

Strategic view

*Be the reference platform for offline access
to knowledge*

Strategy Cascade

What is our winning aspiration?

Where will we play?

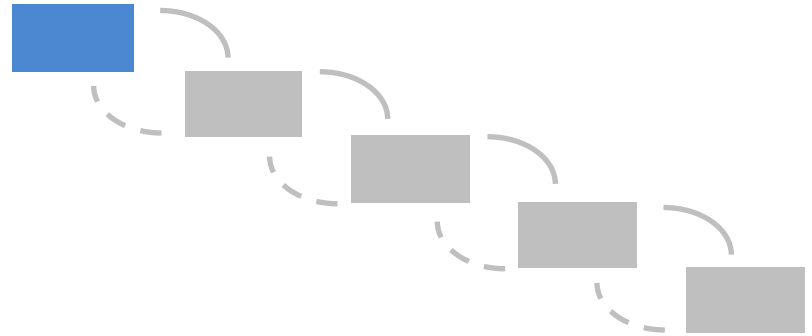
How will we win?

What capabilities must we

What management systems do

What is *winning*?

- Kiwix is the go-to solution for offline access to knowledge
- 100+ million users by 2023
- Offline access is the goal, it does not matter if it is directly through Kiwix (can be a competitor)



Where will we play?

- **Customers**

Large-scale deployers. Let's call them **Partners**

- **Channels**

B2B, Website, Play Store

- **Products or Services:**

Android, Hotspot, Desktop (Kiwix)

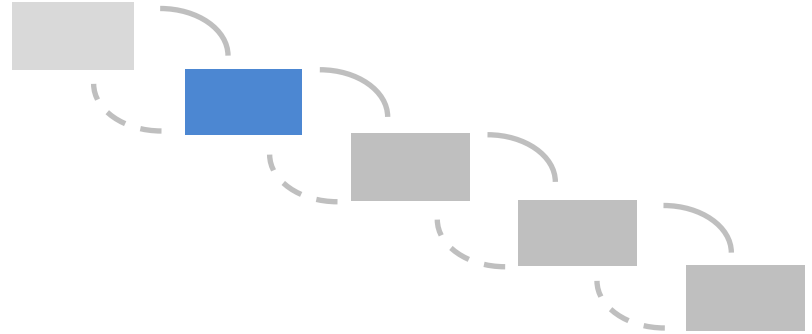
Ad hoc conversion of contents (openZIM)

- **Geography:**

Worldwide - but if by language then ar/en/es/fr

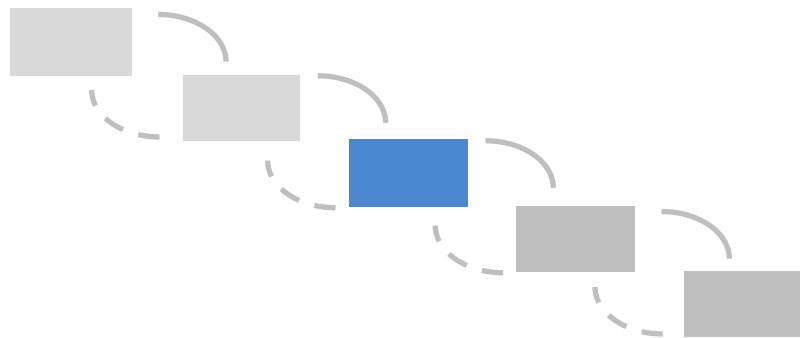
- **Stages of Production**

Platform supplier



How will we win?

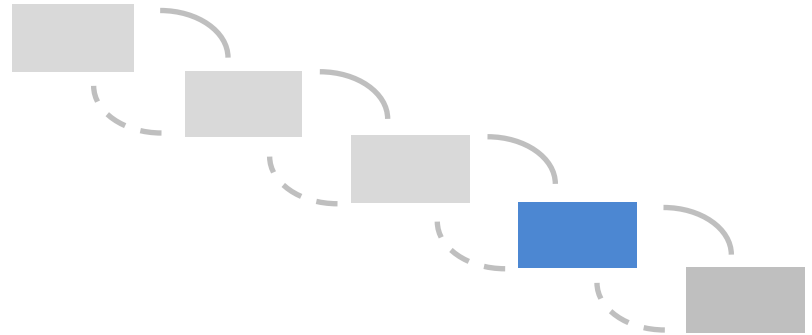
- Make Kiwix a known brand
 - SEO, networking
- Make Kiwix easy to use/install
 - Plug&Play, simple UX
 - Good compression
 - Content discovery
- Free as in speech (content agnostic)
- Freemium/service model - individual end user is always free, but some paid services for partners



What capabilities must we have?

