 2017.
- **Learning & Evaluation** -- L&E rolled out the Program and Events Dashboard to 500 program leaders. (A YouTube tutorial is available here: <https://www.youtube.com/watch?v=SfPp5eYWW1M>)
- **Technology** -- Kicked off the project to reconstruct 'article edit history' for all projects since the beginning, this data pool will be the backend of the new Wikistats 2.0.

# Foundation highlights

- **Legal and Communications** -- Legal and Communications placed an op-ed in Canada's *The Globe and Mail* (one of the largest Canadian papers) which seeks to influence an open case with the Canadian Supreme Court related to freedom of information online.
- **Product** -- The iOS team released an updated version of the Wikipedia mobile app including a couple bug fixes, the ability to create longer passwords and password managers, and the ability to add announcement cards to users on the Explore feed.
- **Security & legal** -- Thank you! For all your work in handling the security breach last month and taking steps (like two factor authentication) to keep the sites secure.



# Coming up in January 2017

- Wikimedia Developer Summit
- All Hands 2017
- Community Engagement Insights survey to editors, volunteer developers, affiliates and program leaders.

# Wikimedia audiences update

All of the notes:

[https://meta.wikimedia.org/wiki/Communications/Audience\\_research](https://meta.wikimedia.org/wiki/Communications/Audience_research)



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# Why we decided to launch an audience research project



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# Goals of the Project

## [On-wiki](#)

- **To develop an integrated, holistic view of Wikipedia's ecosystem of audiences and stakeholders** (end users, intermediaries, and movement audiences) in order to better serve all of these users.
- **To organize the Wikipedia movement's understanding of audiences based on user experience** (needs, incentives, capacities, and constraints) rather than based on functional structure.

This will help:

- Set WMF-wide strategy that aligns programmatic and product strategy
- Prioritize the movement's activities and allocate limited resources to have the greatest impact

# Process

OCTOBER 2016

**Five Audience Definition Workshops** with the Discovery, Reading, Editing, and two cross-functional teams to understand WMF's current perception of our audiences.

DECEMBER 2016

**Socialization of frameworks** to collect feedback on visualizations across WMF for refined iterations.

FEBRUARY 2017

**Strategic planning** for integrating generative research into product teams' work.

LATE 2017

**Apply audience insights** to product strategy and development.

NOVEMBER 2016

**Synthesis Workshop** to process findings and identify useful frameworks and research priorities.

**Framework Development** to visualize our current understanding of audiences.

JANUARY 2017

**Finalize frameworks** to inform and prioritize audiences for generative research.

**Plan for forward work** to conduct generative research.

MID 2017

**Conduct generative research** to inform our understanding of prioritized audiences.



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# Near-term applications

Outputs from this project will help the Foundation:

- Provide a common framework and language for thinking about Wikipedia audiences
- Identify gaps in audience understanding and opportunities for further research
- Prioritize audience segments for targeted research and development work
- Conduct generative research on priority audience segments
- Apply audience insights to product strategy and development

In the short-term, our priority is to provide actionable insights to the Foundation's product teams. Ultimately, we hope this framework will help the Wikipedia movement better strategize, organize around, and pursue audience-facing work.

# Audience definition workshops

OCTOBER 2016

[Five workshops](#) with different WMF teams (Discovery, Reading, Editing, and 2 cross-functional teams) to understand teams’:

- Current perception of their audiences
- Current approach to audience development
- Gaps in understanding or servicing of audiences that prevent the Foundation from achieving its mission

At these workshops, we asked participants:

- What is an audience?
- How do we define our audiences?
- Where do we get information about our audiences, and how do we use this information in our work?
- How do we meet, or not meet, audience needs?
- Who are potential audiences that we’re not serving, and why?

# Here's what we heard:

“Our audience is everyone.”

“There's no demographic for Wikipedia.”



# Here's what we heard:

“I would love to reach people who get abandoned by Wikipedia.”

“ We have a model for how people go from readers to editors and I'm not sure if this model is true. It's hugely important for the reading and editing team to crack what that story actually is.”



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# Here's what we heard:

“Are we actually having an impact on the people we are trying to reach?”

“I would like to know the most about editor motivations. We often hear a lot from about 50 people, who represent a broader group of 50,000 people. I'd like to know about those other 45,550 people.”



# Synthesis Workshop

NOVEMBER 7-8 2016

Processed findings from these workshops to identify:

- Strong areas of audience understanding and knowledge gaps
- Possible priorities and lines of inquiry for near-term research and engagement
- Opportunities and challenges for integrating audience research into the Wikimedia Foundation's processes



