

Wikimedia Foundation

Board Meeting Pre-read

January 2010



WIKIMEDIA

***Imagine a world** in which every single human being can freely share in the sum of all knowledge. That's our commitment.*


The Bridgespan Group

Contents

- Strategic planning process update
- Goal setting
- Priority 1: Building the platform
- Priority 2: Strengthening the editing community
- Priority 3: Accelerating impact through innovation and experimentation
- Implications for the Foundation

Objectives for this document

- Provide reminder on design of strategic planning process and current stage of work
- Highlight research and analysis that informed the development of priorities for the Wikimedia Foundation
- Introduce action items, including priorities for 2010-11 annual plan to be discussed at Board meeting in February

A reminder: Two interdependent objectives for the planning work

- Define a ***strategic direction*** that advances the Wikimedia vision over the next five years
 - Broader reach and participation
 - Improved quality and scope of content
 - Defined community roles and partnerships

- Develop a ***business plan*** to guide Wikimedia Foundation in executing this direction
 - Organization, capabilities, and governance
 - Technology strategy and infrastructure
 - Economics, cost structure, and funding models

Our frame for developing the strategic direction and Wikimedia Foundation's business plan

- Wikimedia's vision is "a world in which every single human being can freely share in the sum of all knowledge"
- At its core the strategic planning process is animated by three questions:
 - REACH: What are the highest potential opportunities for impact in pursuit of reaching "every single human being"?
 - QUALITY: What are the highest potential opportunities for impact towards "the sum of all knowledge"?
 - PARTICIPATION: What opportunities enable the continued health, cultivation and growth of a vibrant community of contributors?
- The strategic planning process will result in:
 - 1) An overarching set of priorities for Wikimedia as a whole
 - 2) A clear articulation of the roles different entities within the Wikimedia movement could play in working towards this vision

We are in the middle of the "synthesis" stage

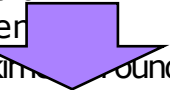
Level-Setting (Jul 09- Oct 09)	Deep Dives (Oct 09-Dec 09)	Synthesis (Nov 09- Mar 10)
<ul style="list-style-type: none"> • Design framework for engaging with the community • Launch an open community process • Build fact base on Reach, Content, Participation, WMF • Develop guiding paper for strategic planning process • Charter and select members of task forces for deep dives 	<ul style="list-style-type: none"> • Conduct in-depth research and analysis on growth opportunities for Wikimedia • Deep dive into other strategic issues (special topics) identified in Level-setting Phase 	<ul style="list-style-type: none"> • Develop overarching recommendations on strategic priorities for all of Wikimedia • Recommend roles for different entities within the Wikimedia movement (e.g., Wikimedia Foundation, chapters, unaffiliated volunteers)



1. Project plan and plan for the open community process
2. Fact bases
3. Guiding paper
4. Task Force mandates



- Develop recommendations for each strategic initiative with the growth opportunities



1. Strategic synthesis paper and set of strategic priorities*
2. Initial implications for WMF, chapters, and others

WMF Business Planning (Jan 10-Aug 10)

- Develop WMF 2010-15 business plan and implementation plan:
 - Strategic goals
 - Measures of success
 - Implications for WMF model, org, ops, finance, tech, governance, partners
 - Key activities
 - Milestones & timelines
 - Risk mitigation

Iteration to Action

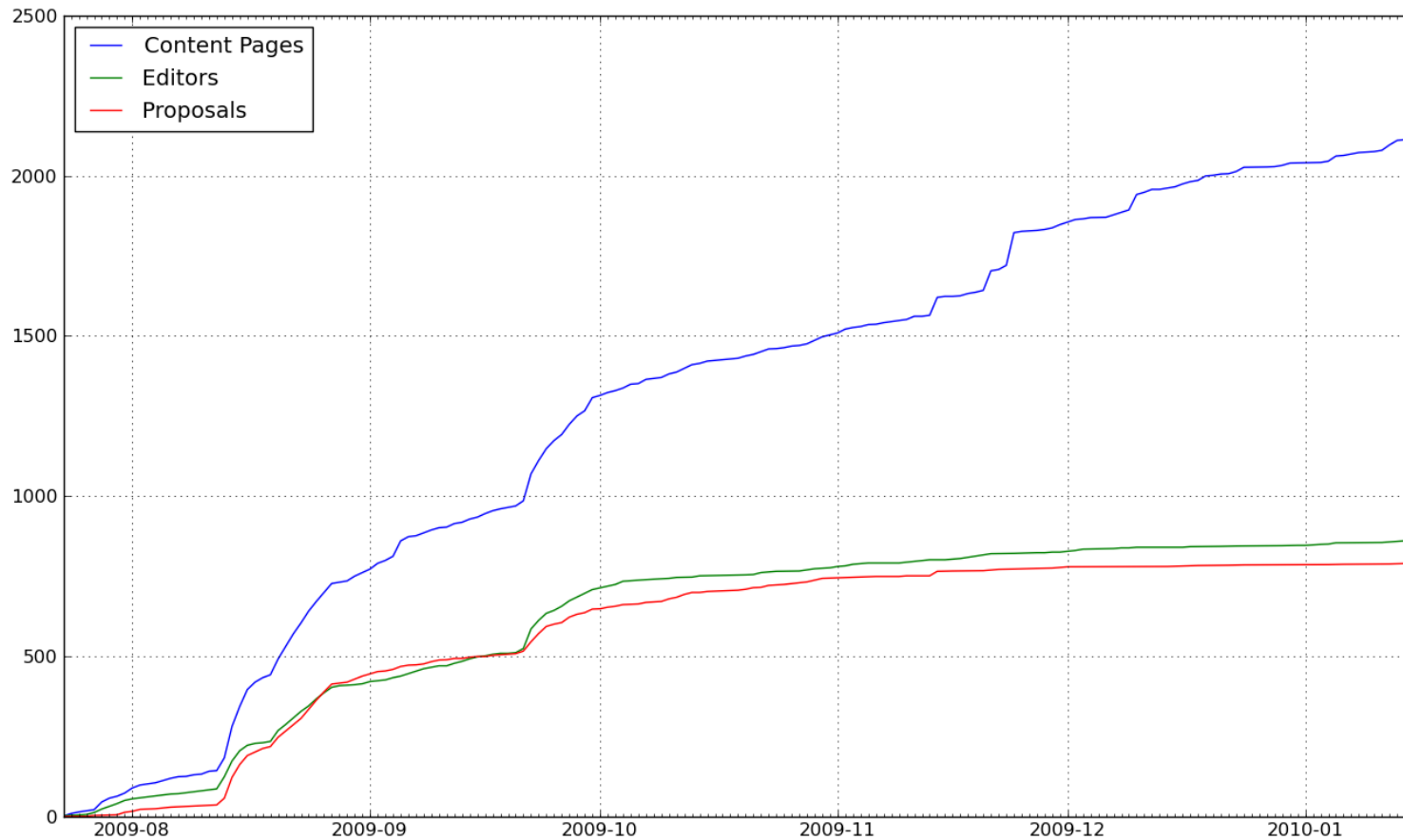
- Support emergent process as community:
 - Submits proposals
 - Iterates on vision paper
 - Self-selects to action



1. WMF business and implementation plan
2. Wikimedia vision paper

*Refers to this PowerPoint document, accompanying memorandum, and accompanying materials on Strategy Wiki

Community engagement on the Strategy Wiki has been strong



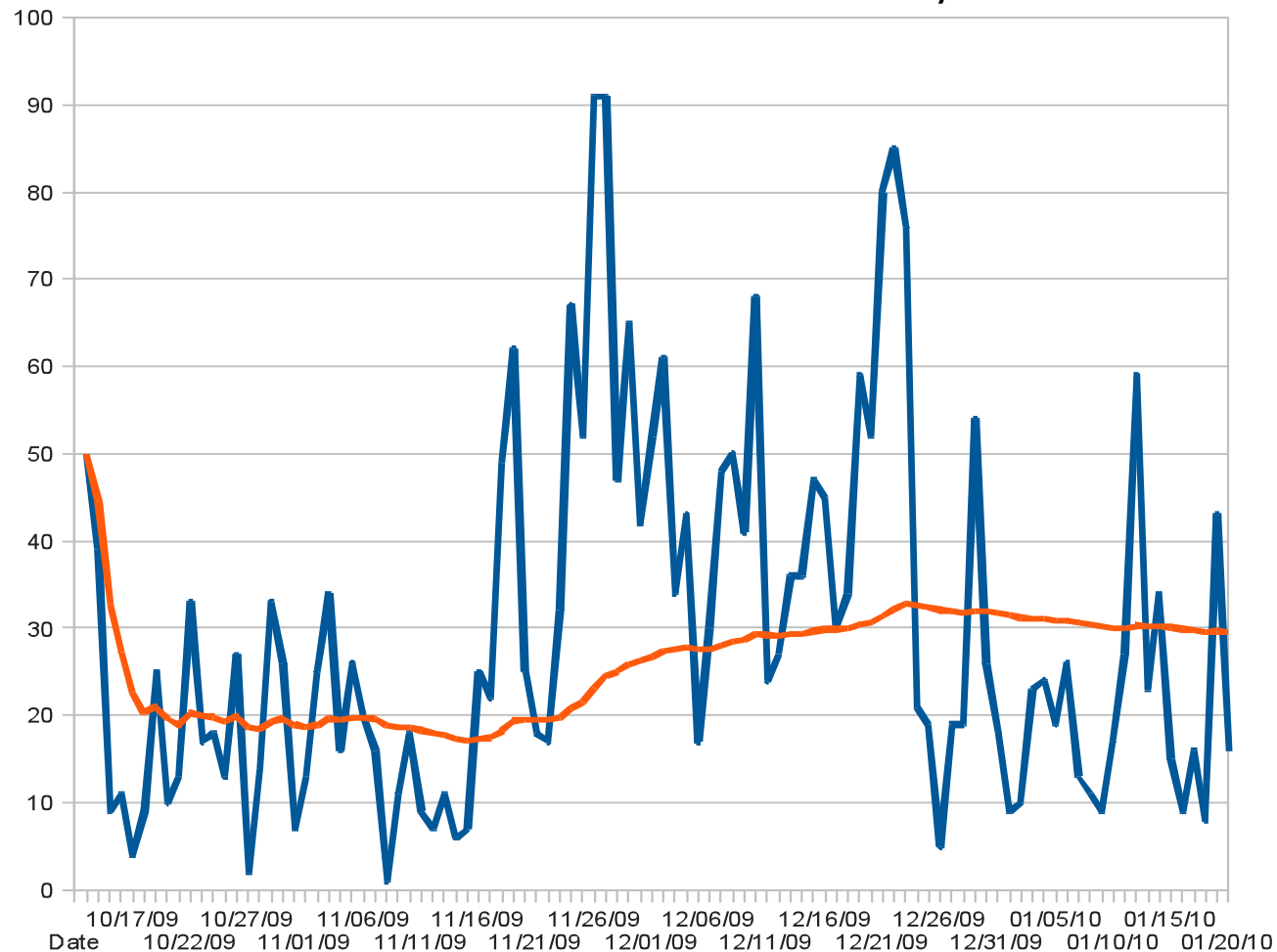
Key metrics

- Over 2,000 content pages
- Almost 800 proposals
- Over 50 languages represented
- Over 800 contributors (70 active monthly contributors)
- Over 13,000 total pages

Source: http://strategy.wikimedia.org/wiki/Strategic_Planning:Statistics

Task Force discussions and recommendations informed development of strategic priorities

Overview of Task Force Activity



- 14 Task Forces, 10 of which delivered recommendations
- 10 weeks
- Over 250 participants (including non-members)
- Almost 3,000 posts (30/day)

This chart shows activity on LiquidThreads, the tool Task Forces were using for discussion. The conversation was especially intense from mid-November through mid-December 2009, at one point exceeding 90 posts in a day. The orange line tracks the mean number of posts per day over time.

Source: http://strategy.wikimedia.org/wiki/Strategic_Planning:Statistics

At the February Board meeting we'll focus on strategic priorities and the 2010 annual plan

Role	Timing
<ul style="list-style-type: none"> • Provide input on strategic issues and identify needs for further information • Determine process for how the Board will provide further input and reach decisions in the strategic planning process 	Nov Board meeting
<ul style="list-style-type: none"> • Review strategic priorities as synthesized and recommended by the Executive Director • Provide guidance on top priorities for the Foundation and input into 2010 annual plan 	Feb Board meeting
<ul style="list-style-type: none"> • Review and approve strategic direction for the Foundation 	April Board meeting
<ul style="list-style-type: none"> • Review and approve business and implementation plan prepared by the project team for the Wikimedia Foundation 	July Board meeting
<ul style="list-style-type: none"> • Participate (as individuals, not Board members) in the open community process 	Ongoing

Contents

- Strategic planning process update

- Goal setting

- Priority 1: Building the platform

- Priority 2: Strengthening the editing community

- Priority 3: Accelerating impact through innovation and experimentation

- Implications for the Foundation

Context for goal setting

Today, Wikimedia is the 5th most visited website on the globe, with 345M unique visitors* in November 2009...

To over 700 projects in 271 different languages...

Which are built and maintained by a base of 100K active contributors...

Over the past nine years, growth in reach, content, and participation has occurred organically, initiated and led by a number of different actors, including editors, other volunteers, Foundation staff, Foundation Board, advisors, friends, and readers...

While we believe that organic growth and evolution will continue...

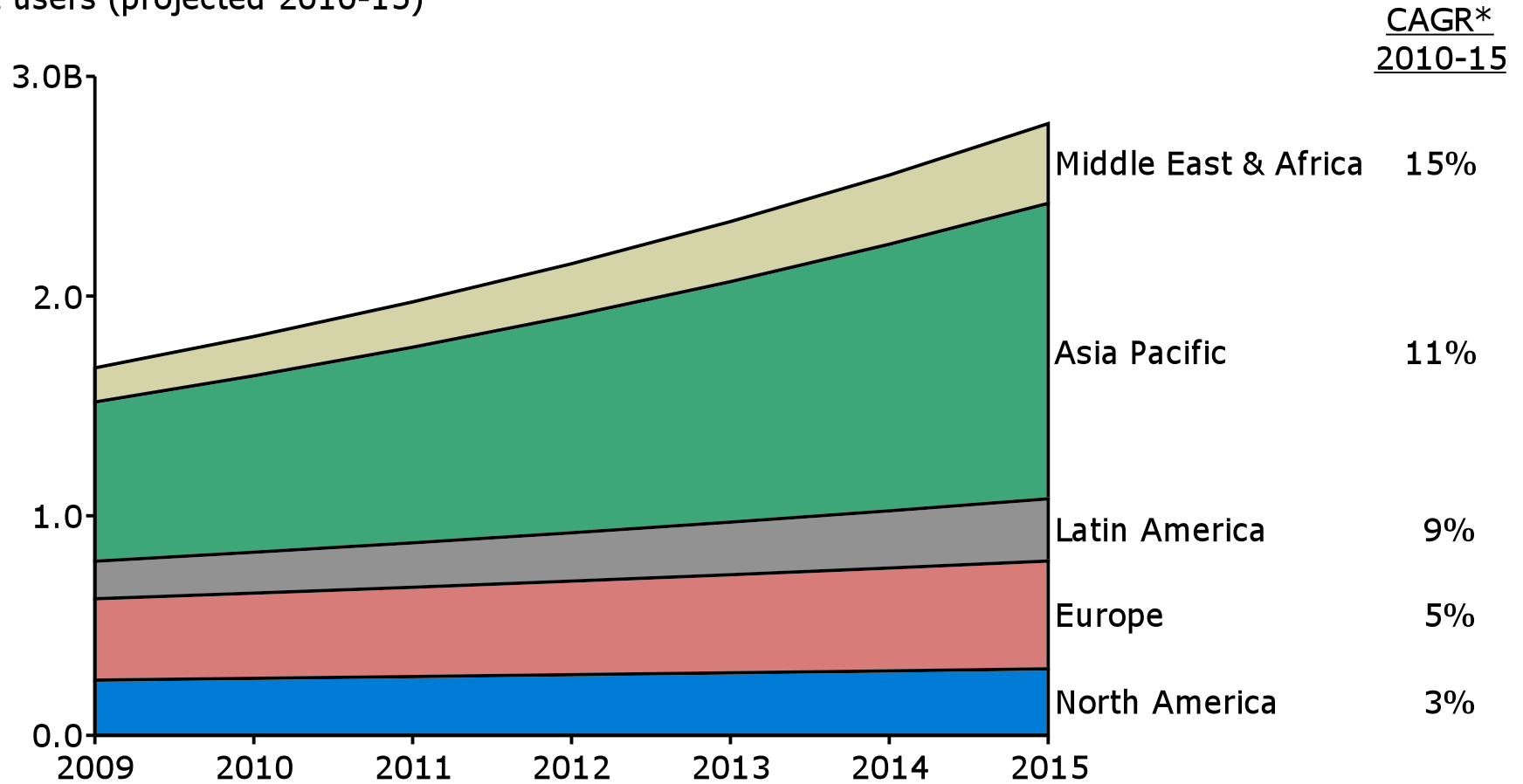
The point of the strategic plan is to achieve better outcomes than would be possible without investments to seize opportunities and address gaps...

So that Wikimedia can continue to expand reach, content, and participation toward its vision of the sum of all knowledge to all people.