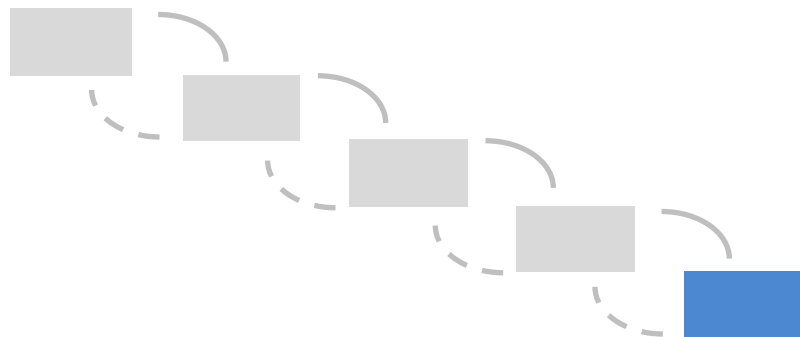
What capabilities must we have?

- Partnerships to deploy and get feedback
- Solid tech
- User experience design and product management
- Maintain low price of service
- Grant writing
- Attractive content library



How will we measure progress?

- Partner feedback
- Partners paying for service maintenance or upgrade
- Download and distribution stats



Playing to win

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- **Channels:** B2B, Website, Play Store
- **Products or Services:** Android, Hotspot, Desktop (kiwix) / Ad hoc conversion of contents (openzim)
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- **Stages of Production:** Platform supplier

How will we win?

- Make Kiwix a known brand (SEO, networking)
- Make Kiwix easy to use/install (Plug&Play, simple UX; Good compression)
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Which conditions must be true for: Market

Market			
<p>Segments</p> <ul style="list-style-type: none">• EdTech is a thing <p>Structure</p> <ul style="list-style-type: none">• <i>Partners are willing to share data</i>• <i>It is more interesting for partners to use an off-the-shelf solution than develop their own</i>			

Which conditions must be true: Customer Value

	<i>Customer Value</i>		
	<p><i>Channels</i></p> <ul style="list-style-type: none">• <i>Distribution channels must be easy to reach, update and interact with</i>• <i>Service model is accepted by partners: people will pay for upgrades</i> <p><i>Customers/Partners</i></p> <ul style="list-style-type: none">• <i>Partners must be able to pick and chose content they are interested in</i>• <i>Partners must show value to their own sponsors</i>• <i>The content is easy enough to share/distribute</i>		

Which conditions must be true: Relative Position

		Relative Position	
		<p>Capabilities</p> <ul style="list-style-type: none">• <i>We must be known outside of our immediate circle of users</i>• <i>Must be able to respond to partners' content needs</i> <p>Costs</p> <ul style="list-style-type: none">• <i>We must remain cheaper and easier to use than existing alternatives</i>	

Which conditions must be true: Competitors

			Competitors
			<p><i>Reaction</i></p> <ul style="list-style-type: none">• <i>Competitors will integrate Kiwix in their offer</i>• <i>Competitors' readers are ZIM-compatible</i>

Identifying Barriers

Which conditions do we most worry aren't true for "Become THE broker of open access data, targeting specific channel partners"?

Industry	Customer Value	Relative Position	Competitors
EdTech is a thing	<i>Distribution channels must be easy to reach, update and interact with</i>	We must be able to respond to content needs	Competitors will adapt or integrate Kiwix in their offer
<i>Partners are willing to share data</i>	<i>Partners must be able to pick and chose content they're interested in</i>	<i>We must be known outside of our immediate circle of users and partners</i>	Competitors' readers are ZIM-compatible
<i>It is more interesting for partners to use an off-the-shelf solution than develop their own</i>	<i>Partners must show value to their own sponsors</i>	We must remain cheaper and easier to use than alternatives	
	<i>Service model is accepted by partners: people will pay for upgrades</i>		
	<i>Content is easy enough to share and distribute</i>		

Design Tests of Barriers

Three Types of Tests

1. **Guerrilla-Style Tests:** Simplest, lowest-cost, and fastest
2. **Small-Scale Tests:** Require new data, low to moderate investment, and more time
3. **Definitive Tests:** Often include pilot and large-scale in-market tests and require the highest level of investment—and provide the highest level of confidence