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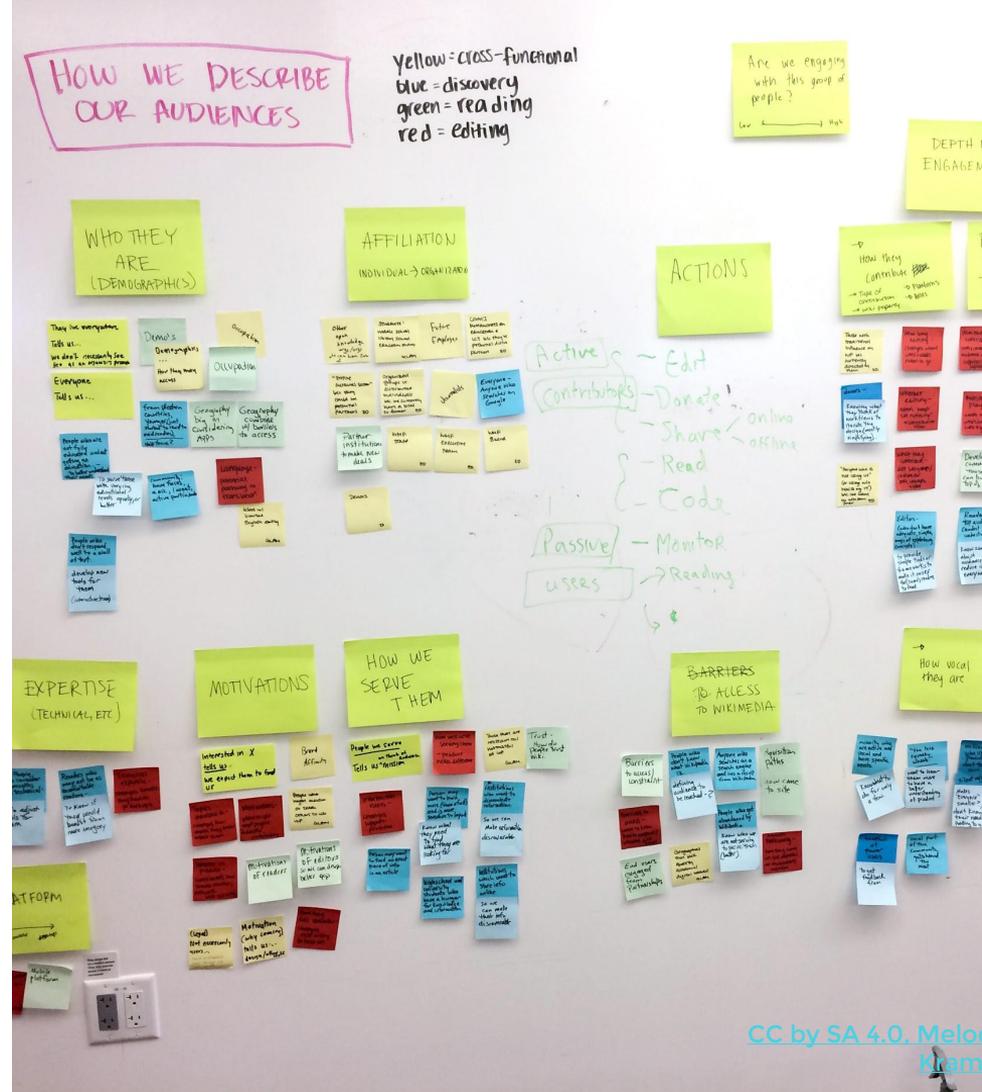
# What we did

- Mapped how we understand our audiences, defining audience groups and the roles they play in Wikimedia
- Outlined potential frameworks and tools that could guide generative research and its applications
- Created criteria and a workplan for prioritizing research



# Outcomes

- Focus on Wikipedia for initial mapping of and generative research on audiences.
- An [Audience Research](#) project Wiki
- Ideas for tools, for both pre and post generative research, which could: reflect our current understanding of audiences; find new ways for us to understand audiences; highlight knowledge gaps and strengths; and integrate audience research into our product development.