*According to comScore Media Metrix data

With expansion of Internet, Wikimedia's vision of reaching "every single human being" is becoming a closer target

Internet users (projected 2010-15)

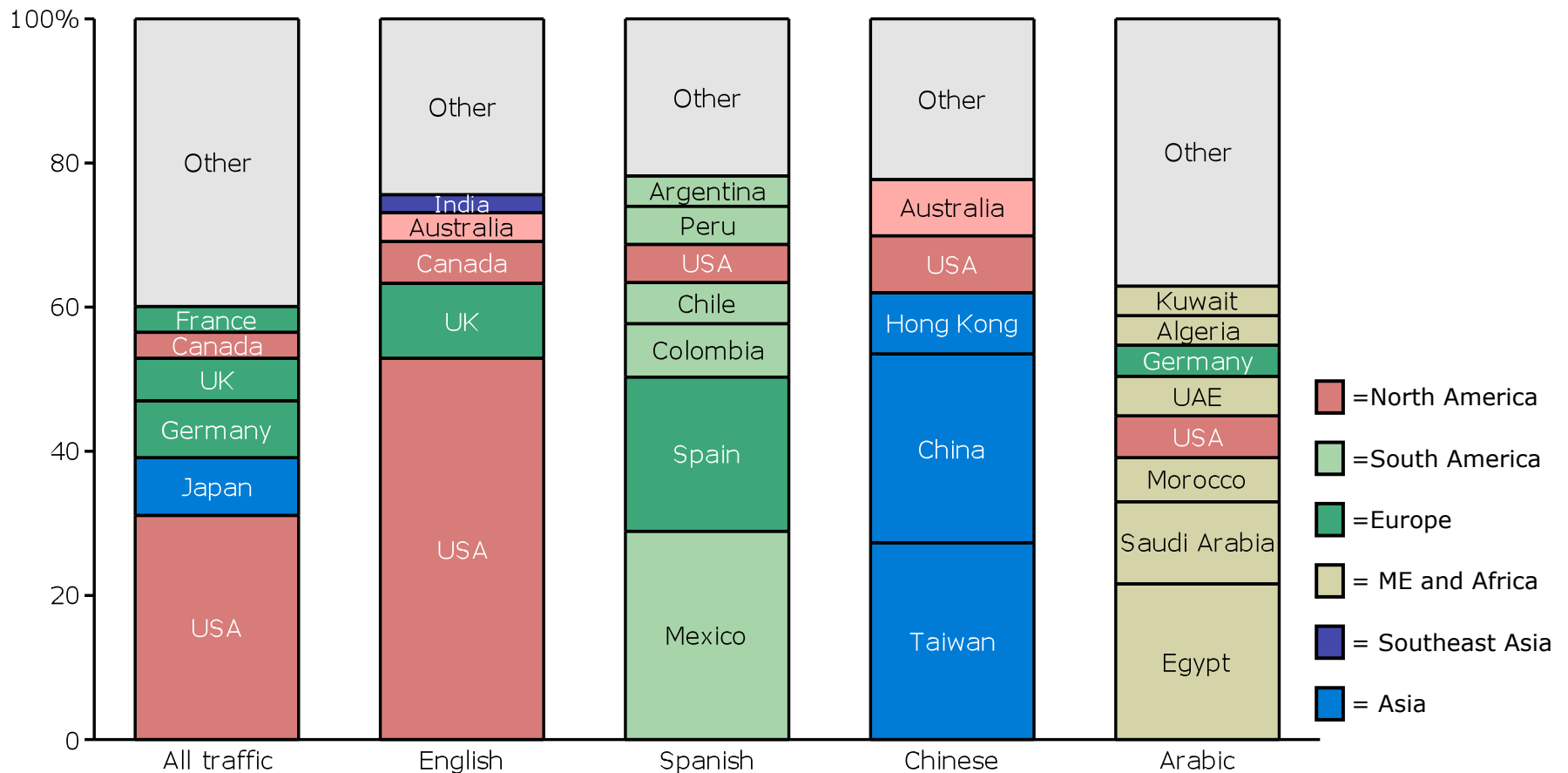


* CAGR is the compound annual growth rate

Source: Bridgespan analysis; market share data from comScore; data on the number of Internet users by region from The International Telecommunications Union; data on projected regional growth rates of Internet use from Forresters; Bridgespan analysis

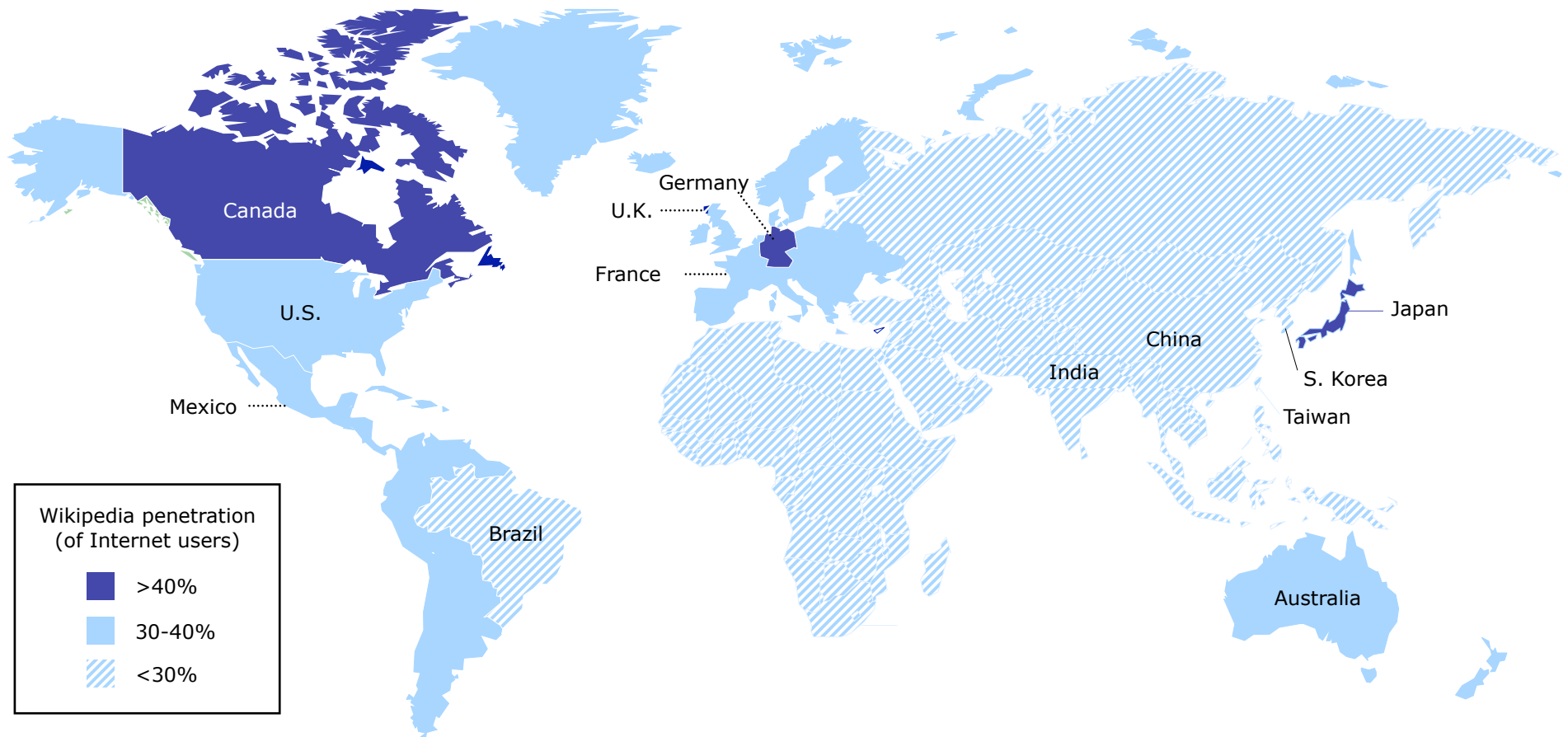
Most Wikimedia traffic is from North America and Europe, but visitors are from all over the world

Traffic to Wikipedia language projects, by country



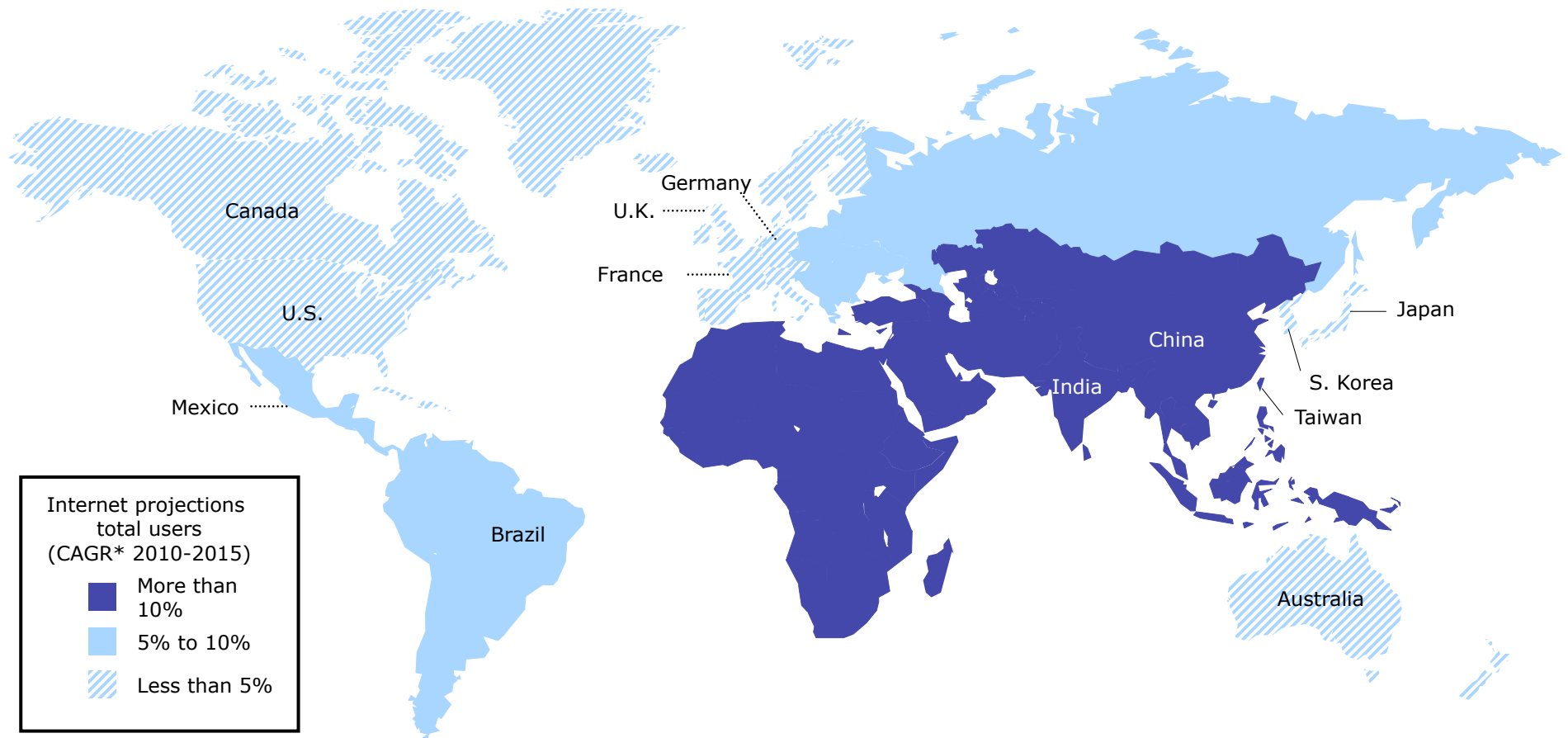
Source: WikiStats' "Wikimedia Visitor Log Analysis Report"

Areas where Wikimedia has lower penetration represent major opportunities to increase reach...



- Highest penetration in Canada, Germany, and Japan; (penetration in Canada is >51% of Internet users)
- Lowest penetration in China (~1% of Internet users)

...particularly given the fast growth of the online population in these areas

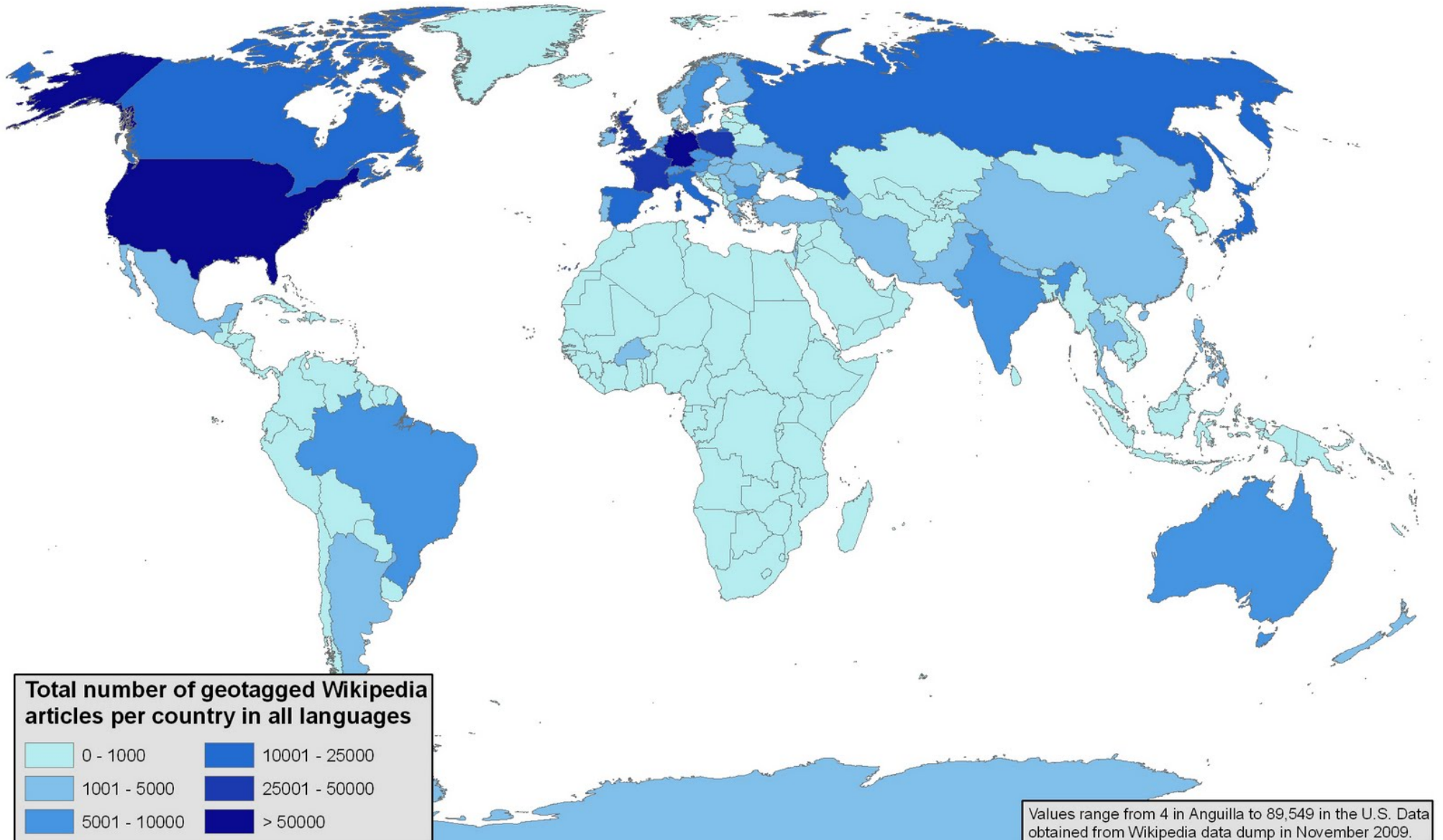


- Highest growth in Africa, Middle East and developing countries in Asia Pacific
- Lowest growth in North America, Western U.K. and developed countries in Asia Pacific

* CAGR is the compound annual growth rate

Source: Bridgespan analysis; market share data from comScore; data on the number of Internet users by region from The International Telecommunications Union; data on projected regional growth rates of Internet use from Forresters

Reaching these populations will require more locally relevant and accessible content