Design Tests of Barriers

Partners willing to share data

Guerrilla-Style Test

Objective: Partners respond to emails about data sharing

Test: Send emails/call partners

If/Then Hypothesis: if 80% of partners respond to emails/calls, then they're willing to talk

Standard of Proof: 5 partners called

Small-Scale Test

Objective: get numbers from partners

Test: Specifically ask for YTD usage

If/Then Hypothesis: if 80% share their YTD user base, then they actually collect and share data

Standard of Proof:

Definitive Test

Objective:

Test:

If/Then Hypothesis:

Standard of Proof:

Use cases / Segments

1. International development organizations
2. Integrators
3. Prisons & schools
4. Wikimedia User Groups
5. Anti-censorship groups
6. Remote locations
7. Museums



International Development

Orange Foundation, Fair Denmark

How do they serve their constituents?



Target users: students (8-16)

Bring education services

Integrated as part as a broader effort

Platforms: raspberry, desktop and android

Resources



Funding: Have funds

Technical skills: Usually good on the field, low at decision level

Staffing: professional

How do they interact with Kiwix?



First contact: reached out through their tech guys / Google search, Kiwix outreach

Discussions: Emails, F2F meetings

Demands: Ask for customization of software and content

Challenges

Kiwix

Want broad content in their target languages

Want incremental updates to content

Deployment

Decision makers and on-the-ground teams are different, may have communication gaps

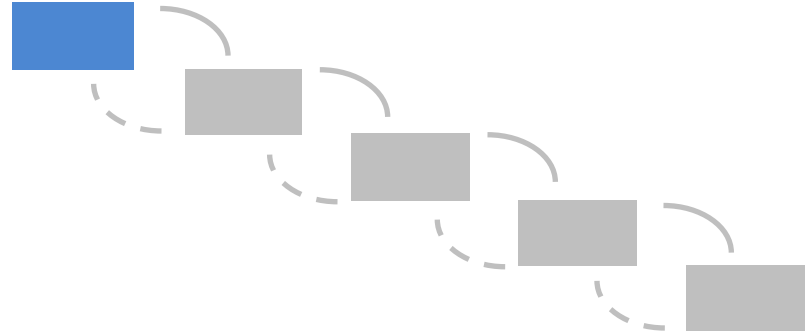
Some issues with local authorities who want to vet content

Content is written for older audience

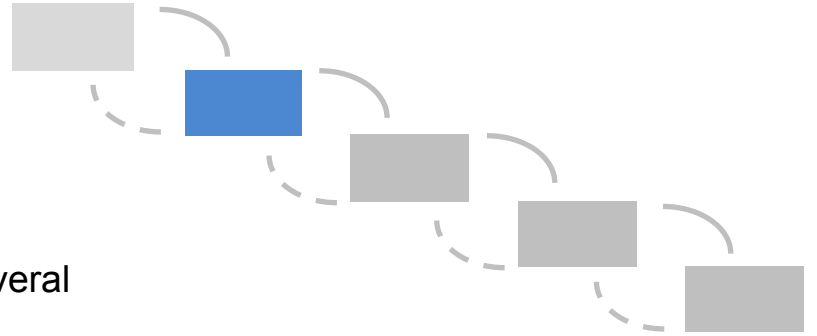


What is *winning*?

- Kiwix is their go-to solution for offline access to knowledge
- They deploy Kiwix in the field and share data back
- They pay for a service



Where will we play?



- **Customers**

Large NGO/foundation that are deploying across several countries and several thousand users

- **Channels**

B2B

- **Products or Services:**

Android, Hotspot, Desktop (kiwix)

Ad hoc conversion of contents (openzim)

- **Geography:**

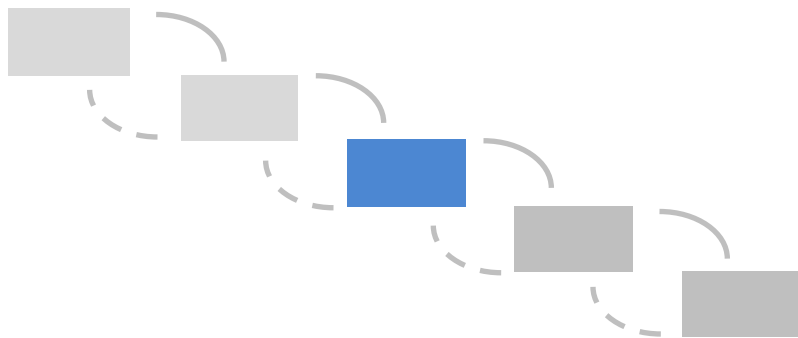
Based in the North, active in the South

- **Stages of Production**

Platform supplier and service provider

How will we win?