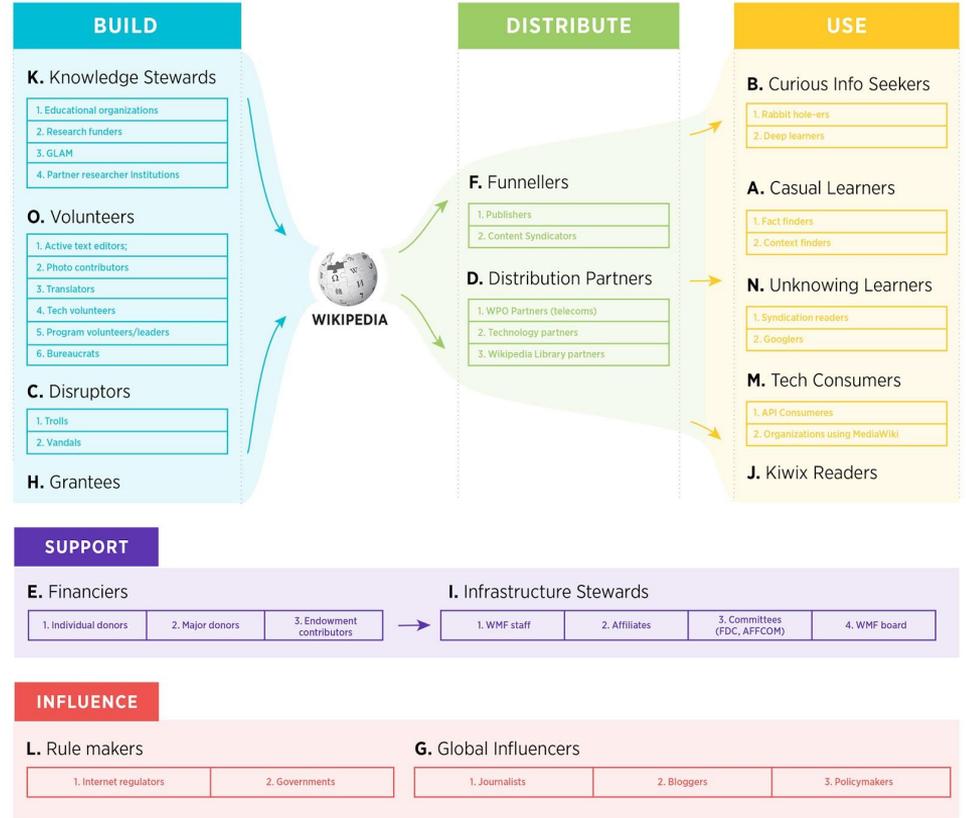


# Tools to understand our audiences

# Map: Production Flow View

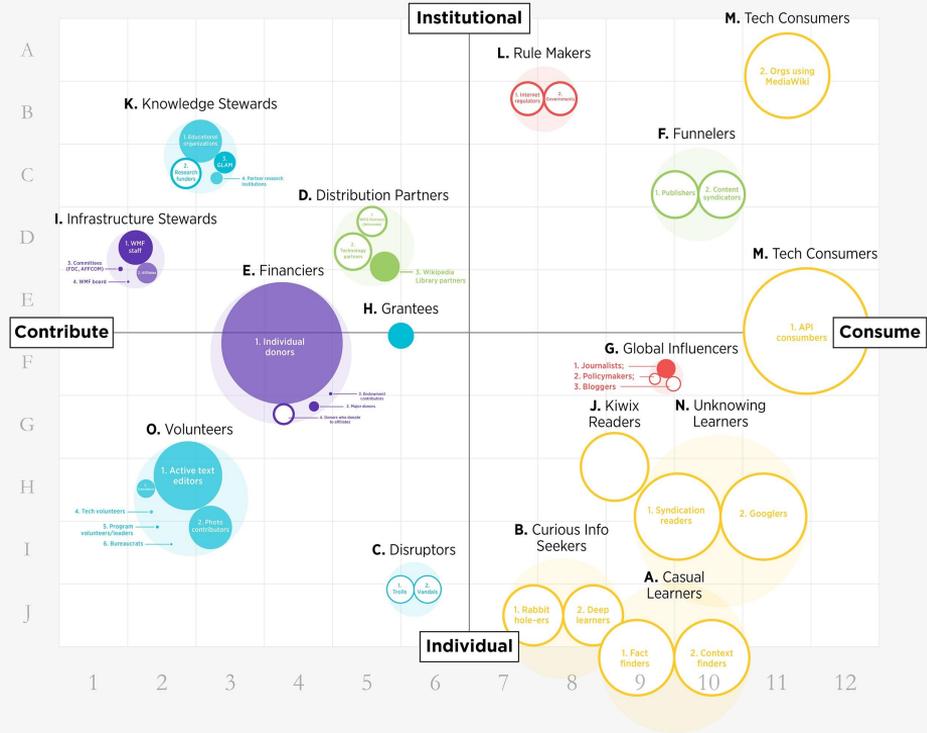
This diagram:

- Maps audiences **based on their role in the Wikipedia production flow**—how they develop, maintain, and/or use Wikipedia
- Is **how we currently describe our audiences**
- Defines audiences based on a **functional and one-dimensional understanding**—which may be constraining when determining how to better serve audiences



# Map: Attribute & Relationship View

- Maps audiences based on
  - A **key attribute that impacts how they engage with Wikipedia**, and vice versa: the degree to which they are an individual or institutional audience
  - **Their relationship to Wikipedia**, and how active or passive it is
  - The level of **pre-existing knowledge** we have about each group
  - The approximate **size** of each group
- Demonstrates an **alternative approach to describing our audiences**
- Defines audiences based on an **opportunistic and multi-dimensional understanding**—which may inspire new strategies on how to better serve audiences



# How does audience research help us?



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# In lots of ways

Designers - have to understand user needs, behaviors, and motivations to design experiences

Product - develop products based on user needs, behaviors, motivations.

Comms - know how/where to talk to various audiences



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# Next steps...



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# Have a question or want to learn more?