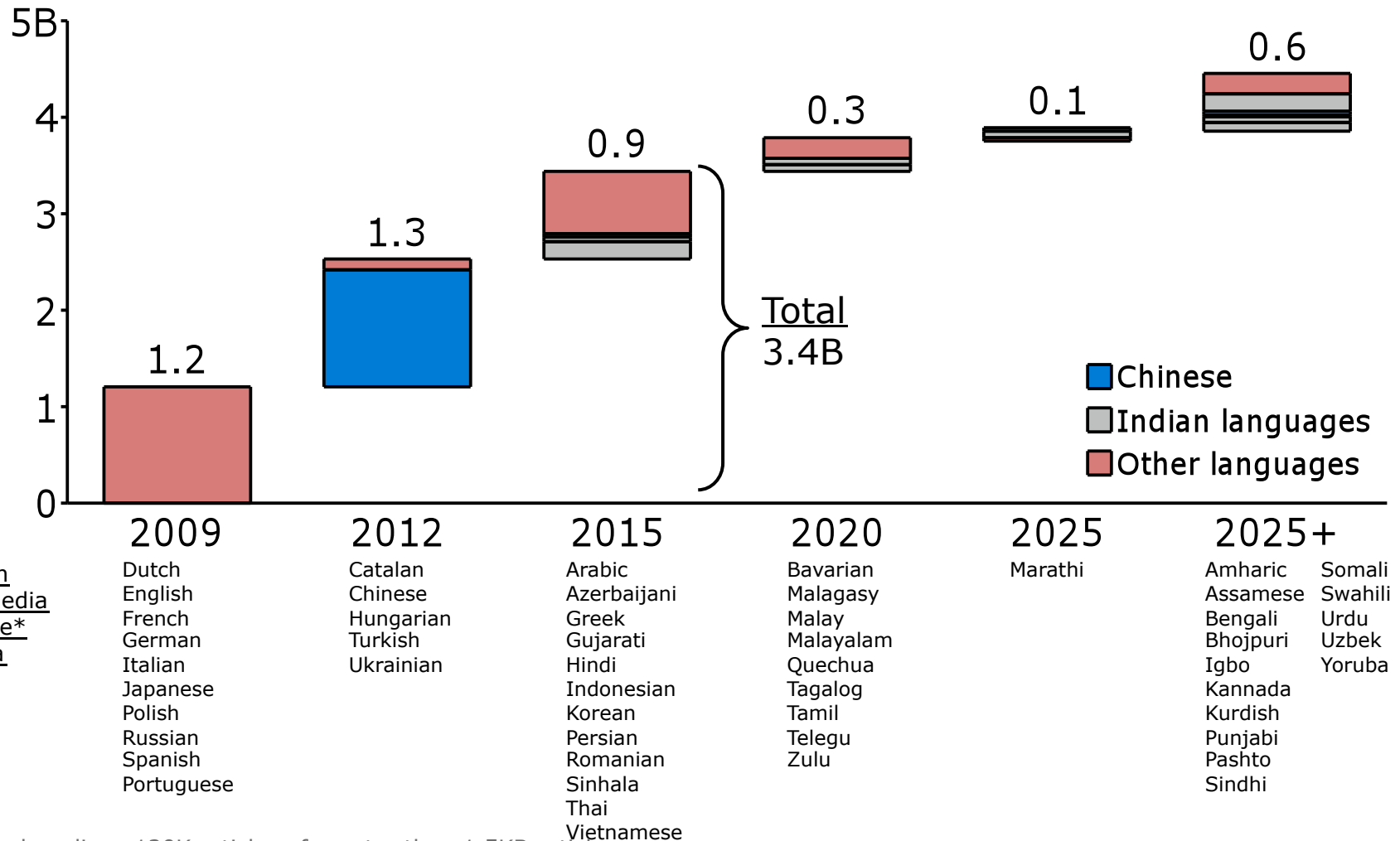


Source: Floating Sheep Blog <http://www.floatingsheep.org/2009/11/mapping-wikipedia.html>

Projects are growing; at current rates, 3.4B could have access to a mature Wikipedia in native language by 2015

Number of people with a Wikipedia of 120K substantial articles (>1.5KB) in their native language

Optimistic growth scenario



Languages in which Wikimedia offers mature* encyclopedia

Dutch
English
French
German
Italian
Japanese
Polish
Russian
Spanish
Portuguese

Catalan
Chinese
Hungarian
Turkish
Ukrainian

Arabic
Azerbaijani
Greek
Gujarati
Hindi
Indonesian
Korean
Persian
Romanian
Sinhala
Thai
Vietnamese

Bavarian
Malagasy
Malay
Malayalam
Quechua
Tagalog
Tamil
Telegu
Zulu

Marathi

Amharic
Assamese
Bengali
Bhojpuri
Igbo
Kannada
Kurdish
Punjabi
Pashto
Sindhi

Somali
Swahili
Urdu
Uzbek
Yoruba

*Mature encyclopedia = 120K articles of greater than 1.5KB articles

Note: Benchmark of 120K articles based on number of articles in Encyclopedia Britannica; growth rate based on 5/2008-5/2009 growth rate of articles >1.5 KB, which may slow or increase over time; analysis covers languages with more than 10M speakers with existing Wikipedias

Sources: Enthologue 2009; Bridgespan analysis based on data from stats.wikimedia.org

Maintenance and growth requires active contributors; vast majority of communities have fewer than 100

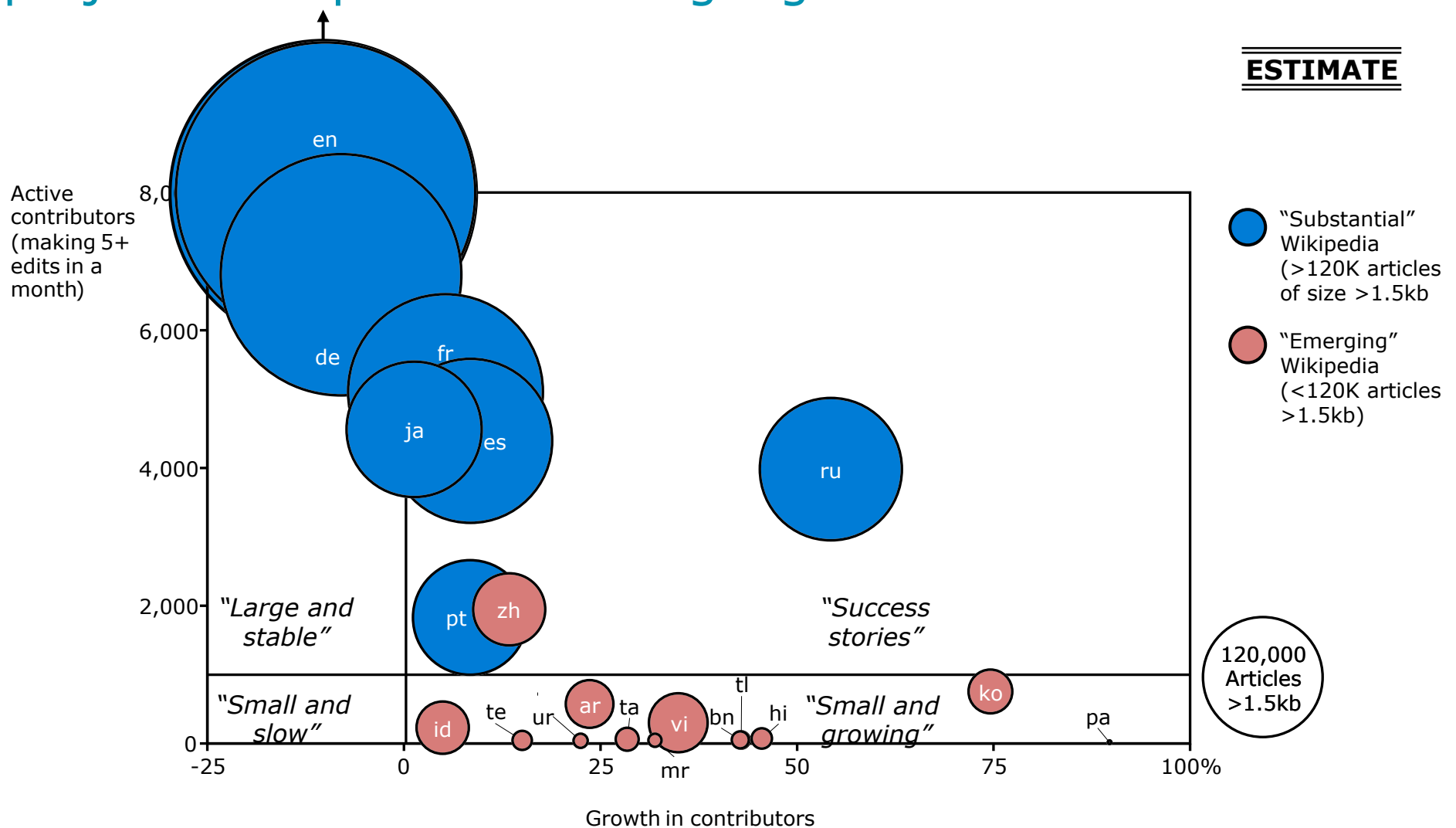
Active contributors (making 5+ edits in a month)



Wikipedias, ordered by largest to smallest number of contributors

Note: English Wikipedia excluded because of scale
Source: WikiStats data pull for May 2009; Bridgespan analysis

Contributor base size and growth rate varies across projects in top 20 world languages

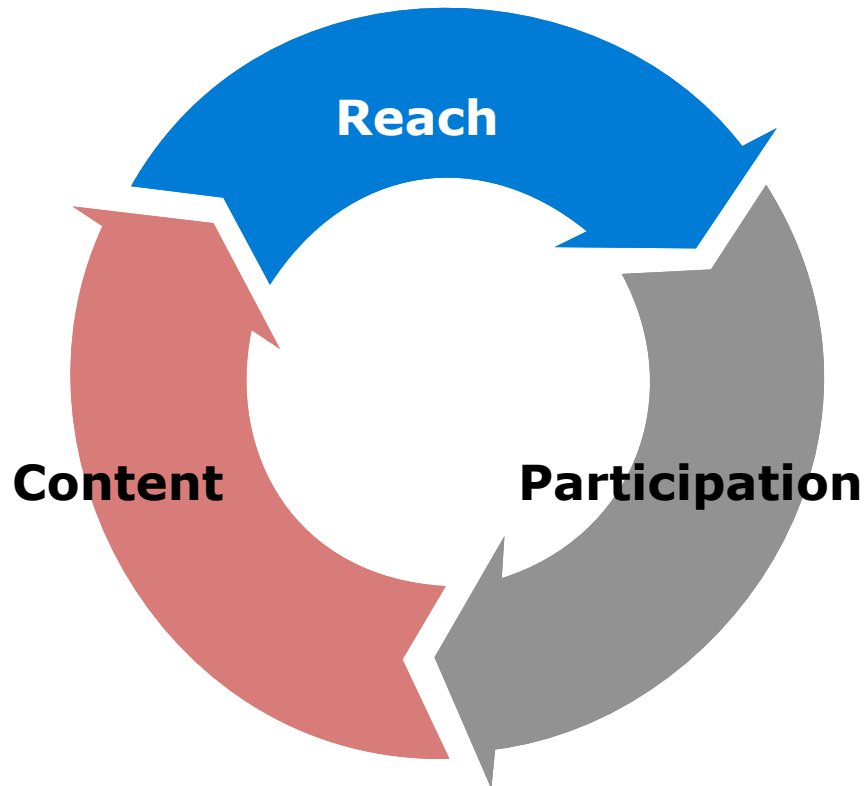


Note: en=English, de=German, fr=French, ja=Japanese, es=Spanish, ru=Russian, pt=Portuguese, zh=Chinese, id=Indonesian, te=Telugu, ur=Urdu, ar=Arabic, ta=Tamil, mr=Marathi, vi=Vietnamese, bn=Bengali, tl=Tagalog, hi=Hindi, ko=Korean. English bubble estimated in size. Data for contributors from May 2009, growth from May 2008-May 2009, articles >1.5kb from August 2009.

Source: WikiStats; Bridgespan analysis

Reach, content, and participation are linked; evidence suggests success drives success, and stasis may be hard to overcome

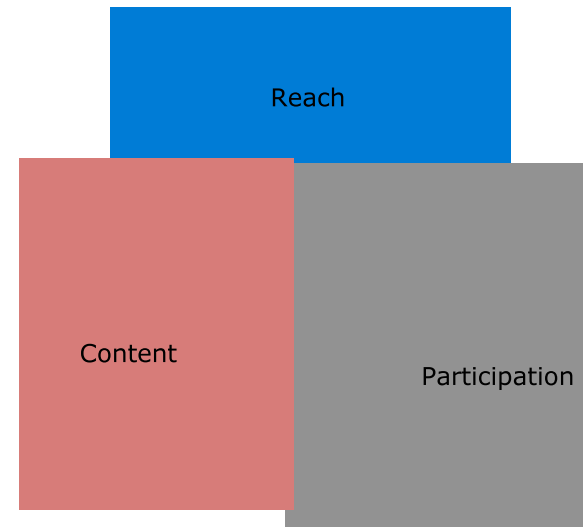
Fast growing Wikipedia



Facts about the fast growing Wikipedia

- ~570 active contributors, 23% change
- ~66,000 substantial articles, 80% change
- .07% of global total page views

Stalled Wikipedia



Facts about the stalled Wikipedia

- ~20 active contributors, -18% change
- ~700 substantial articles, 30% change
- .001% of global total page views

Note: Wikipedias selected for comparison are both European languages with 4-6M Internet users
Source: WikiStats; Bridgespan analysis

What will Wikimedia's future hold? We envision three possible scenarios

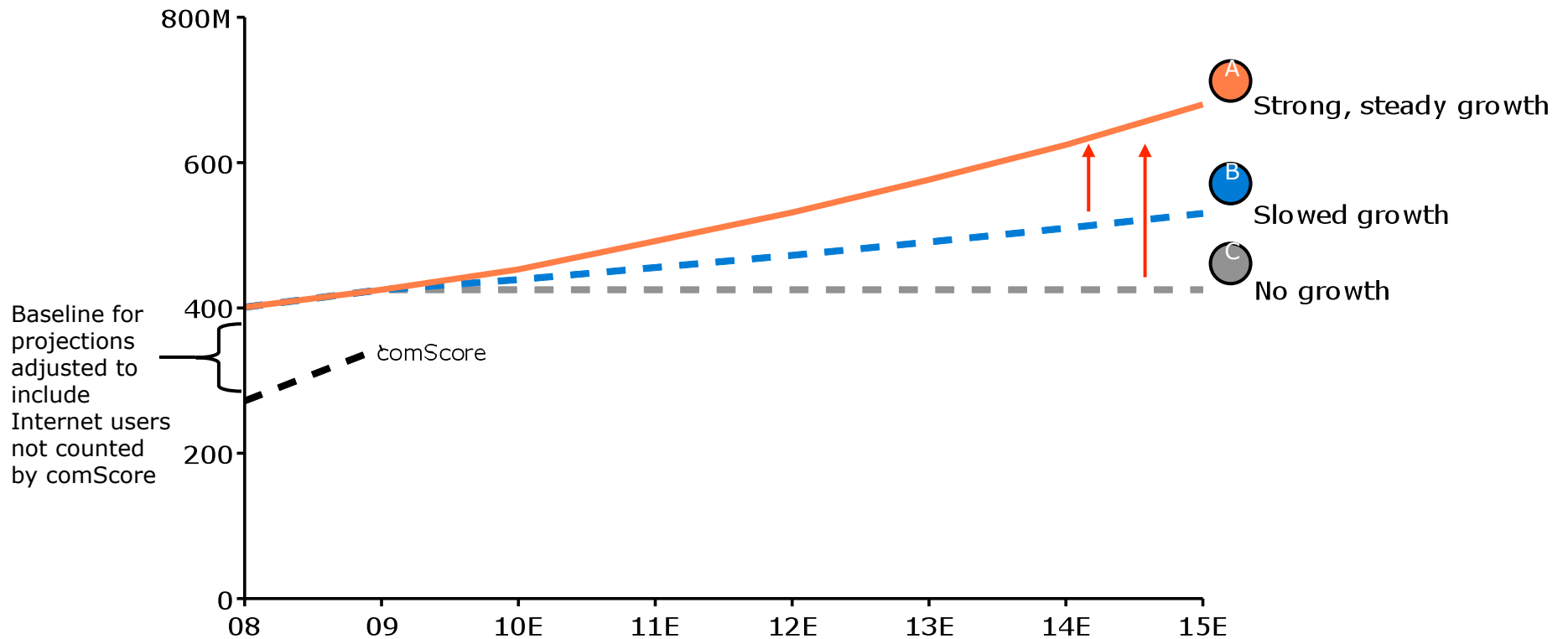
- A. Steady, strong growth:** Wikimedia is able to continue to ride the curve of Internet adoption, expanding reach throughout the world and particularly in areas where online populations are growing most quickly. Wikimedia's contributor base grows to include contributors from new geographies and languages, and these contributors generate content that attracts new visitors. The contributor base for large projects is healthy, engaged, and increasingly diverse; as a result, the quantity, quality, and variety of content grows as do visitors to these projects.

- C. Slowed growth:** Wikimedia is able to maintain its strong position in areas of the globe where it is strong today, but is not able to increase penetration in other areas. Wikimedia remains a project that largely engages and benefits North Americans and Europeans. The contributor base within mature projects remains stable; smaller projects remain small, both in terms of contributors and articles.

- E. No growth:** Wikimedia is not able to maintain its strong position in areas where it is strong today due to increased competition and failure to innovate. The contributor bases for mature projects shrinks, which impacts quality as there are fewer editors to maintain and develop content; poor quality drives away readers. Smaller projects remain small, attracting few contributors and limited traffic.