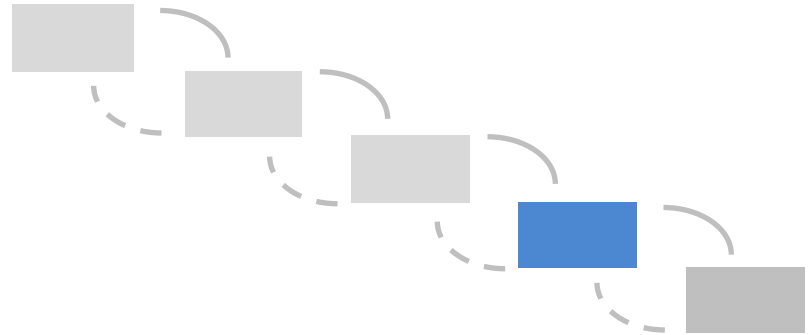
- Proactive outreach / sales strategy
- Kiwix is a trusted brand
- Kiwix as a white label
- Ability to integrate proprietary content
- We also offer a large selection of free contents



What capabilities must we have?

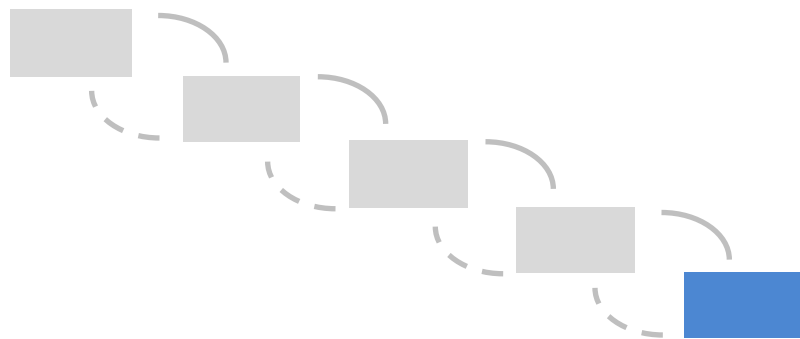
What capabilities must we have?

- Sales strategy
- Customization of platform and packaging of proprietary content
- Account management (tech & biz)
- Contract management / Legal



How will we measure progress?

- Partner feedback
- Partners paying for maintenance or upgrade
- Partners share their metrics and usage statistics
- Recurring contractual relationship





Integrators

IIAB, e-Granary, RACHEL, BSF/LWB, WiFree, eBuki

How do they serve their constituents?



Target users: children, teenagers

Want to complement specific offer which is their selling point, bring as much content as can fit on limited hardware

Platforms: android, raspberry-like, desktop

Resources



Funding: Very little funds

Technical skills: very good (can install software, some dev.)

Staffing: professional

How do they interact with Kiwix?



First contact: Direct contact with Kiwix

Some of them contribute code or bug reports

Potential competitors to technology

Provide scale

Discussions: Emails, F2F meetings.