Contact Melody Kramer at [mkramer@wikimedia.org](mailto:mkramer@wikimedia.org), or  
Visit the [Audience Research](#) project wiki



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# English fundraiser messaging and update



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# Still happening

- **We hit the goal!**
- **\$28 million USD (preliminary total)**
- **~350 banners tested**
- **11 million fundraising emails sent**
- **Banner impressions limited after 2 days**
- **Donor services has responded to ~23,000 reader emails**
- **Stable tech systems**

**Where did the gains come from?**

**Banners are better**

# 2015 Large Banner

Dear readers,

**We'll get right to it: This week we ask you to help Wikipedia. To protect our independence, we'll never run ads. We're sustained by donations averaging about \$15. Only a tiny portion of our readers give. Now is the time we ask. If everyone reading this right now gave \$3, our fundraiser would be done within an hour. That's right, the price of a cup of coffee is all we need. If Wikipedia is useful to you, please take one minute to keep our work going another year. We're a small non-profit with costs of a top site: servers, staff and programs. We serve millions of readers, but run on a fraction of what other top sites spend. We believe knowledge is a foundation. A foundation for human potential, for freedom, for opportunity. We believe everyone should have access to knowledge—for free, without restriction, without limitation. Please help us end the fundraiser and improve Wikipedia. *Thank you.***

× CLOSE | REMIND ME LATER

ONE-TIME

MONTHLY\*

Select an amount (\$)

3

5

10

20

30

50

100

Other

CREDIT  
CARD

PAYPAL

AMAZON

Problems donating? | Other ways to give | Frequently asked questions | 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 receipt for each payment, which will include a link to [easy cancellation instructions](#).

# 2016 Large Banner

**i** To all our readers in the U.S.:

Time is running out in 2016 to help Wikipedia. When I made Wikipedia a non-profit, people warned me I'd regret it. Over a decade later, it's the only top ten site run by a non-profit and a community of passionate volunteers. Has it crossed my mind how much money we could have made if it had ads? Sure. But I believe people wouldn't want to build it and we wouldn't be able to trust it. To protect our independence, we'll never run ads. We're sustained by donations averaging about \$15. Now is the time we ask. If everyone reading this right now gave \$3, our fundraiser would be done within an hour. That's right, the price of a cup of coffee is all we need. It's easy to ignore this message; most people do. But I hope you'll take one minute to think about how useful Wikipedia is in your life. Please help us keep Wikipedia online and growing. Thank you — *Jimmy Wales, Wikipedia Founder*

CLOSE X

One-time

Monthly\*

Select an amount (USD)

3

5

10

20

30

50

100

Other

Credit Card

PayPal

amazon.com

SECURE TRANSACTION

Maybe later

~45% better

# 2015 Mobile Banner

portion of our readers give. If everyone reading this right now gave \$3, our fundraiser would be done within an hour. That's right, the price of a cup of coffee is all we need. We're a small non-profit with costs of a top website: servers, staff and programs. Wikipedia is something special. It is like a library or a public park where we can all go to learn. If Wikipedia is useful to you, please take one minute to keep our work going another year.

*Thank you.*

Now is the time we ask.

SELECT AN AMOUNT

\$3	\$15
\$20	\$50
\$100	Other

SELECT A PAYMENT METHOD

CREDIT CARD

# 2016 Mobile Banner

is all we need. It's easy to ignore this message; most people do. But I hope you'll take a minute to think about how useful Wikipedia is to you. Please help us keep Wikipedia online and growing. Thank you.

*Jimmy Wales, Wikipedia Founder*

Now is the time we ask.

Select an amount (USD)

\$3	\$15	\$20
\$50	\$100	Other

Select a payment method

Credit Card	PayPal	amazon.com
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**~52% better**

# Emails are better

A year ago, you donated to keep Wikipedia online for hundreds of millions of readers. I'm surprised by and deeply grateful for your continued support. We need your help again this year.

[I ask you, humbly: please renew your donation today.](#)

When I made Wikipedia a non-profit, people warned me I'd regret it. And here we are, over a decade later, and it's still the only top ten website that's run by a non-profit and a community of passionate volunteers.

Has it crossed my mind how much money we could have made if we were a traditional website? Sure. But I believe people wouldn't feel motivated to create content for Wikipedia, and you wouldn't trust it, if we were in this for our own benefit. Wikipedia isn't mine, it's for everyone.

***If all our past donors gave again today, our fundraiser would be over within an hour. We're not there yet. Please help us end the fundraiser and improve Wikipedia.***

You may have heard people say that in today's online media environment, facts have become subjective. At Wikipedia, we reject that idea. When you find yourself in despair about the state of the world, remember: Wikipedia is one of the most popular websites on the planet. And that's because at the end of the day, people share a common thirst for high-quality, neutral information. We are proud to offer a place where people of all backgrounds and ideologies can come to think, learn, and find neutral ground together.

We are sustained by donations from our readers. Now is the time we ask. [If Wikipedia is useful to you, please take one minute to keep it online, ad-free, and growing another year.](#)

<https://donate.wikimedia.org>

Thanks,  
Jimmy Wales  
Wikipedia Founder

[Renew your donation »](#)



Email 1  
>17% better

## When you gave in 2015, you kept Wikipedia thriving for yourself and millions of other readers.

We need your help this week. [Will you match your last gift?](#)

Every year, I'm happily stupefied by the response from our donors. But we haven't reached our fundraising goal, and we don't have a lot of time left. Our team doesn't have the capacity to chase your renewal for months – and frankly, that isn't our style. I hope you know, sincerely, how important donors like you are to keeping Wikipedia healthy.

We're a non-profit. Less than 1% of our readers give, but we manage to serve hundreds of millions of people per month. Imagine if everyone gave? We could transform the way knowledge is shared online.