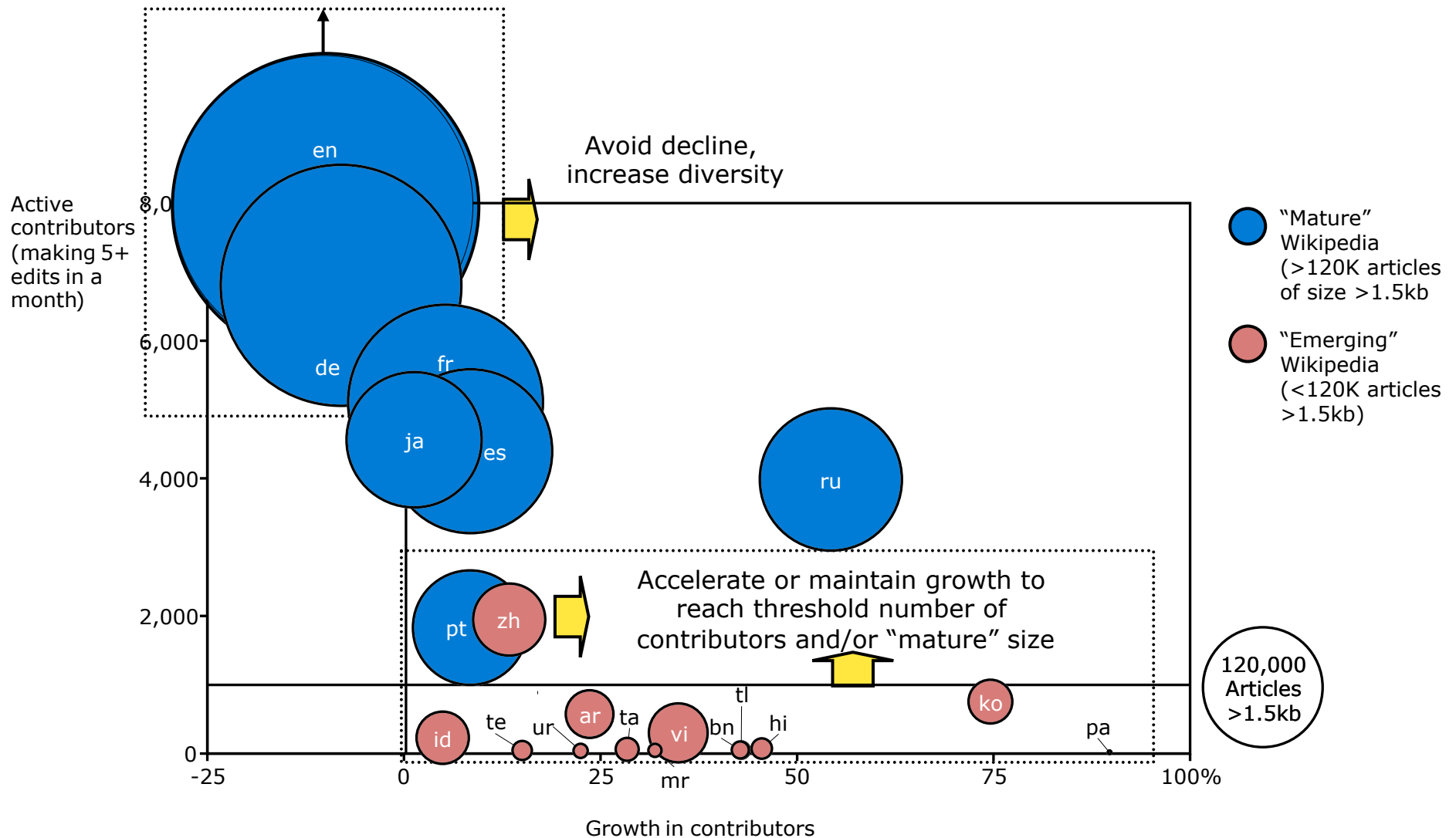
Goal: Achieve strong, steady growth; by 2015, increase reach to 680M

Projected Wikimedia visitors (2008-2015)



Note: Baseline estimate is higher than comScore's estimates for 2008 and 2009, because it was based on data from the International Telecommunications Union data, which includes all Internet users (including those under the age of 15 and those who access from Internet cafes). Source: Market share data from comScore; data on the number of Internet users by region from The International Telecommunications Union; data on projected regional growth rates of Internet use from Forrester's; Bridgespan analysis

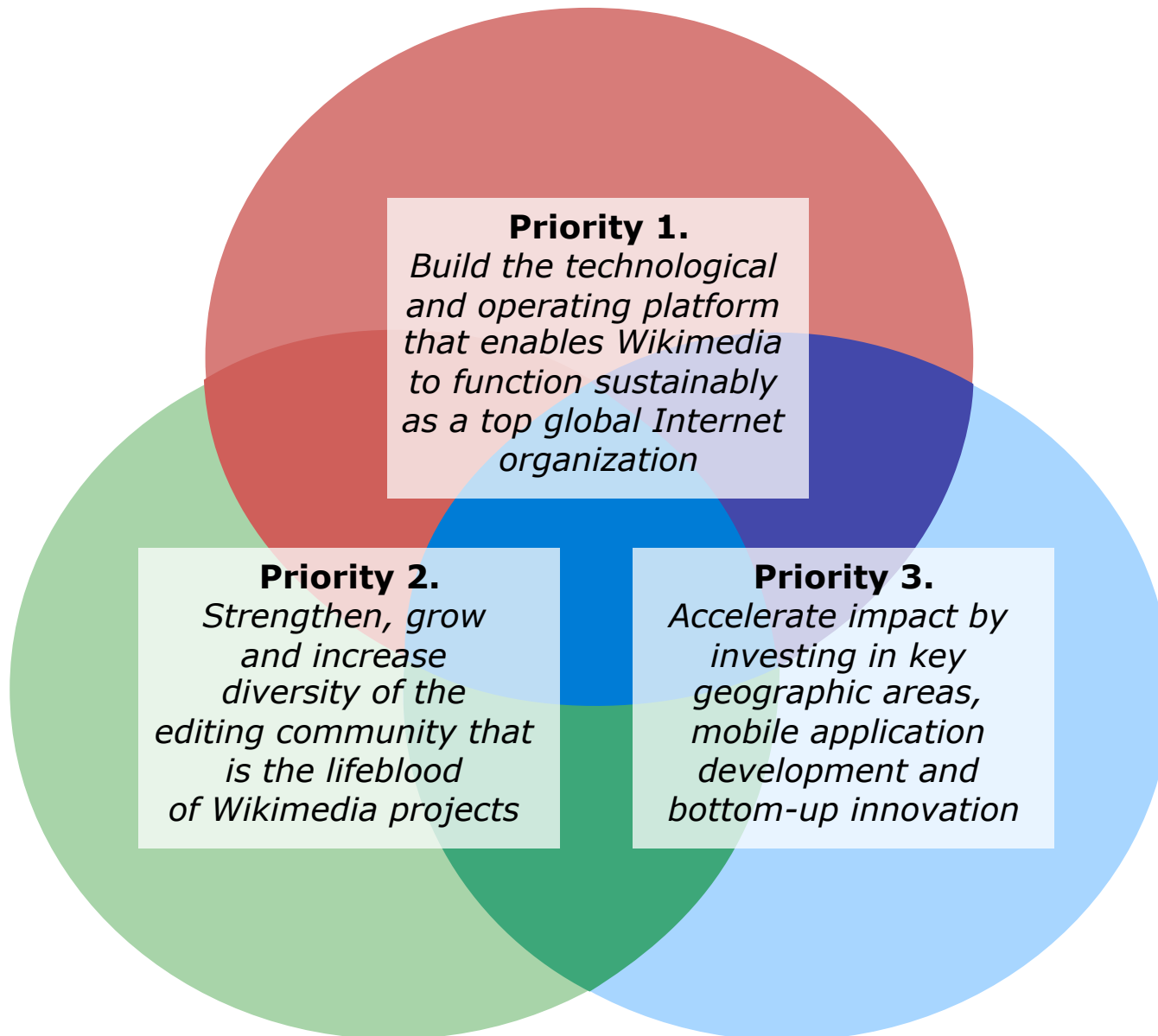
WMF will monitor project article count, contributor base size and growth as best current proxies of health



Note: en=English, de=German, fr=French, ja=Japanese, es=Spanish, ru=Russian, pt=Portuguese, zh=Chinese, id=Indonesian, te=Telugu, ur=Urdu, ar=Arabic, ta=Tamil, mr=Marathi, vi=Vietnamese, bn=Bengali, tl=Tagalog, hi=Hindi, ko=Korean. English bubble estimated in size. Data for contributors from May 2009, growth from May 2008-May 2009, articles >1.5kb from August 2009.

Source: WikiStats; Bridgspan analysis

Strategy development process has identified three linked priorities to achieve continued growth



Contents

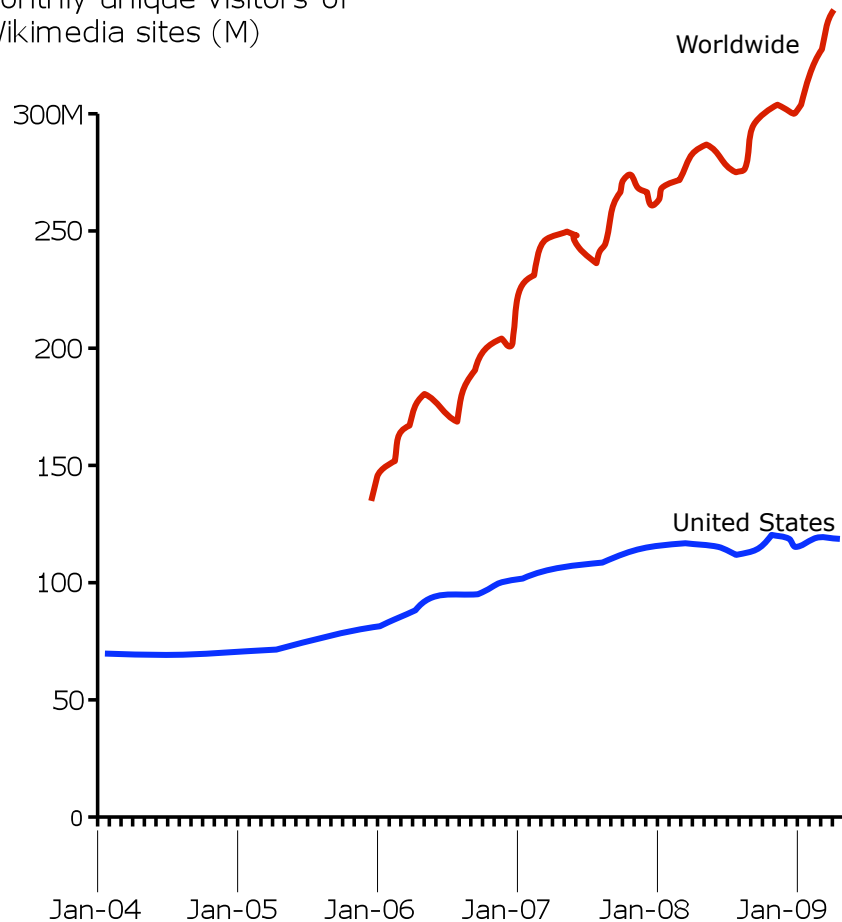
- Strategic planning process update
- Goal setting
- Priority 1: Building the platform
- Priority 2: Strengthening the editing community
- Priority 3: Accelerating impact through innovation and experimentation
- Implications for the Foundation

Priority 1. Build the technological and operating platform that enables Wikimedia to function sustainably as a top global Internet organization

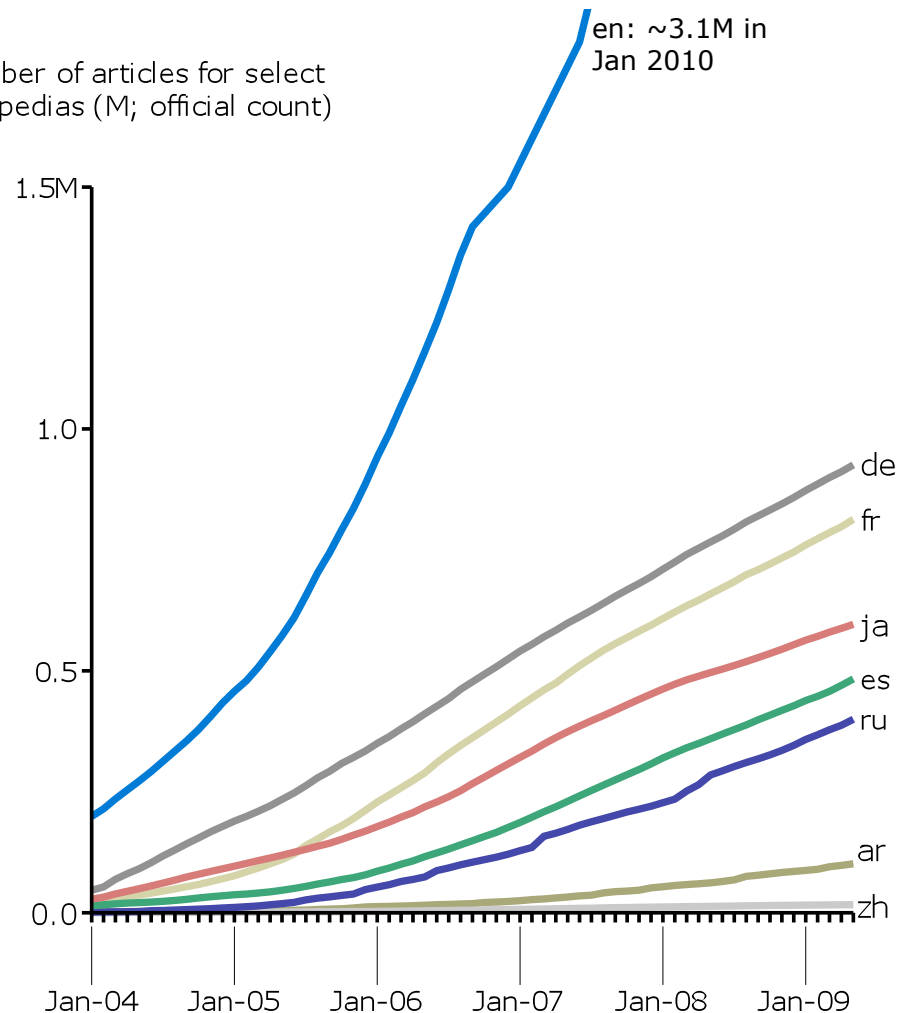
- Wikimedia's unprecedented experiment in mass collaboration and global knowledge sharing has created a vital reference source that is the fifth most visited website in the world
- The Wikimedia Foundation supports the infrastructure for the projects, including maintaining the servers, leading the development of MediaWiki software, and raising funds to enable financial independence
- The Foundation is young and has grown quickly to fulfill its role; it is just beginning to have the capabilities and resources required to meet the needs and leverage the talent of volunteers and supporters
- A primary focus for the next five years must be to make significant investments to ensure ongoing viability and relevance of the projects, including:
 - Core operational investments to improve **site performance, tech operations**, and the **core user experience**
 - Collection and usage of **key performance data** to drive continuous improvement
 - Increased excellence in **fundraising** and **financial management**
- Expected impact of these investments: Wikimedia meets the core performance requirements that the public expects from a top five website and mitigates against risks to its viability

Wikimedia is the fifth most visited website in the world; projects continue to grow in size and importance

Monthly unique visitors of Wikimedia sites (M)



Number of articles for select Wikipedias (M; official count)



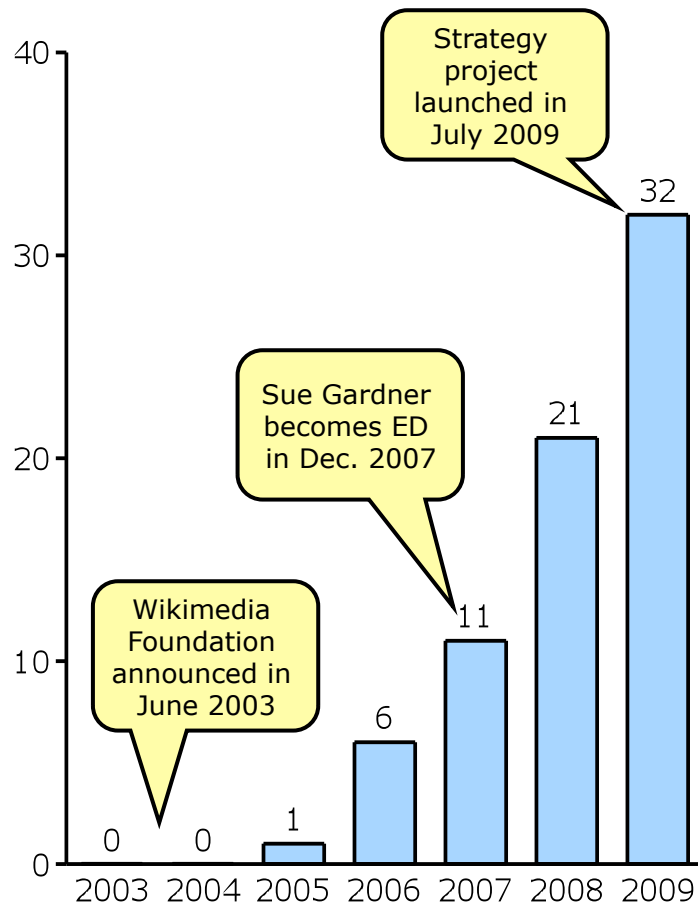
Source: Visitor data from comScore; article data from WikiStats

Wikimedia Foundation capacity has increased since 2003, but the organization is still young and maturing

Foundation capacity and resources have grown along with the movement

However, the Foundation will face challenges as it continues to professionalize

Number of Foundation employees



• Building the “right” leadership team

“The Foundation is still young and the strategy rightly prioritizes significant investment to fulfill the Foundation’s role. The biggest near term challenge is to build a leadership team and the organizational systems that will allow us to execute effectively ”