Challenges

Kiwix

Want local language contents

Has to fit with existing hardware/software

Want data collection

Want incremental updates to content

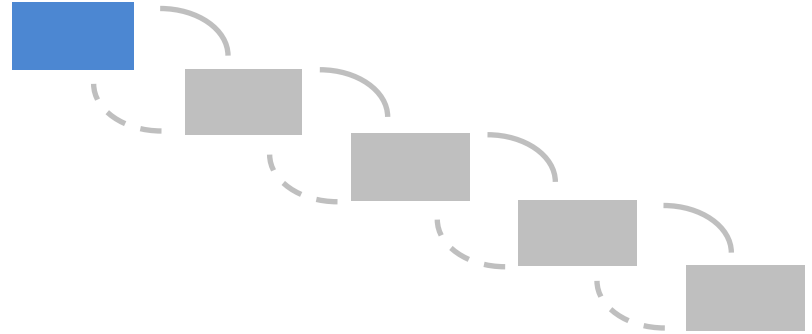
Deployment

Download and install controlled by head office

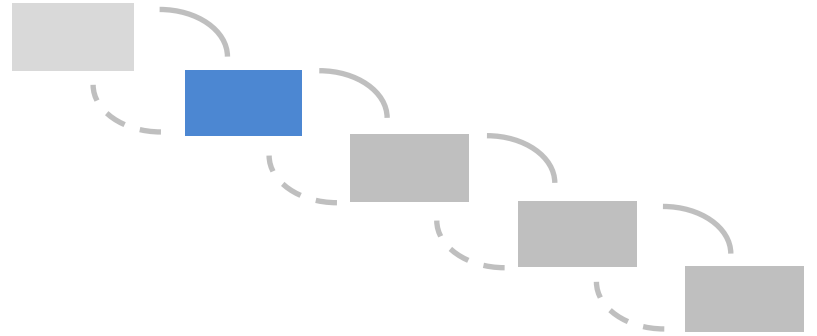


What is *winning*?

- When distributing content, integrators privilege using Kiwix over in-house solutions
- Integrators contribute code or pay for new features
- Integrators share distribution data



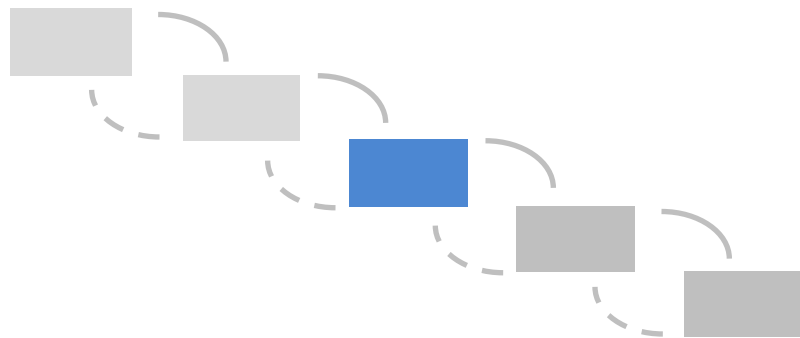
Where will we play?



- **Customers**
People having their own tech / own platform
- **Channels**
Github, Offline Community, B2B
- **Products or Services:**
Android, Hotspot, Kiwix-serve (kiwix)
Generic catalogue (openzim)
- **Geography:**
Based in the North, active in the South
- **Stages of Production**
Platform supplier

How will we win?

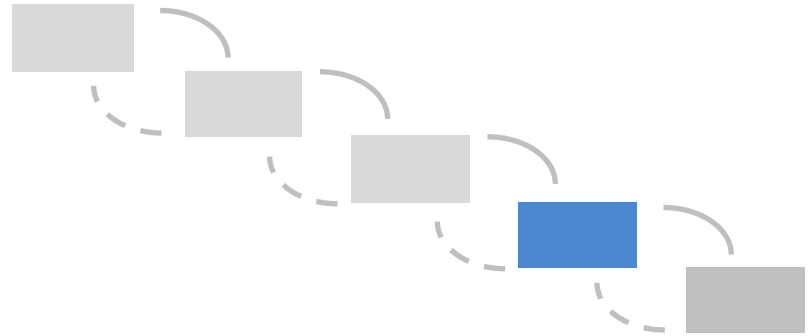
- Very well compressed content
- Ease of integration via standardized techs
- Ease of maintenance
- Maintain good relationship



What capabilities must we have?

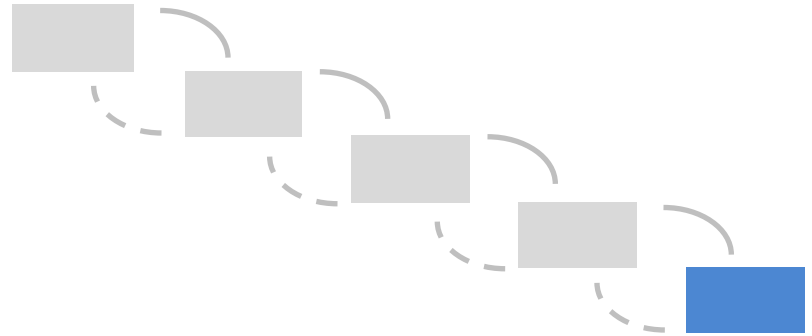
What capabilities must we have?

- Customization of platform and packaging of proprietary content
- Client support (tech)



How will we measure progress?

- Partner feedback
- Partners share their metrics and usage statistics





Governments

Cuba, Panama, Positivo

How do they serve their constituents?