We're not salespeople. We're librarians, archivists, and information junkies. We rely on our readers to become our donors, and it's worked for fifteen years.

This year, please consider making another donation to protect and sustain Wikipedia.

[Renew your donation »](#)

[Give \\$5 »](#)

[Give \\$20 »](#)

[Give \\$35 »](#)

[Give another amount »](#)

***If everyone who used Wikipedia this year donated, we wouldn't need to fundraise for years to come. We're sustained by the support of our donors, who choose to do something exceptional.***

Thank you.

Jimmy Wales  
Wikipedia Founder

Email 2  
16% better

WIKIPEDIA



When the clock strikes midnight, our email fundraiser will end — but we haven't yet hit our goal. [I'm asking you, sincerely: please take one minute to renew your donation to Wikipedia.](#)

Today, your name-brand, hard copy encyclopedia would cost nearly \$1,400 and contain about 65,000 articles. You get Wikipedia's 5 million English articles for free. We just ask that once a year you contribute a little bit — whatever you can — to keep this amazing resource available for all.

***If everyone who uses Wikipedia gave today, we wouldn't have to worry about fundraising for years to come.***

It's time for us to look to the future. Wikipedia is now 16 years old. Kids entering university today have never known a world without Wikipedia. It has existed from the time they first started learning to read. We want to continue to be there for those kids, and their kids, as a resource for their every curiosity; a treasure trove of facts, old and new; a reliable source when they don't know what else they can trust online.

We're a nonprofit. We're independent. We don't run ads or sell services to our readers. Though our size requires us to maintain the server space and programming power of a top site, we are sustained by donors who give an average of about \$15. This year, will you take one minute to keep our work going?

[\\$5 »](#)

[\\$20 »](#)

[\\$35 »](#)

[Other »](#)

[Renew your donation »](#)

Thank you,  
Jimmy Wales  
Wikipedia Founder

[DONATE NOW »](#)

Email 3  
11% better (still testing)

# **We have more contacts**

- **Donor contact list grew by 26% from banners run in 2016**
- **Raised 45% more in donations (compared to this time in 2015)**
  - **8% improvement in dollar raised per email sent (so far)**

# What's new with the message?

# Interviews with Jimmy and Katherine



*Video* by Victor Grigas, [CC BY-SA 3.0](#). You can also view it on [YouTube](#), [Vimeo](#), and without burned-in English subtitles on [Wikimedia Commons](#).

# Help from staff & community

- *I love Wikipedia because it provides verified facts for a world that needs them more than ever.*
- *People say we live in a media environment where facts have become subjective. At Wikipedia, we reject that idea. We believe facts matter.*
- *Now, more than ever, the world needs access to reliable, neutral information.*
- *With “fake news” spreading across the internet, we believe facts matter.*
- *Wikipedia isn’t mine, it’s for everyone.*
- *#ilovewikipedia*
- *At Wikipedia, we believe it’s essential to maintain spaces where truth is determined through dialogue, and not simply dictated by the highest bidder.*
- *It’s harder to spread fake news when citations are required.*
- *So, if you find yourself in despair about the state of the world, just remember: millions of people came together to share this vast treasury of knowledge. Together, we'll keep it thriving.*

# What we learned

- **Genuine messages from real humans work**

# In the current banner

“When I made Wikipedia a non-profit, people warned me I’d regret it. Over a decade later, it’s the only top ten site run by a non-profit and a community of volunteers. Has it crossed my mind how much we could have made if it had ads? Sure. But it wouldn’t be the same. We wouldn’t be able to trust it.”

“It’s easy to ignore this message; most people do. But I hope you’ll take one minute to think about how useful Wikipedia is in your life. We’re here to give you reliable, neutral information.”

# In the current email

“You may have heard people say that in today’s online media environment, facts have become subjective. At Wikipedia, we reject that idea. When you find yourself in despair about the state of the world, remember: Wikipedia is one of the most popular websites on the planet. And that’s because at the end of the day, people share a common thirst for high-quality, neutral information. We are proud to offer a place where people of all backgrounds and ideologies can come to think, learn, and find neutral ground together.”

# #ilovewikipedia

- 3.1 million Facebook users have seen the frame
- 9K people have put frame on their pic
- 6.5K people have used #ilovewikipedia
- 2 million people have seen #ilovewikipedia on Twitter



# How you can help

- Spread the word
- Your ideas!
  - Email: [jседдон@wikimedia.org](mailto:jседдон@wikimedia.org)
- More info: <https://meta.wikimedia.org/wiki/Fundraising>

# Movement strategy update



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# Movement strategy: What we know thus far