-Foundation Board member

• Increasing capacity

“There are a million things we could be doing better. We have too much to do and not enough people”

-Foundation staff member

“Realistically, the level of burnout is going to continue to be a problem”

-Foundation staff member

• Acquiring the right capabilities

“Aligning the desires of the community and mission with other business desires and user needs makes it a very complicated process. A typical business professional would not succeed in this environment”

-Foundation staff member

Source: Interviews with Foundation staff; http://strategy.wikimedia.org/wiki/Wikimedia_Foundation#Employee_History

Maintaining Wikimedia's status as a leading global website will require ongoing investments to address major gaps

From

- Technology infrastructure has critical limitations and vulnerabilities in data security, reliability, site performance, and capacity
- User experience on Wikimedia projects feels dated, inhibits full engagement in ways users have come to expect from evolution of the Internet
- Overstretched technical staff unable to push development of MediaWiki software or effectively leverage volunteer developers
- Lack of key performance data to guide decision-making
- Lack of certainty about revenue to support the projects

To

- Stable technological, operational, and financial infrastructure that is commensurate with Wikimedia's status as the fifth-most-read website in the world
- Strong internal systems, staffing, and leadership to guide organizational development
- Engaging website that enables users to tailor their experience to their own needs and interests

Wikimedia tech team has a challenge in keeping pace with extraordinary growth and high expectations

Data security

- Insufficient offsite backups of site and Foundation office data
- High vulnerability to internal sabotage and natural disasters

"Our only data center is in Tampa. A hurricane could damage internet connectivity for months. We need multiple data centers. That is our biggest issue"

- Wikimedia tech. staff member

Site reliability

- Sites are subject to short-term outages
- Limited standardization and automation leaves room for human error
- Dependence on one data center could lead to long term outages

"We have issues with performance and reliability. There are scenarios where we could be down for four weeks due to having to rebuild the infrastructure"

-Erik Moeller, Deputy Director Wikimedia Foundation

"If Florida goes down, we go down"

-Wikimedia tech. staff member

Site performance

- Insufficient data exists to evaluate response time and download time
- The front and back end need to be harmonized to ensure optimal user experience

"We know from studies that performance actually correlates with use if it takes 10 seconds to load users will leave the site" "

-Erik Moeller, Deputy Director Wikimedia Foundation

Capacity

- Current media upload capacity is low
- A significant increase in participation, or Web 2.0 features such as chat, or real-time collaboration would dramatically increase demands on servers and require a reevaluation of the scaling strategy

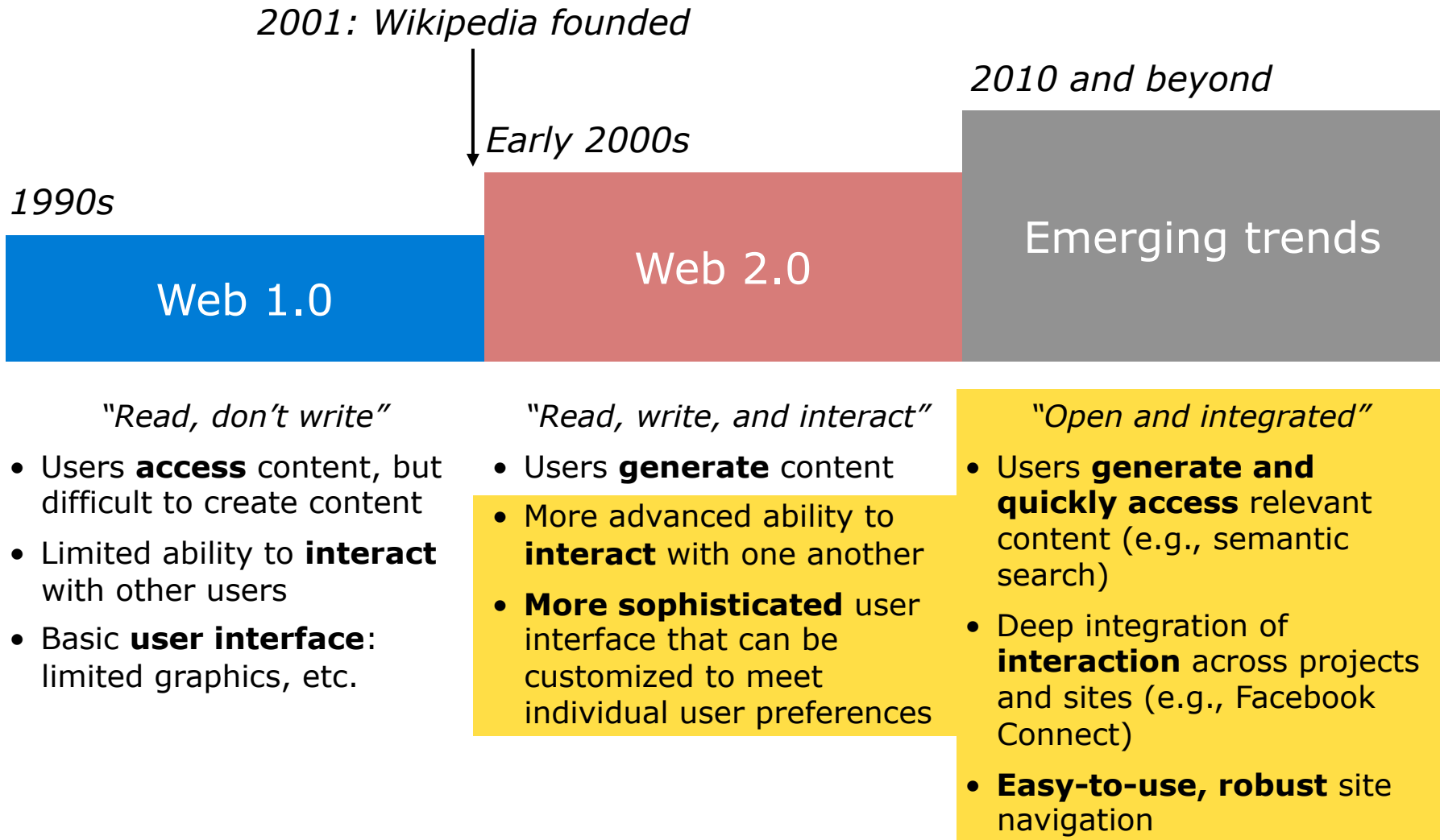
"We have features that we can't turn on because we don't have the processing power"

-Wikimedia tech staff member

"We scale up with the idea that everyone is reading the same page, if we added chat or even if everyone just logged in it would take down our servers!!!"

-Wikimedia tech. staff member

With evolution of the Internet, web users have come to expect many features that Wikimedia has not integrated



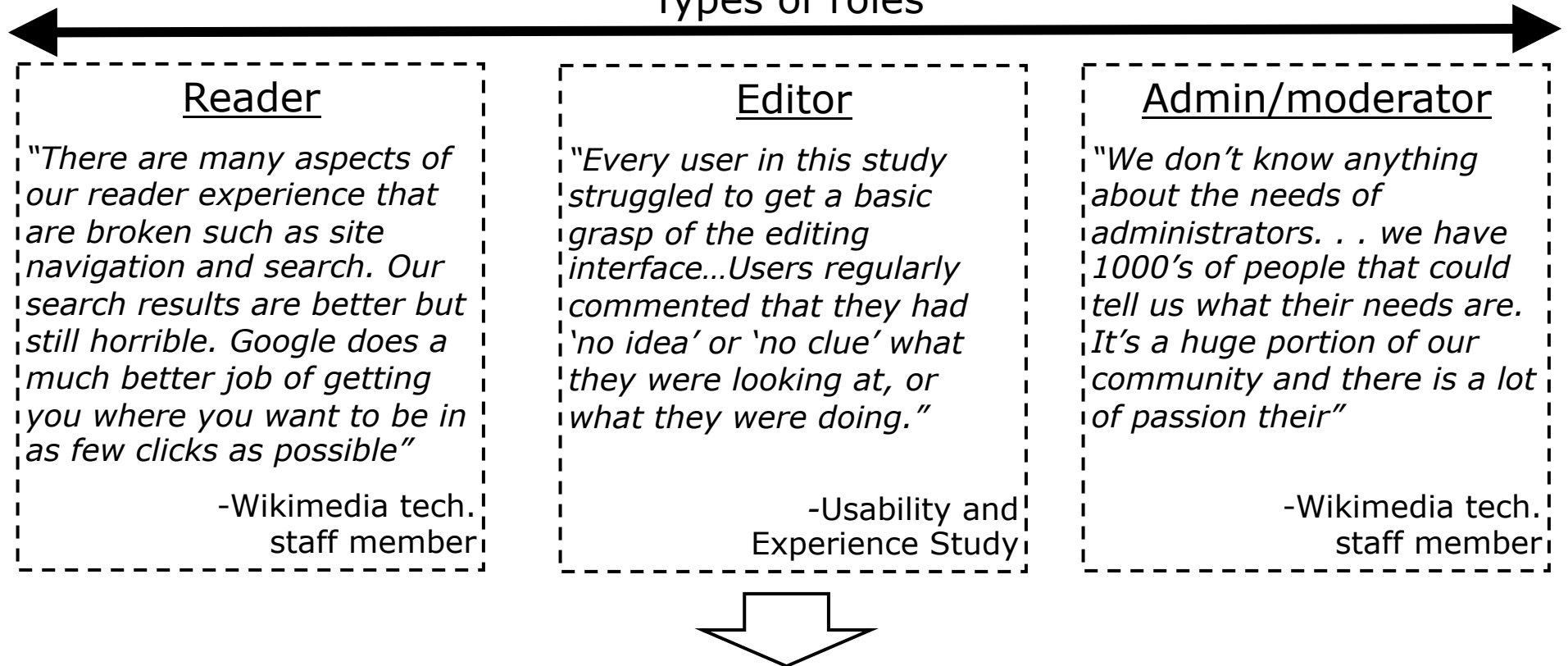
Note: Years are approximate; yellow highlighting indicates features Wikimedia sites lack
Source: Bridgespan analysis

Wikipedia provides a narrow and limited user experience that inhibits deeper engagement with the website

"We need to understand what users are doing with our software, capture these roles and then optimize the site for their specific needs."

-Erik Moeller, Deputy Director Wikimedia Foundation

Types of roles



Developing a website that is optimized for a wide range of uses would require: usability testing, more data on site use and bucket testing of new features

Source: Staff interviews; Usability and Experience Study http://usability.wikimedia.org/wiki/Usability_and_Experience_Study; <http://strategy.wikimedia.org/wiki/Interviews>

Key weaknesses in MediaWiki software hinder efforts to efficiently develop the software & improve its functionality

MediaWiki platform has been key to Wikimedia's success...

- Software supports mass collaboration enabling Wikipedia to become a top five website
- Popular and successful wiki software program
 - Used by wikiHow, Wikia & Intel corporate wiki

"MediaWiki was one of several platforms we looked at. Wikipedia had already proved that it's scaled. Overall it's a very, very good software."

-Jack Herrick, Founder of wikiHow

...but software has key weaknesses . . .

- Lack of policies and support has led to inconsistent and poorly written code that does not effectively support current Internet trends
- MediaWiki has limited documentation

"The Application infrastructure was built for the old school Internet. Now we need to revamp MediaWiki to support the way the Internet is currently working"

-Wikimedia tech. staff member

"When MediaWiki was made, it was not documented, so it's hard for anyone outside the foundation to do something with it"

-Wikimedia tech. staff member

...which inhibit further development and future potential of software

- Efficiency of efforts to improve and add new functionalities to MediaWiki is inhibited by inconsistent and poor code
- Difficult to work with volunteer developers to improve the core platform

"Properly written manuals could go a long way to encouraging community development"

-Wikimedia tech. staff member

"A third of development time on the usability initiative went to fixing parts of MediaWiki that were broken. If we had started from a clean and easy to use code base we could have gotten a third more features from the grant money"

-Usability initiative, staff member

Ongoing development of Wikimedia's software platform has been slowed by gaps in capacity

Leadership gap

- Foundation currently lacks a CTO to oversee technical staff and set direction for the project

"We are looking for someone who brings a mix of experience with open source communities and experience as a manager. At this point in the organization, the challenges are more management than technical."

-Erik Moeller, Deputy Director Wikimedia Foundation

Limited number of paid staff

- WMF has 5 core developers plus 5-6 FTEs working on a 1 year usability grant, significantly less than organizations with smaller audiences and contributor bases:

- Wordpress ~18 core devs.
- Wikia ~15 core devs.
- CBC.ca has ~65 devs.

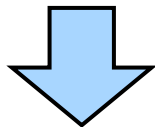
"If the strategy project identifies software development is a key need to meet our wider goals, then expansion of the software development team should be the primary response"

-Wikimedia tech. staff member

- WMF has insufficient staff to undertake new initiatives and to push development of the MediaWiki platform

"We have enough staff to keep things running as is but in order to do something new like chat, especially user improvement that stuff just can't get done because we just don't have the resources"

-Wikimedia tech. staff member



Under-utilized volunteer developers

- Insufficient paid staff to review volunteer code
- Insufficient resources and poor process to identify promising extensions and widgets developed by volunteers and make them accessible to casual users
- Don't effectively attract and retain new volunteer developers

"The experienced core team is over stretched. We can only absorb so much development within a time window, we are absorbing developers at a faster rate than we can handle"

-Erik Moeller, Deputy Director Wikimedia Foundation

"We don't have someone out there reviewing volunteer developer extensions. If we did we could cull out the best of them and combine them and make them available to the general users"

-Wikimedia tech. staff member

Source: Staff interviews; <http://strategy.wikimedia.org/wiki/Interviews>

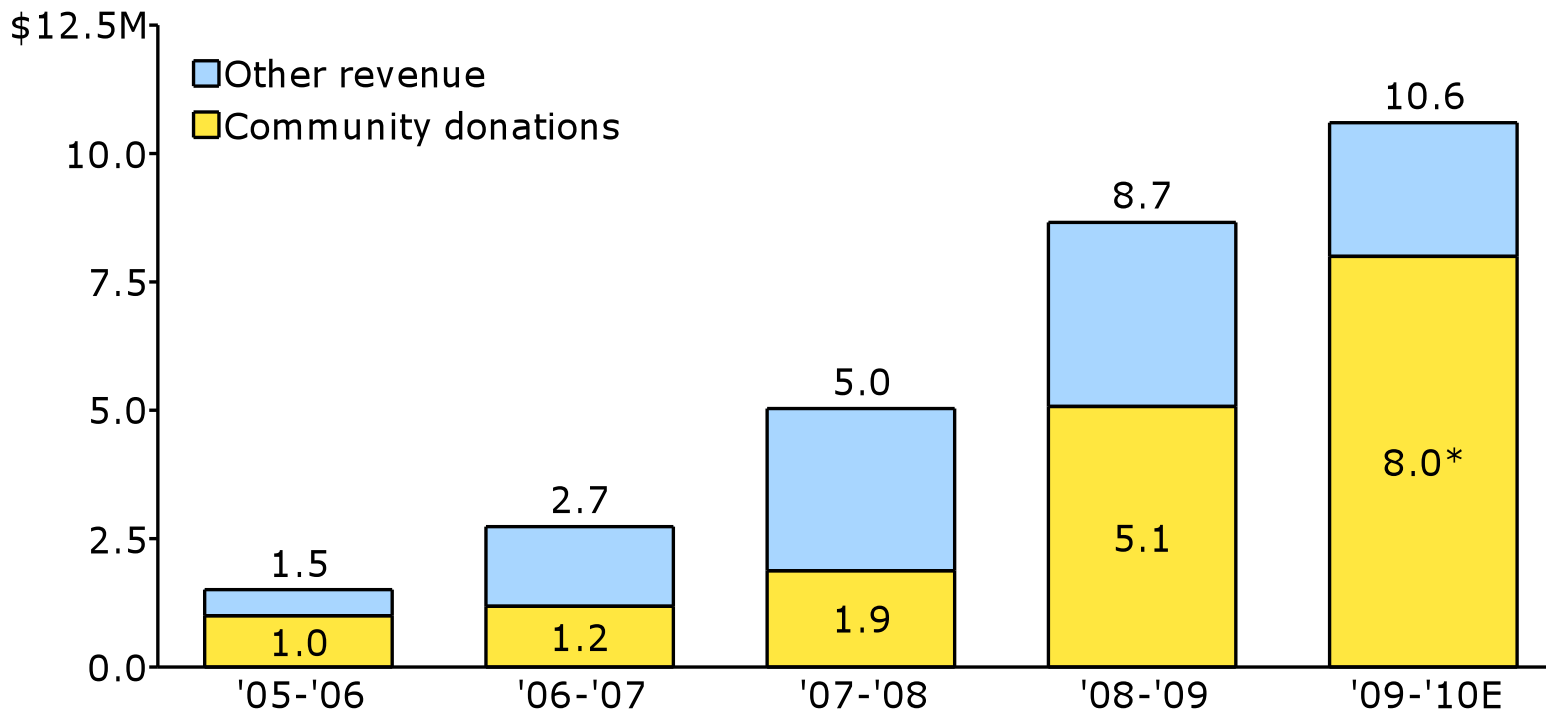
Increased investment in data analytics could help WMF monitor performance and drive continuous improvement

	<u>Rationale</u>	<u>Example metrics/analytics</u>
Operations	<ul style="list-style-type: none">• Insure optimal site performance• Identify potential capacity limitations	<ul style="list-style-type: none">• Regional load time• Global ping time and bandwidth
Site metrics	<ul style="list-style-type: none">• Increase understanding of readers and editors<ul style="list-style-type: none">–Geographic location–Demographics• Identify popular content and content gaps	<ul style="list-style-type: none">• Unique visitors<ul style="list-style-type: none">–Geographic location–Demographics• Geographic location of editors by project• Top searches by project
User experience	<ul style="list-style-type: none">• Understand how different users interact with the website• Identify promising features, applications and widgets• Determine key weaknesses in user experience	<ul style="list-style-type: none">• Usability testing for experienced editors and administrators• Bucket testing of features and applications to determine which are active before full implementation

Source: Staff interviews

Fundraising campaigns have been successful in supporting growth of WMF...