Target users: adults & teenagers

Want to provide free educational content to supplement limited internet & print access

Platforms: mostly android, some desktop

Resources



Funding: Have some funds

Technical skills: good (can install software)

Staffing: professional but unmotivated

How do they interact with Kiwix?



First contact: WMF engages with them, otherwise through own search of existing, low-cost solutions

Discussions: Emails, F2F meetings. English is poor.

Demands:

Challenges

Kiwix

Want local language content

More than Wikipedia (e.g. games, MOOCs, edutainment)

May want some degree of curation/censored content

Want incremental/automated updates to content

Deployment

Good local distribution networks





Prisons / schools

OSEO, Last Mile, elis

How do they serve their constituents?



Target users: kids (8-16) or adults

Bring Wikipedia as a complement to education services (for homework). Users have limited access to other materials, no internet access.

Platforms: android, Raspberry-like, desktop

Resources



Funding: low funding, mostly from broader state grants

Technical skills: initially high, then almost none

Staffing: professional and dedicated

Challenges

Kiwix

Need to be able to censor specific content
Need multilingual content (Europe)

Deployment

No internet connection at all, no updates
No incentive to communicate publicly about their programs



How do they interact with Kiwix?



First contact: Access mostly secondhand or from former staff, no maintenance of content/software

Google search for offline Wikipedia or free software

Initial install generally from someone who cares about free software

Discussions: Emails

Demands: curated content



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Wikimedia User Groups

E.g. WM ZA, DZ, PT, WikiFundi

How do they serve their constituents?



Target users: students (15-25)

Demonstrating how Wikipedia works and leave Kiwix behind
Care about content creation - Passion project

Platforms: desktop (mostly), Raspberry pi

Resources



Funding: none, or some through Wikimedia grants

Technical skills: can install with guidance

Staffing: volunteers only

How do they interact with Kiwix?



First contact: Met Stephane or Emmanuel during a conference or word of mouth through community. Do not report on status or metrics.

Discussions: email/Skype

Demands: localized Wikipedia, offline editing

Challenges

Kiwix

Are not always Kiwix users

Difficulty downloading due to bandwidth, would like to have incremental updates

Deployment

Volunteer-based





Anti-censorship groups

E.g. North Korea, Turkey

How do they serve their constituents?



Target users: adults

Take a stand against censorship by circumventing ban, global PR. Distribution on flash drive or torrents

Platforms: desktop

Resources



Funding: have project-specific funds

Technical skills: Good, but end users have none.

Staffing: professionals and activists

Challenges

Kiwix

Want content in their home/target language

Want to share own content/propaganda

Deployment

Activities are illegal and risky

Via word-of-mouth, VPN, torrent, smuggling



How do they interact with Kiwix?



First contact: Through WMF(?), or Googled for offline distribution.

No ongoing conversation or feedback

No understanding of what Kiwix is - only interested in Wikipedia.

Kiwix cannot be actively involved due to Swiss policy

Discussions: -

Demands: -



Very remote locations

NASA, Antarctica

How do they serve their constituents?



Target users: Researchers (highly educated)
Bring content to compensate for poor connectivity
Entertainment value
Platforms: desktop, android

Resources



Funding: Have funds, but not for that
Technical skills: Good.
Staffing: hobbyist

Challenges

Kiwix

Want content in their home language, but English will do
File size may be an issue. Would need very specific (non-wikimedia), very technical content.



Deployment

Someone takes it along as a personal item

How do they interact with Kiwix?



First contact: Advocated by existing user (David Strine, Liam Wyatt). Advocates are heavily involved ongoing
No direct relationship with Kiwix
Discussions: -
Demands: want incremental updates



Museums

Lausanne

How do they serve their constituents?



Target users: adults

Want to enrich the experience for visitors by bringing contextual content through QR codes

Do not want to provide internet access: cost cutting, but also forced focus on what is presented

Platforms: smartphones via Kiwix-serve, or custom app

Resources



Funding: Limited funds but have access to project-based funding

Technical skills: poor.

Staffing: professionals

How do they interact with Kiwix?



First contact: Kiwix reaches out to them

Very conservative vis-à-vis tech/wiki, slow to adopt and slow to change

Do not want to deal with maintenance

Discussions: face-to-face

Demands: curated content

Challenges

Kiwix

Requires QR code integration

Possible need for custom content packs

May want richer associated content (media)

Deployment

Need to show they are trying to be modern

Outside of their comfort zone