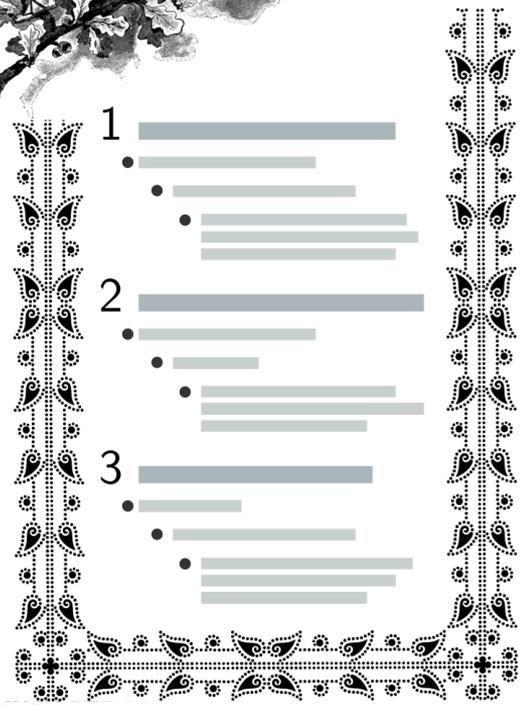
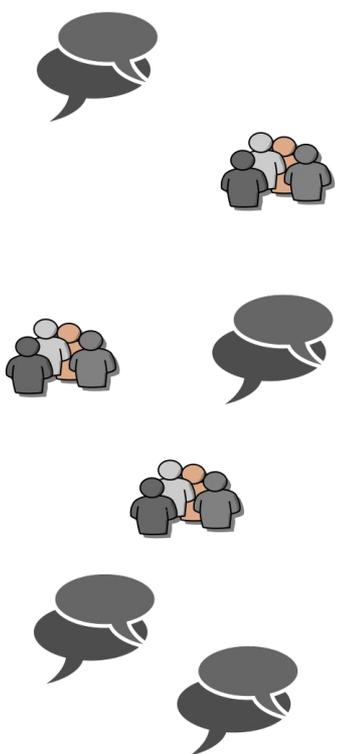
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**Given our past experience,  
when many of us think of strategy...**



# **We tend to think of drawn-out processes**

somehow leading to “Strategic plans”  
with buckets of work  
and very detailed goals.