WMF total revenue



Average donation	\$29	\$33	\$34	\$33
Number of donations	41.0K	56.8K	151.1K	242.2K

* Through early January, campaign has raised ~\$8.0M

Note: Figures for community donations in 2006 estimated. Average donation and number of donations not available for 2006.

"Community donations" refer to donations below \$10K.

Source: WMF financial reports; internal fundraising reports (http://wikimediafoundation.org/wiki/Fundraising_reports)

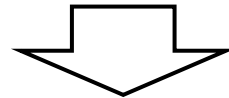
...but significant opportunities exist to increase community donations

Improve effectiveness of annual campaign

- Improve testing of messages
- Enhance culture / language translations for banners and messaging
- Improve tracking of donors

Create new avenues for community giving

- Develop systems to cultivate donors and encourage recurring giving
- Launch e-mail/print marketing campaigns
- Hold “donor appreciation” events



These initiatives will require **additional investment** in this area: at present, WMF spends less than ten cents for every dollar raised

*“I had to say no to a lot of features that could have made the fundraiser even more successful because **we didn’t have the staff or operations capacity** to implement them.”*

-WMF tech staff member

*“Organizations will be unlikely to confirm it, but assume that **1/3 of what you raise goes to fundraising.**”*

-Jon Huggett, expert in global NGOs

*“We look at the ‘cost to raise a dollar’ metric and try to keep it somewhere between **7 and 14 cents** on average.”*

-Carolyn Miles, COO of Save the Children US

Priority 1: Five year investment agenda

Investment area	Agenda
Site operations	<ul style="list-style-type: none"> • Invest in infrastructure to address site performance and reliability, data security vulnerabilities • Identify long-term site performance and capacity requirements; implement infrastructure changes to meet requirements
Tech operations	<ul style="list-style-type: none"> • Design, realign tech operations to support critical roles cost effectively; create effective environment for work in partnership with volunteer developer community
User experience	<ul style="list-style-type: none"> • Build from usability project to institutionalize product development process for user (reader and editor) experience
Data analytics	<ul style="list-style-type: none"> • Make operational data accessible to the staff and movement • Create management systems and culture that utilize data for decision making
Financial sustainability	<ul style="list-style-type: none"> • Build fundraising expertise to increase community giving; improve existing campaigns and develop new approaches to donor cultivation • Continue business development for licensing and in-kind support
Organization and governance	<ul style="list-style-type: none"> • Build organizational capacity: fill in key leadership and administrative positions; refine structure, systems and operations to enable and manage fast growth • Increase staff capabilities and attention to volunteer management and coordination • Clarify and improve governance of the Foundation, roles and responsibilities, and accountabilities within the movement

Contents

- Strategic planning process update
- Goal setting
- Priority 1: Building the platform
- Priority 2: Strengthening the editing community
- Priority 3: Accelerating impact through innovation and experimentation
- Implications for the Foundation

Priority 2. Strengthen, grow and increase diversity of the editing community that is the lifeblood of Wikimedia projects

- Wikimedia’s contributor community has been and continues to be its greatest asset, but there are a number of warning signs about its health and vitality that require attention:
 - The contributor community has not been growing
 - It lacks diversity in terms of gender, age and global representation
 - It is difficult for new editors to learn the system; the existing community doesn’t always help to train new editors and can come across as unwelcoming and harsh
 - There are also experienced editors who find some of the behavior in the community to be overly aggressive and stressful; this is a problem that may lead to burnout
 - Quality standards are somewhat opaque and there aren’t good tools for identifying how and where to improve articles
 - Further, esoteric “insider” debates that tend to be labeled as “quality” over notability or NPOV or “wikilawyer” make it more complex to be an editor
- General consensus on opportunities for improvement that involve investments in social structure and technological features to address priority issues to:
 - Provide guidance for newer contributors to support assimilation and reduce “risk of being bitten”
 - Assess article quality consistently; prioritize and promote improvement opportunities/requests
 - Recognize and provide incentives for ongoing quality contributions
 - Facilitate collaboration / coordination around solving problems, resolving disputes, and adding value
 - Increase diversity of contributors (both demographics and types of roles)
- Expected impact of these investments:
 1. Expand and diversify the contributor community that would help grow emerging Wikimedia projects and expand readership of all Wikimedia projects
 2. Improve the quality (and perception thereof) of Wikimedia and expand the knowledge/content available
 3. Ensure stability and health of mature Wikimedia contributor communities reducing the risk of editor attrition/stagnation

Wikimedia has changed the global landscape for sharing of knowledge and collaboration

*"As a historian, I can think of no other time in the past when so much information was compiled in one place for so many - **by the people, for the people.**"*

-Sol Hanna, donor from 2009 campaign

*"People are always asking, 'Well, who's in charge of this?' or 'Who does that?' And the answer is: anybody who wants to pitch in. [Wikimedia sites] are managed by volunteer system administrators who are online. ... And that tight community really cares for the site, and **these are some of the smartest people I've ever met.**"*

-Jimmy Wales, founder of Wikipedia

*"[Wikipedia is] **collaborative and community-owned**, a place for people to express their own knowledge."*

-Neeru Khosla, WMF Advisory Board

*"Wikipedia is a **cultural miracle**. It's the next chapter in open source... Everyone should be taught about how it works."*

-Mitch Kapor, WMF Advisory Board

Source: Bridgespan interviews, comments from donation campaign, transcript from TED talk; <http://wikimediafoundation.org/wiki/Special:ContributionHistory>; <http://strategy.wikimedia.org/wiki/Interviews>

However, the health of the contributor community has become a major subject of debate

Noise from the outside

*"The community is **not necessarily self-sustaining** or self-replenishing. They may be an exhaustible resource, and action might need to be taken. It won't just solve itself."*

-Interview with external expert

Concerns from inside Wikimedia community

*"When people contribute, they are neither welcomed nor thanked. The majority of contributors, in my view, who have any interaction with the community, have a negative one... The rule proliferation has become extreme, and there is **no advocate for the casual editor.**"*

-Wjhonson, user on Strategy Wiki

Research and analysis

- Internal analysis shows **plateau** in the number of **active contributors**
- UNU-MERIT survey shows that **contributor community lacks diversity**

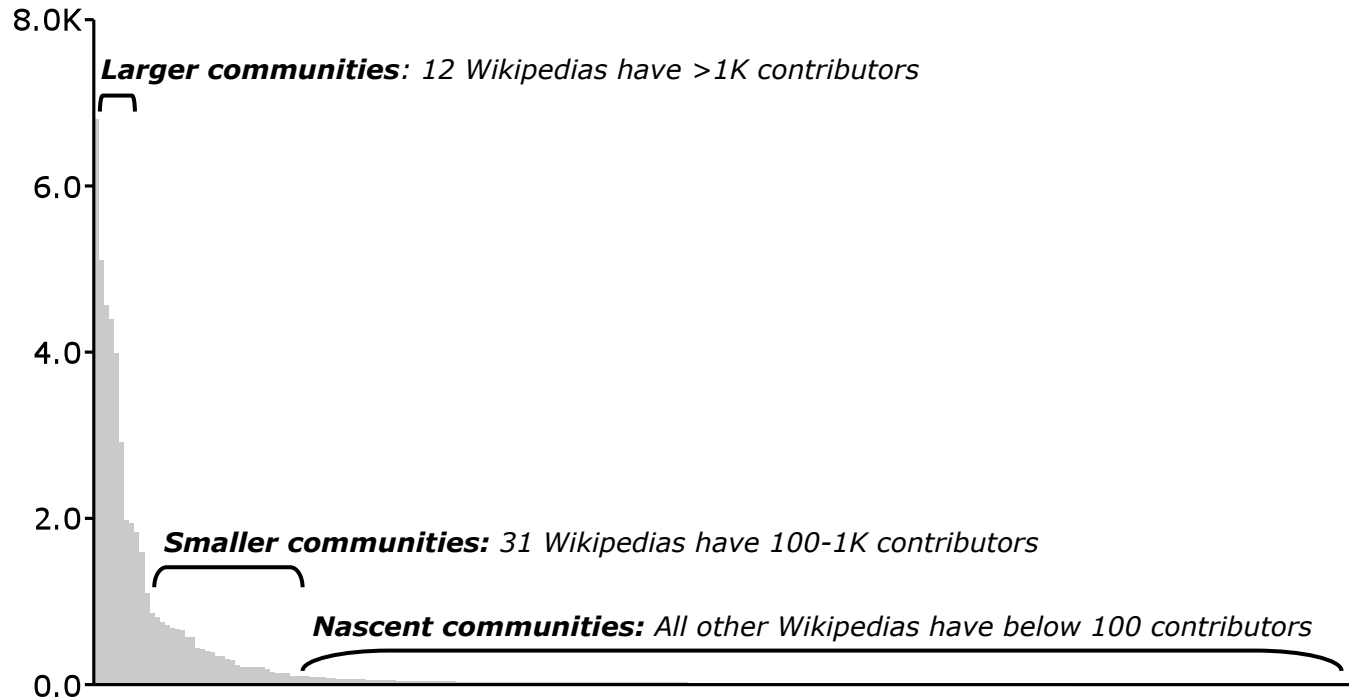


There are emerging, if not conclusive, signs of deteriorating community health

Source: Bridgespan interviews; WikiStats; UNU-MERIT study; http://strategy.wikimedia.org/wiki/Thread:Talk:Question_of_the_week/What_could_be_done_to_increase_the_number_of_active_contributors_to_the_projects%3F#What_could_be_done_to_increase_the_number_of_active_contributors_to_the_projects.3F_970; <http://strategy.wikimedia.org/wiki/File:ContributionsStabilizing.png>; <http://strategy.wikimedia.org/wiki/File:WMFstratplanSurvey1.png>

Wikimedia contributor challenges differ based on maturity; health issues associated with larger projects spill over to others (where growth is needed)

Active contributors (making 5+ edits in a month)



Wikipedias, ordered by largest to smallest number of contributors



Opportunity to grow contributor base is huge: less than 0.05% of visitors to any Wikipedia are active contributors

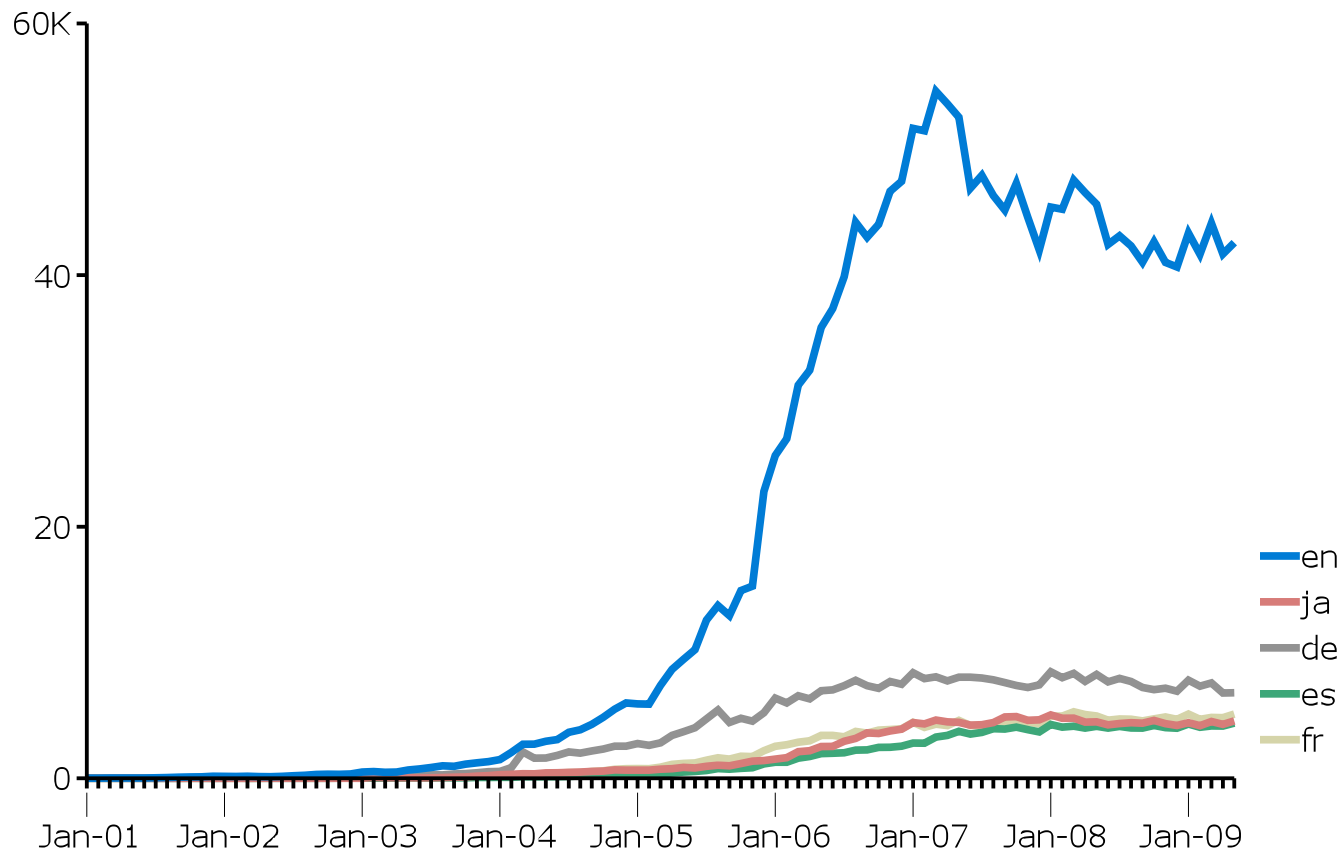
Note: en Wikipedia excluded because of scale
Source: WikiStats data pull for May 2009; Bridgespan analysis

The Community Health Task Force has identified a number of problems inhibiting contributions and growth of the contributor community

- New users find it difficult to **navigate the technology and culture**
- **Unwelcoming/unfriendly behavior** drives away experienced and new contributors
- **Opaque and complex interfaces and processes** (quality and general policies) inhibit contributions and make it difficult for contributors to know where they can add the most value
- Users do not feel **properly rewarded** for quality contributions
- Users find it difficult to **collaborate** to solve problems, resolve disputes, and add value

Number of active contributors across largest Wikipedias has been flat for approximately two years

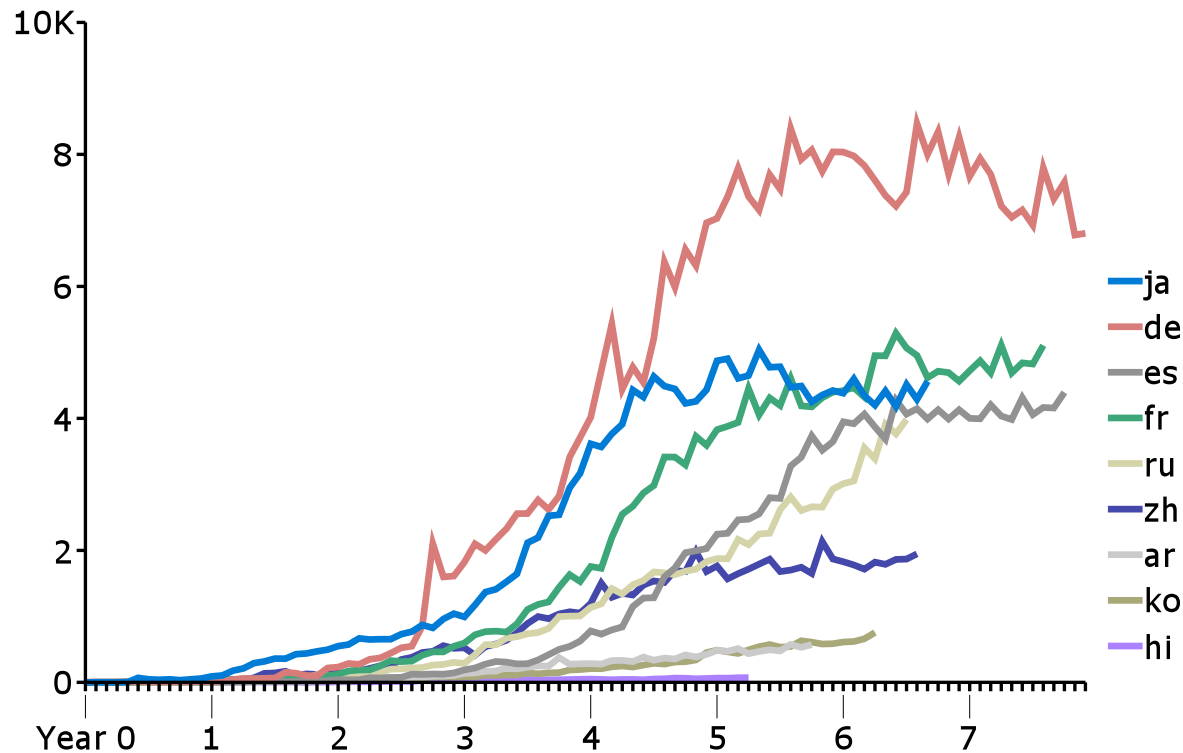
Number of contributors making 5+ edits in a month