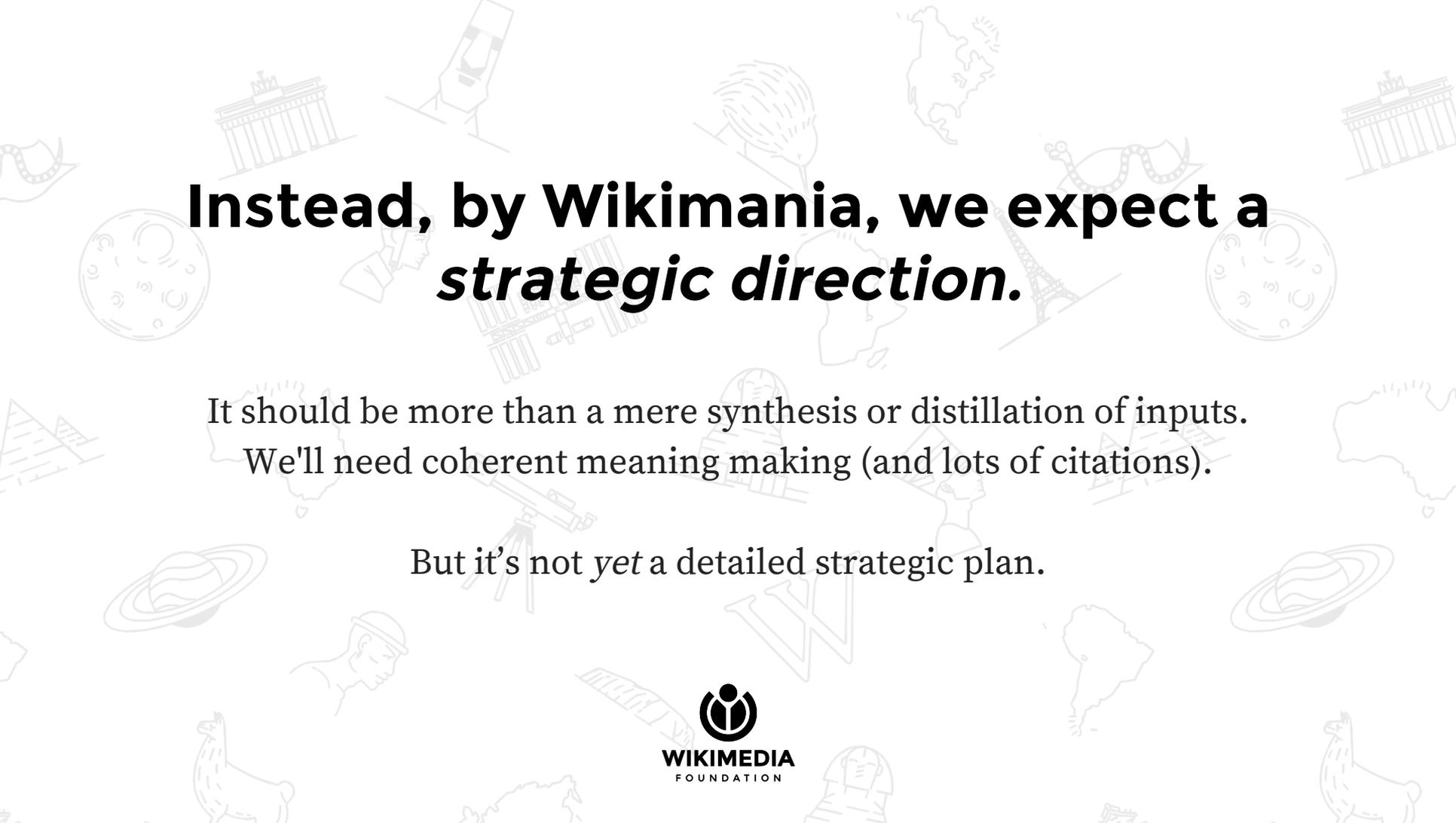
2017

Wikimania

2018

WIKIMEDIA FOUNDATION

**This is not what we're looking for here.**



# Instead, by Wikimania, we expect a *strategic direction*.

It should be more than a mere synthesis or distillation of inputs.  
We'll need coherent meaning making (and lots of citations).

But it's not *yet* a detailed strategic plan.

A strategic direction is

# a general layer of meaning

that sits right below the vision  
and speaks simply and plainly  
about a movement-wide theme for the next 15 years.



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# With our thematic direction clarified *after* Wikimania

*then* we can talk through our roles across the movement, the resources needed, and hammer out the details.

We'll have greater visibility about that phase as we make our way through Phase one.

Let's look at an example...



**Say we all got together, all across the movement and beyond, and defined “participation” as a theme...**

and we had all clarified the types of participation we’d like to see (e.g. new geographies, new readers, new editors, healthy communities)

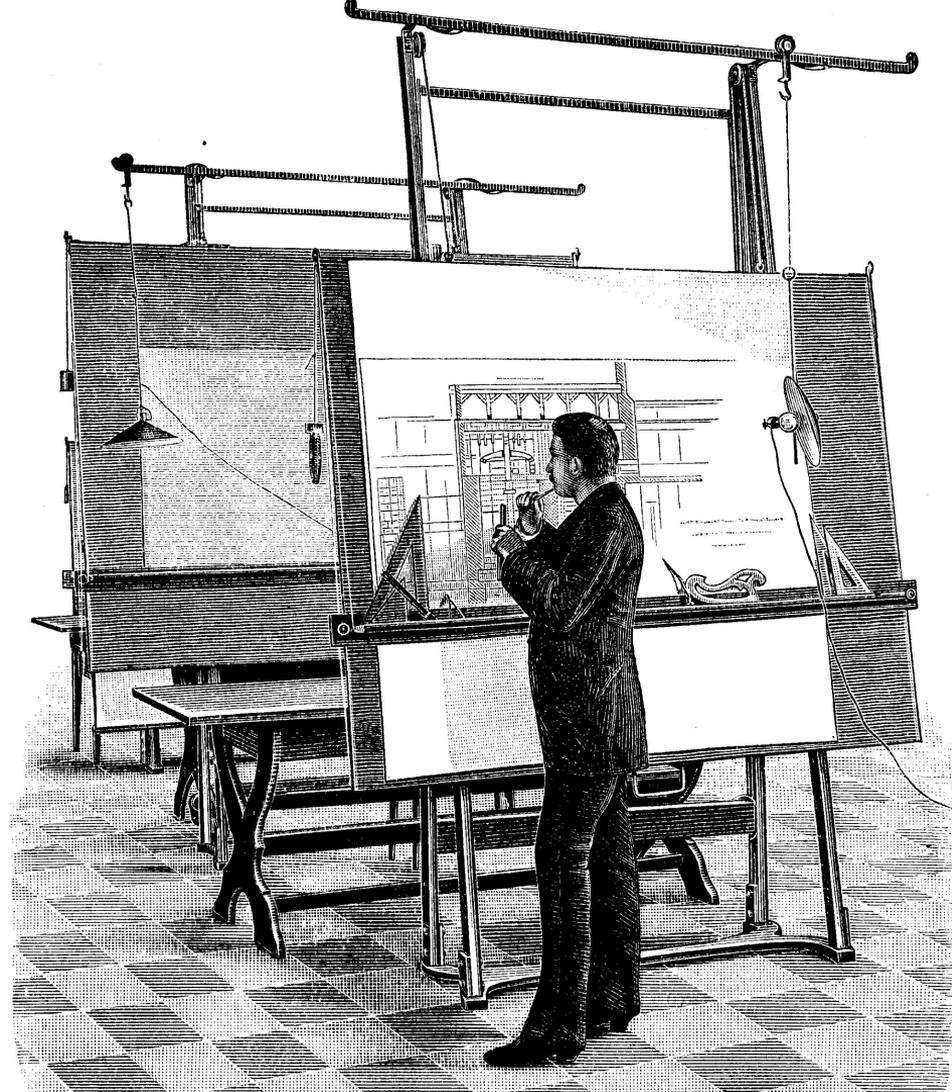
# ***After Wikimania***

we come together and talk about what different stakeholder groups would like to contribute toward “participation” and the resources needed to pull it off for the long haul, together.



# Let's start with a lead architect

responsible for moving *us all* to the final product (ecosystem of affiliates, users, experts, new users, cultural & educational institutions, and the Wikimedia Foundation).



# let's partner the lead architect with a long-time Wikimedian

who knows the movement, its history,  
and has an obsession with documentation.



**Oh, and they'll need a smart,  
dedicated project/stakeholder  
manager.**

Someone who keeps the trains running on time and  
has proven she can deliver under stress.



# Organize the rest of the small, core team, according to the various stakeholder groups we need to include:

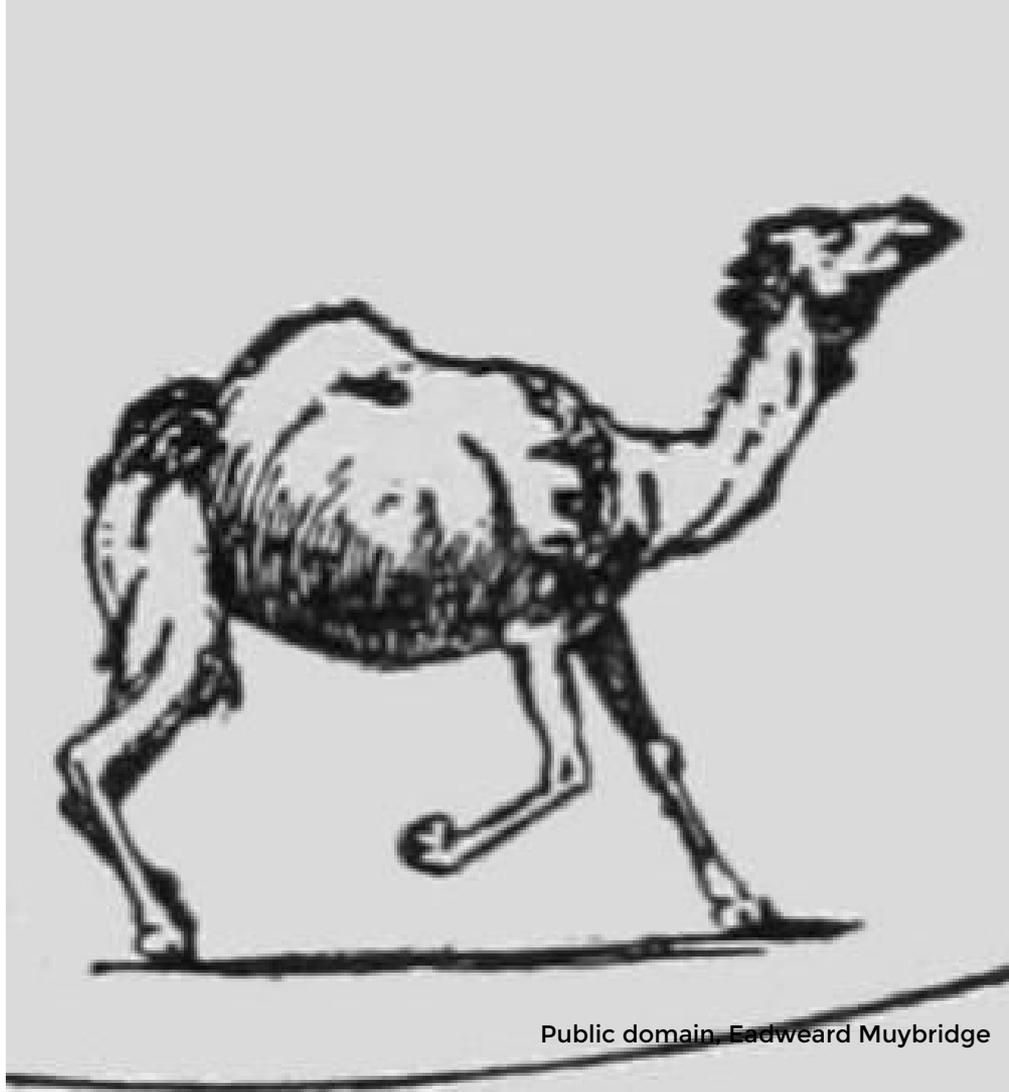
- Movement affiliates
- Editors
- New users / new geographies
- Experts

## **Pair each lead with a movement partner as well:**

- Movement affiliates
- Editors - on wiki
- New users / new geographies
- Experts

# Be bold!

(Camel of knowledge)



Public domain, Eadweard Muybridge

# Questions and discussion



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wikilove  
LOVE

# Thank you!

## Fundraising Team:

- Lisa Seitz-Gruwell
- Lena Traer
- Megan Hernandez
- Caitlin Cogdill
- Peter Coombe
- Zack Exley
- Jessica Robell
- Caitlin Virtue
- Thea Stein Skaff
- Jonathan Curiel
- Danny Kaufman
- Rosie Lewis
- Leanne Schreiberstein
- Marc Brent
- Jerry Kim
- Pats Pena
- David Strine
- Andrew Green
- Michael Beattie
- Joseph Seddon
- Katie Horn
- Adam Wight
- Jeff Green
- Casey Dentinger
- Elliott Eggleston
- Dylan Kozlowski
- Eileen McNaughton

**We appreciate all you do to keep us going**