Note: Active contributors defined as making 5+ edits in a month.
Source: WikiStats

Smaller projects appear to be on similar trajectory, reaching plateau after 5-6 years

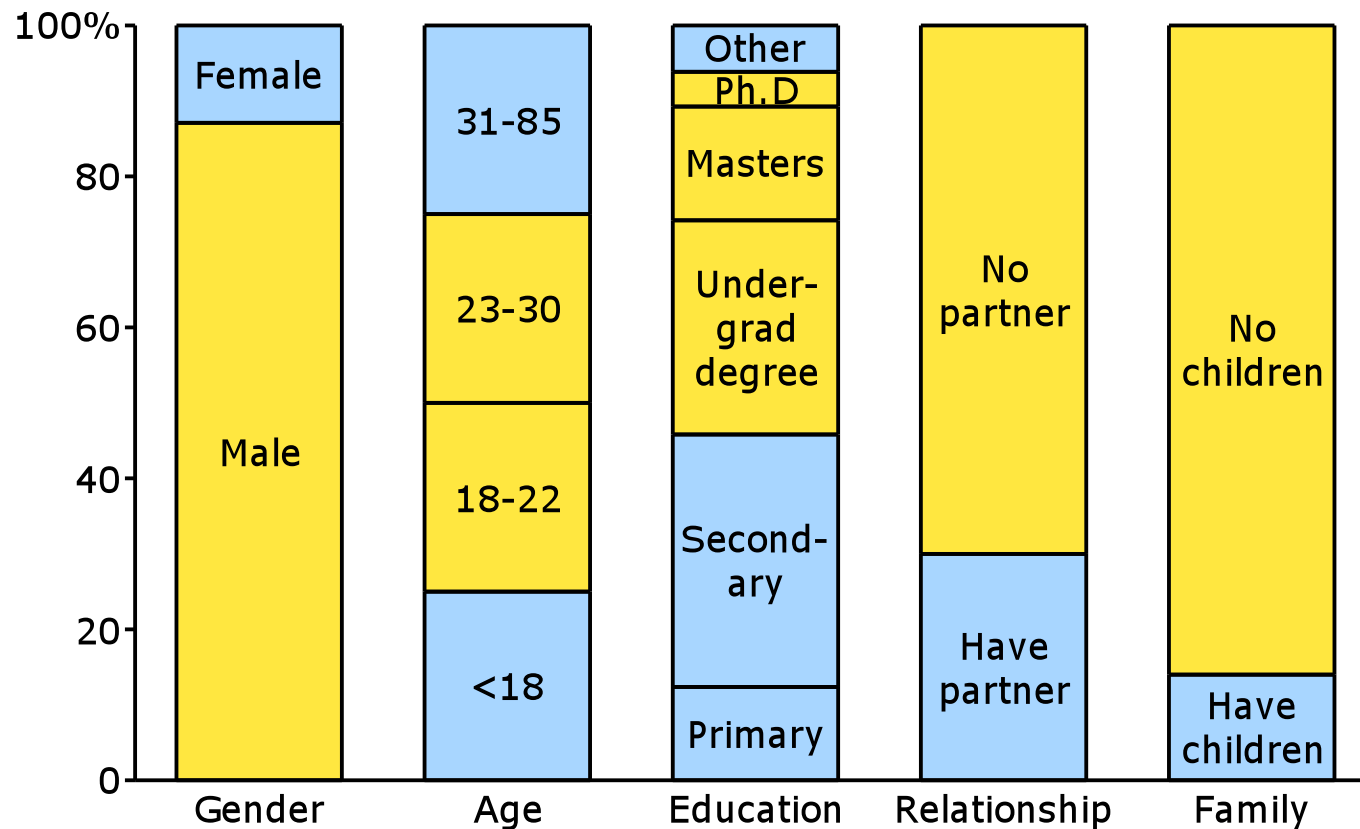
Number of contributors making 5+ edits in a month



Note: English excluded because of scale; follows similar pattern as German with slightly more pronounced drop-off.
Source: WikiStats

Contributor base is homogenous: predominantly male, age 18-30, well-educated, without partner and children

Self-reported "occasional" or "regular" contributors to Wikipedia (n=43,793)



Note: Data for age category also includes respondents who were not contributors but who did read Wikipedia. Average age for contributors is 26.8 (vs. 25.3 for readers). "Regular" contributors include authors, editors, and administrators. "Occasional" contributors include readers who occasionally contributed as authors or editors.

Source: "Wikipedia Survey - First Results," UNU-MERIT, April 2009

Lack of diversity limits the strength of Wikipedia now and in the future

*"Wikipedia's potential lies in harnessing the 'wisdom of crowds'; however, **those crowds are only as wise as they are diverse.**"*

-Evgeny Morozov, *Boston Review*

*"Broadening Wikipedia's author base contributes to better balancing the encyclopedia's content. So far, our contributor community strongly skews towards technically-literate, young, male editors. To make sure that Wikipedia's content is relevant and useful for as many people in as many different locations as possible, **it is critical that the contributor base be as broad and diverse as possible.**"*

-Recommendation posted on Wikipedia Outreach

*"More important than our coverage is how inviting we are to **female editors**, unless we wish to argue that a male-dominated editing body will benefit us most in the end. I think we should be equally concerned with how inviting we are to **older editors, more technophobic (if that's a good word) editors, and such**"*

-From foundation-I conversation that led to creation of WikiChix

Some behaviors within the community are costly in terms of new editor integration and editor burnout

*"Editors who have left Wikipedia have described the environment as **'too hostile.'** People may do lots of work editing, but there is a high risk that it will just disappear with a revert."*

-Misiek Piskorski, Harvard Business School professor

*"Community health can only exist when people have a feeling of belonging. I don't know of anyone (except some full-time Wikipedians) who has such a feeling. People write a piece of text and **don't get the feeling they are members of something.**"*

-JaapB, Community Health Task Force member

*"The desire of case-hardened Wikipedians to standardize for standardization's sake is certain to be an important factor in **driving contributors away.**"*

-Brya, user on Strategy Wiki

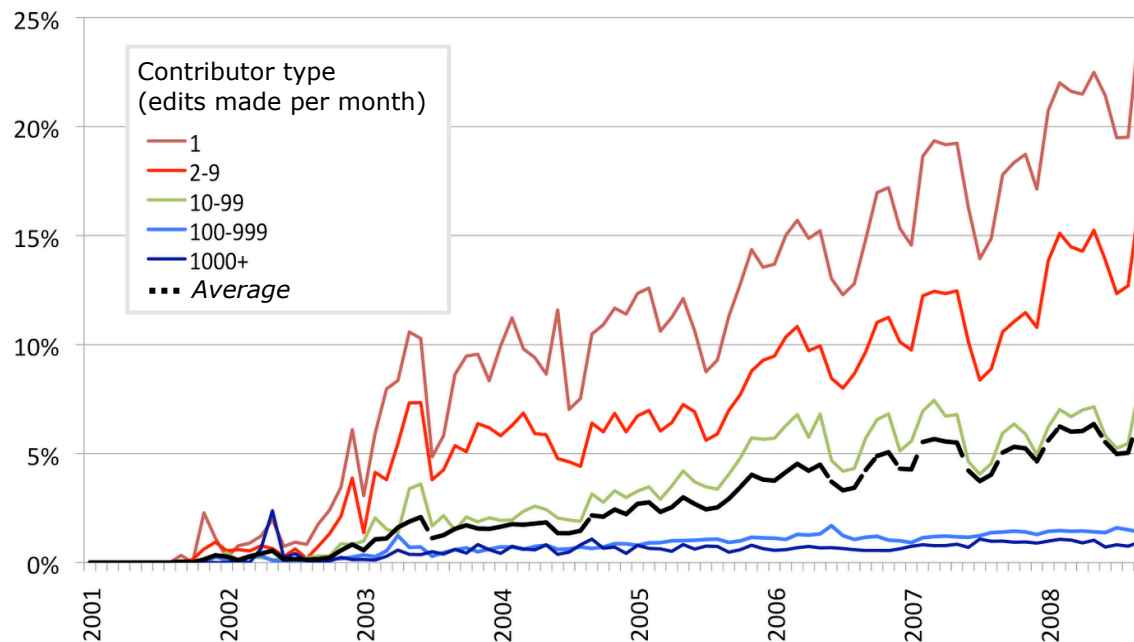
*"When I asked for comments...on my journal just now, the message that came through most clearly was that **people had tried editing and were discouraged from it** by the actions and comments of other editors and admins, and from having the content they had put effort into overwritten or deleted."*

-Netmouse, Reader Conversion Task Force member

Source: Bridgespan interviews; http://strategy.wikimedia.org/wiki/Interviews/Misiek_Piskorski; http://strategy.wikimedia.org/wiki/Thread:Talk:Task_force/Enhance_community_health_and_culture_task_force/Questions_for_discussion#Questions_for_discussion_532; http://strategy.wikimedia.org/wiki/Talk:Emerging_strategic_priorities/ESP_4_key_questions/What_are_the_factors_currently_preventing_readers_from_contributing_to_the_Wikimedia_projects%3F_What_particular_factors_might_have_begun_to_inhibit_participation_in_2006,_when_we_know_it_began_to_stagnate%3F

Contributors seeing their edits reverted at increasing rates; new contributors particularly likely to be reverted

Proportion of edits reverted, by contributor type

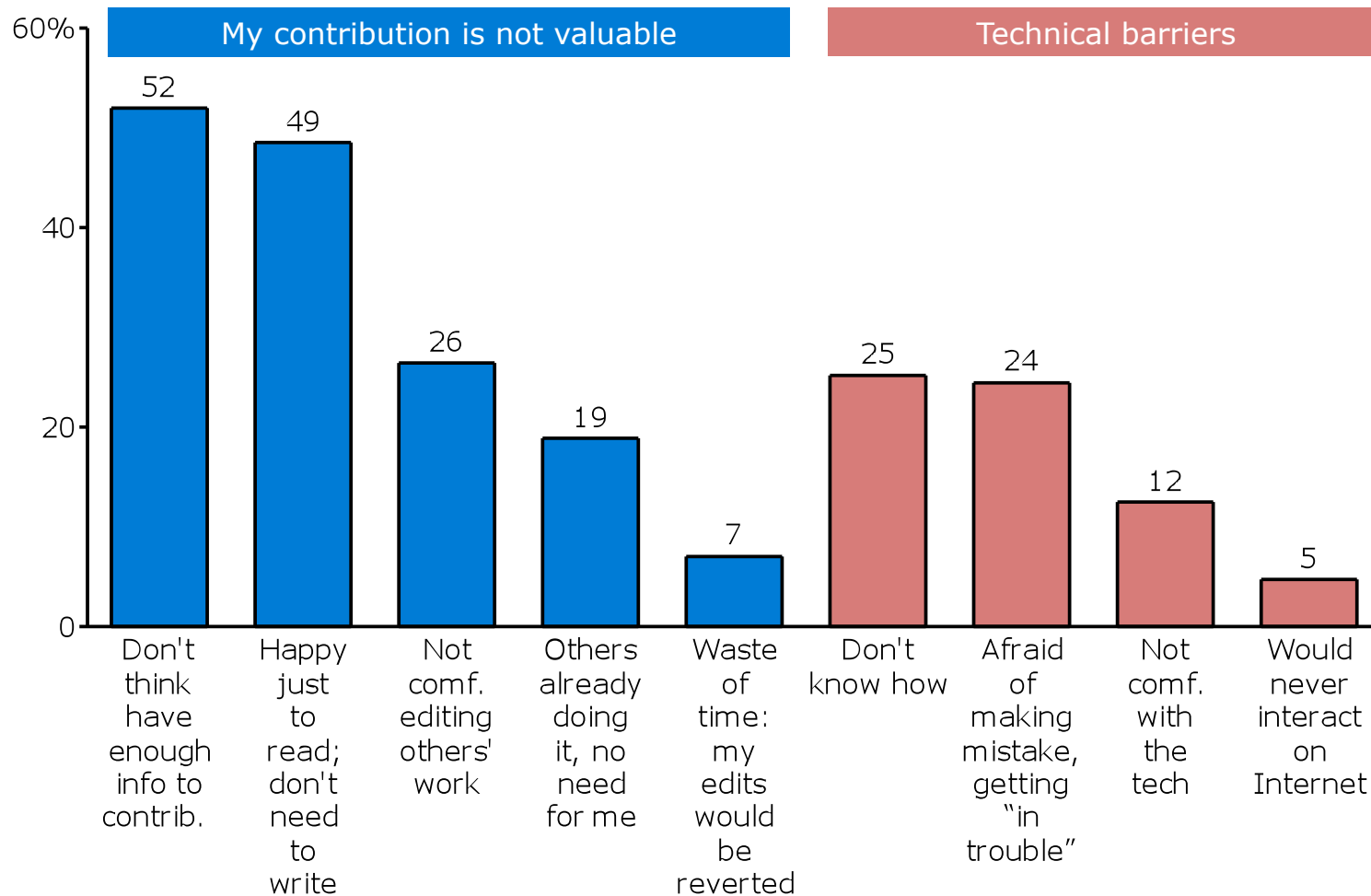


Newbie experiment

- In late 2009, WereSpielChequers conducted an experiment, asking experienced users to pose as new users and create good, new articles (that should not have been deleted)
- Of the ~60 articles created, approximately **one-third** were either immediately **deleted or tagged for deletion**

Survey confirms readers do not know if their contributions would be valuable, confirms technical barriers

Reasons for not contributing to Wikipedia (n=21,432)

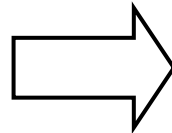


Note: Respondents could choose more than one answer. Respondents may not be representative of all Internet users; they self-selected into this survey

Source: "Wikipedia Survey - First Results," UNU-MERIT, April 2009

It is difficult to figure out where help is needed and what quality standards are; this is a barrier for inexperienced editors who may be reluctant to “mess things up”

There is a lack of transparency around quality and quality processes



Which creates critical barriers to ongoing, rewarding participation

- Discussion pages are the main source of quality transparency, but are often seen as overwhelming and inaccessible to new or more casual contributors
- There is no consistent, systematic, and scalable way to assess and communicate the quality of articles (or their relative importance)
- Lack of feedback mechanisms from readers means there is no way to capture gaps (i.e. what people are looking for and not finding) or perceived quality

- Contributors:
 - Have no way of knowing when an article has become “good enough”, and no way to ensure it stays that way (e.g., measure any backsliding)
 - Have no way of identifying and prioritizing quality gaps
- New contributors don’t know where or how to get involved (and often feel penalized for missteps along the way)
- Existing contributors don’t know how to best keep participating and aren’t recognized for ongoing quality contributions

“The quality issue is also a barrier to participation. You need to be a reasonably experienced member to know all the process which serve quality”

- Wayne Mackintosh, Advisory Board

Policies, jargon, “wiki-lawyering” and disputes makes editing experience complex, perilous in some cases

*“Older projects all have more rules than younger ones. You should assume that **Wikipedia will have more rules in 5 years than it does now**. The question is what are those rules going to be? How are they going to get formed, revised, revoked?”*

-Clay Shirky, WMF Advisory Board

*“The system actually **punishes you for being reasonable** in a dispute, and actually punishes you for compromising. You lose support, and you surrender your power. It rewards you for being consistently hard-headed and blindly loyal. You always have support and, worst case, you can stop anyone else from getting their way. It's gangland. **There's no law**, so the only protection is a gang. I left when I realized the gangs had taken over.”*

-Former admin, quoted on Strategy Wiki

*“I’ve seen a much **greater usage of policies and ‘wikilawyering’** as a lever for advancing perspectives. I’ve also seen jargon that is used as a short hand for actions taken.”*

-Jimmy Wales, Founder of Wikipedia

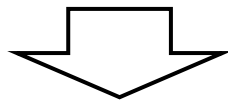
Priority 2. Strengthen, grow and increase diversity of the editing community that is the lifeblood of Wikimedia projects

- Wikimedia’s contributor community has been and continues to be its greatest asset, but there are a number of warning signs about its health and vitality that require attention:
 - The contributor community has not been growing
 - It lacks diversity in terms of gender, age and global representation
 - It is difficult for new editors to learn the system; the existing community doesn’t always help to train new editors and can come across as unwelcoming and harsh
 - There are also experienced editors who find some of the behavior in the community to be overly aggressive and stressful; this is a problem that may lead to burnout
 - Quality standards are somewhat opaque and there aren’t good tools for identifying how and where to improve articles
 - Further, esoteric “insider” debates that tend to be labeled as “quality” over notability or NPOV or “wikilawyering” make it more complex to be an editor
- General consensus on opportunities for improvement that involve investments in social structure and technological features to address priority issues to:
 - Provide guidance for newer contributors to support assimilation and reduce “risk of being bitten”
 - Assess article quality consistently; prioritize and promote improvement opportunities/requests
 - Recognize and provide incentives for ongoing quality contributions
 - Facilitate collaboration / coordination around solving problems, resolving disputes, and adding value
 - Increase diversity of contributors (both demographics and types of roles)
- Expected impact of these investments:
 1. Expand and diversify the contributor community that would help grow emerging Wikimedia projects and expand readership of all Wikimedia projects
 2. Improve the quality (and perception thereof) of Wikimedia and expand the knowledge/content available
 3. Ensure stability and health of mature Wikimedia contributor communities reducing the risk of editor attrition/stagnation

Community health, quality task forces aligned on levers to improve experience of new and experienced contributors

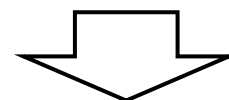
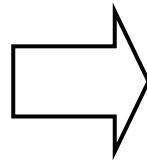
Wikimedia can pull a few key levers . . .

- De-mystify the editing process and lower the barriers to contribution
- Experiment with technology and social solutions to encourage collaboration
- Improve the transparency of quality and ability to identify quality gaps
- Prioritize and promote opportunities and requests for contributions



... to make ongoing quality contributions easier, more rewarding for established contributors

- Easier to find valuable and relevant ways to participate
- Easier to find and collaborate around content areas of interest and value
- Ability to identify and reward contributors who consistently make quality contributions

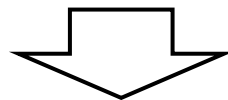


... and to encourage new and more diverse contributors to join the community

- Easier to find relevant ways to get involved
- Easier to navigate the contribution process
- Easier to identify and connect with mentors, who can support early contributions and ongoing development

The task forces have also identified a targeted set of related priorities and potential approaches

Priority	Potential approaches
① Provide guidance for newer contributors to support assimilation and reduce “risk of being bitten”	<ul style="list-style-type: none">• Improve training/mentoring systems for new users• Provide “in the moment” education and support through new article wizards• Create tools that improve access to commonly used features and make it easier to ask for help
② Assess article quality consistently; prioritize and promote improvement opportunities/requests	<ul style="list-style-type: none">• Introduce automated assessment of article quality and importance• Introduce the ability for readers to quickly signal issues with article quality• Alert contributors of articles in need of work that they may be interested in contributing to
③ Recognize and provide incentives for ongoing quality contributions	<ul style="list-style-type: none">• Implement rewards system that tracks the quality of contributions and identifies “senior editors”
④ Facilitate collaboration / coordination around solving problems, resolving disputes, and adding value	<ul style="list-style-type: none">• Better leverage technology and offline components that enable social ties, affinity groups, and collaboration spaces
⑤ Increase diversity of contributors (both demographics and types of roles)	<ul style="list-style-type: none">• Expand types of opportunities available to contributors



Research suggests that there are examples of existing and emerging approaches that WMF can leverage and learn from (both outside and within Wikimedia)

1

WMF may be able to learn from others' experiences in helping users navigate technology

Improved training/mentoring systems for new/developing users

"I think the number of newbies who do not understand or care about our core policies seriously degrades the quality of articles and increases the number of conflicts. I believe the problem is ignorance, not bad will. So I agree that early mentoring or very user-friendly tutorials is a great idea." –Slrubenstein, Quality Task Force

- Current Wikipedia training/mentoring systems are sporadic, not consistently implemented
- Instituting systematic mentor system (e.g., every new user is assigned experienced user) would provide a "go-to" resource

Guided editing systems

"Addressing newcomers (with tools such as the article creation wizard) is important as we do need more editors, and I think at this point we have tapped the pool of those who can and want to master the current wiki syntax." –Piotrus, Quality Task Force

wikiHow



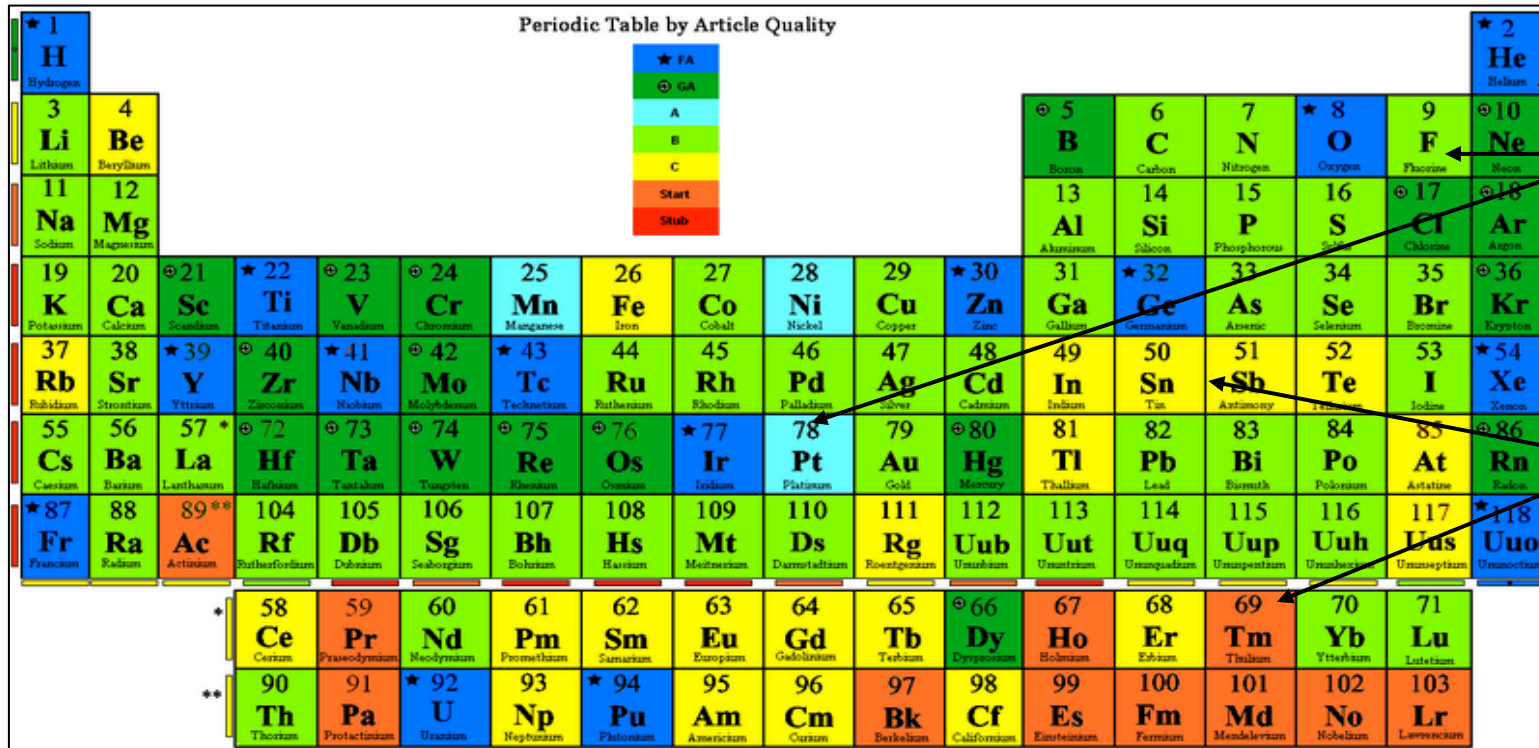
- Walks user through editing, section-by-section, thereby eliminating barrier of integrating into established rules/customs of articles
- This type of "hand-holding" would likely enable easier article creation, editing
- When wikiHow *disabled* their guided editor, save rates decreased by >30%

Source: Interview with Jack Herrick, Bridgespan analysis; http://strategy.wikimedia.org/wiki/Thread:Talk:Task_force/Improve_Wikipedia's_Quality_Task_Force/A_couple_of_conversation_starters#A_couple_of_conversation_starters_1671; http://strategy.wikimedia.org/wiki/Summary:Talk:Task_force/Wikipedia_Quality/A_bullet_list_of_quality_thoughts; http://strategy.wikimedia.org/wiki/Interviews/Jack_Herrick

2

WMF may be able to learn from existing efforts to identify gaps and collaborate around quality improvement

How the Elements Project tracks and leverages data about quality



Colors indicate which articles have reached a high quality standard . . .

...and which should be prioritized for improvements

- Wikipedia Version 1.0 Editorial team has created an article assessment system that uses a bot to regularly collect and compile information about article quality and importance
- The Elements project uses that information, and the graphic above, to proactively find and focus their collective effort on areas they think are important and need the most work
- As a result, the project has 14 Featured Articles and 18 Good Articles (~25% of the total), which is a significantly better proportion than English Wikipedia overall (<1%)

Source: http://en.wikipedia.org/wiki/Wikipedia:WikiProject_Elements; Strategy Wiki

2

Other wiki-based sites are experimenting with ways to prioritize and promote participation opportunities

“Showing contributors what we want them to do”

“If you give a tool to editors that help them find and track the articles that need work in their area of interest, they will use that tool to focus their efforts”

-Walkerma, in a Quality Task Force discussion



- Wikia has recently introduced “WikiStickies”, which show up on a users “MyHome” page
- Some WikiStickies are created automatically, based on available information about pages without images, new pages that are likely to need to be error-checked, etc.
- Community members can also create stickies based on gaps they have noticed, new information they think should be added to pages, etc.
- Data about user behavior is already being used to refine what opportunities are promoted
 - Data suggests new users are most likely to start editing by contributing to a long page or adding to a list
 - “Wanted pages” got no traction, possibly because creating a new page is “too heavy a lift” for the average user

Source: http://strategy.wikimedia.org/wiki/Interviews/Danny_Horn; [http://strategy.wikimedia.org/wiki/Thread:Talk:Task_force/Wikipedia_Quality/Possible_“major_points_and_findings”_\(broad_focus\)#Possible_.22major_points_and_findings.22_.28BROAD_focus.29_2718](http://strategy.wikimedia.org/wiki/Thread:Talk:Task_force/Wikipedia_Quality/Possible_"major_points_and_findings"_(broad_focus)#Possible_.22major_points_and_findings.22_.28BROAD_focus.29_2718)

3

WMF may be able to learn from others' experiences in incentivizing quality contributions

Rewards systems

"It's pretty widely understood that anonymity doesn't work well in group settings, because 'who said what when' is the minimum requirement for having a conversation. What's less well understood is that weak pseudonymity doesn't work well either. Because I need to associate who's saying something to me now with previous conversations."

–Clay Shirky, WMF Advisory Board

wikiHow

My wikiHow Stats:
(updated daily)

10 Articles Started
713 Article Edits
1,692 Edits Patrolled

Articles I've started or
edited have been viewed:
48,568,752 times

- User pages track how many articles started and edits made
- Though not perfect, system allows for users to be identified as "experts"

Slashdot



- Requires "semi-randomly" selected editors to rate contributions before they go live
- Enables contributors' work (and therefore contributors) to be rated
- Wikipedia may be able to integrate these individual contribution ratings into meta evaluations of quality of edits

Source: Bridgespan analysis; Clay Shirky speech posted on personal website

4

WMF may be able to learn from others' experiences in facilitating collaboration

Tighter social ties

"It's difficult to find people with similar interests. Instituting some social networking components, like interest groups, 'tracking' your friends, and the like could be huge steps forward."
–Frank Schulenburg, WMF Head of Public Outreach



- Some degree of social networking functionality would allow users to form closer relationships with one another (e.g., "follow" one another)



- Power also exists in Facebook / MySpace's groups, which allows users to easily align around a cause, interest, etc. (WikiProjects allows for some of this, but do not exist for many issue areas)



- Allows users to self-report their interests; semantic capability then recommends items of interest (e.g., Wikipedia recommends articles for user to edit based on past editing behavior)
- Users can easily see others' interests, which are recommended to them by site

Emerging trends in collaboration



- Allows real-time *collaboration* (e.g., as one user types, another sees his/her edits as they happen)
- Allows real-time *editing* (e.g., if on a wiki, user would see changes happening as another user edits)
- Extension for MediaWiki currently in development/limited roll-out; may require more support for wider spread use and adoption

Source: Bridgespan interview; Bridgespan analysis; http://strategy.wikimedia.org/wiki/Interviews/Frank_Schulenburg

4

WMF may also be able to learn from offline solutions to facilitate collaboration

Offline connections

"If I could do anything, I would add some face-to-face social bond building. This is the strongest way to strengthen a community: it build bonds among the most dedicated core and those who are just outside."
-Clay Shirky, WMF Advisory Board



- Mozilla sends reps to college campuses to "evangelize" Firefox
- Process creates human connections with potential users *and* creates avenue for "evangelizers" to become engaged
- Preliminary discussion on Wikipods suggests this may be feasible option for WMF



- Yelp sponsors in-person meet-ups for frequent users: provides T-shirts, stickers, etc. and subsidizes other costs
- WMF may be able to foster offline connections via modest sponsorship of such events

Targeted, continuous training

"There are no quality related classes, courses, master classes or anything. It's 'pick it up for yourself'. Users can edit for years and not be exposed to some ideas. Exposure to better working methods would probably be well received and adopted, and improve quality considerably."
-Quality Task Force



- In reaction to less-productive conversation in wikiHow, the organization provided "non-violent communications" classes for active users
- Preliminary assessment suggests that these classes achieved goals
- Wikipedia may be able to learn from/leverage these trainings

Source: Bridgespan analysis; interview with Jack Herrick; discussion with Clay Shirky and Jimmy Wales 01/13/10; http://strategy.wikimedia.org/wiki/Interviews/Jack_Herrick; http://strategy.wikimedia.org/wiki/Task_force/Wikipedia_Quality/Summary_of_Archive_1

4

Better reputational systems may also enable contributors to collaborate more effectively with one another

*"Wikipedia had a **very effective reputation system at the start**. Everyone knew each other and those who made positive contributions were recognized and those who were disruptive were known. It was an informal reputation system that worked. As the community has grown, the same informal system still operates in specific areas where small groups work together; however, **these mechanisms aren't working across Wikipedia**, as someone who is a great contributor in area A has no reputation transfer to area B."*

-Jimmy Wales, Founder of Wikipedia

*"There is a **lot of data available within Wikipedia to assess the reputation** of others, but it is really hard to figure out how to use that stuff. It would be really valuable to editors to allow them to create analyses that help to take a measure of the work and reputation of other editors. If there were **a range of applications that help people learn about the work of others** using the data available in Wikipedia, then people could readily learn about the work of others and over time the most used applications would develop into a reputation system"*

-Clay Shirky, WMF Advisory Board

*"I believe we've come to a point where we need to separate the content from running the place. We need admins who can ensure that the best possible environment is created for collaboration and reaching consensus, letting the good, great, and not so bad editors create the content. Therefore, **we should stop rewarding great editors with the nuisance of being an administrator, but still recognize and reward the best we have**. There's nothing to stop an editor being both a Senior Editor and an Administrator either"*

-Quality Task Force

5

Many untapped opportunities to diversify the base of contributors to Wikimedia beyond editors and developers

*"The opportunity here is to **create roles that have new entry points**, so that they attract participation from new demographics, skill sets and missing perspectives. See, for instance, the Volunteer Project Lead positions in the Best Practices Documentation team. These volunteers were recruited to the positions because of their background in project management, international experience and skills with product development. They were not previous editors or Wikimedia volunteer contributors and likely would never had been."*

-Proposal from Jennifer Riggs, former WMF Chief Program Officer

The opportunity exists to create:

A **more diverse** contributor base

- Increased representation of **women**
- Increased representation of **academics**
- Increased representation of **other groups with small presence** on Wikipedia

New **types** of roles

- **Outreach** to schools, universities, etc.
- **Mentor management** (for new users)
- Management/participation in **"wikipods"** (local teams of 2-3 "evangelizers")

Source: Bridgespan interview; Jennifer Riggs - http://strategy.wikimedia.org/wiki/Proposal:Volunteer_Management_practices_to_Expand_Participation

Priority 2: Five year investment agenda

Investment area	Agenda
Newer contributors acculturation	<ul style="list-style-type: none"> • Improve overall user experience and make it much easier for readers to try their first edit • Enable default experience for new editors that provides shelter, guidance, and aids acculturation • Work on creating and supporting mentorship roles; encourage experienced editors to assist with new contributor acculturation
Article quality and improvement tools	<ul style="list-style-type: none"> • Encourage experimentation and application/widget development to improve advanced tools and functionality that help contributors find places to contribute, make edits that align to quality policies and “project manage” their own work
Rewards, incentives, and supports for ongoing quality contributions	<ul style="list-style-type: none"> • Continue to leverage feature articles, barnstars and other simple rewards to recognize excellence in a low stakes fashion that helps build the culture, but doesn’t undermine volunteer spirit • Fund meetups to allow Wikipedians to build social bonds offline
Collaboration / coordination around solving problems, resolving disputes, and adding value	<ul style="list-style-type: none"> • Enable contributors to develop new applications/widgets that support social bonding, collaborative work, aid in resolving disputes, create more transparency on the interests and reputation of their fellow contributors
Increase diversity of contributors	<ul style="list-style-type: none"> • Focus on improving the new contributor experience • Conduct focused outreach to groups with potential to bring new expertise to the community (e.g., academia) • Nurture community members (particularly members of underrepresented groups) who are working to create more of an open and welcoming culture

Contents

- Strategic planning process update
- Goal setting
- Priority 1: Building the platform
- Priority 2: Strengthening the editing community

- Priority 3: Accelerating impact through innovation and experimentation

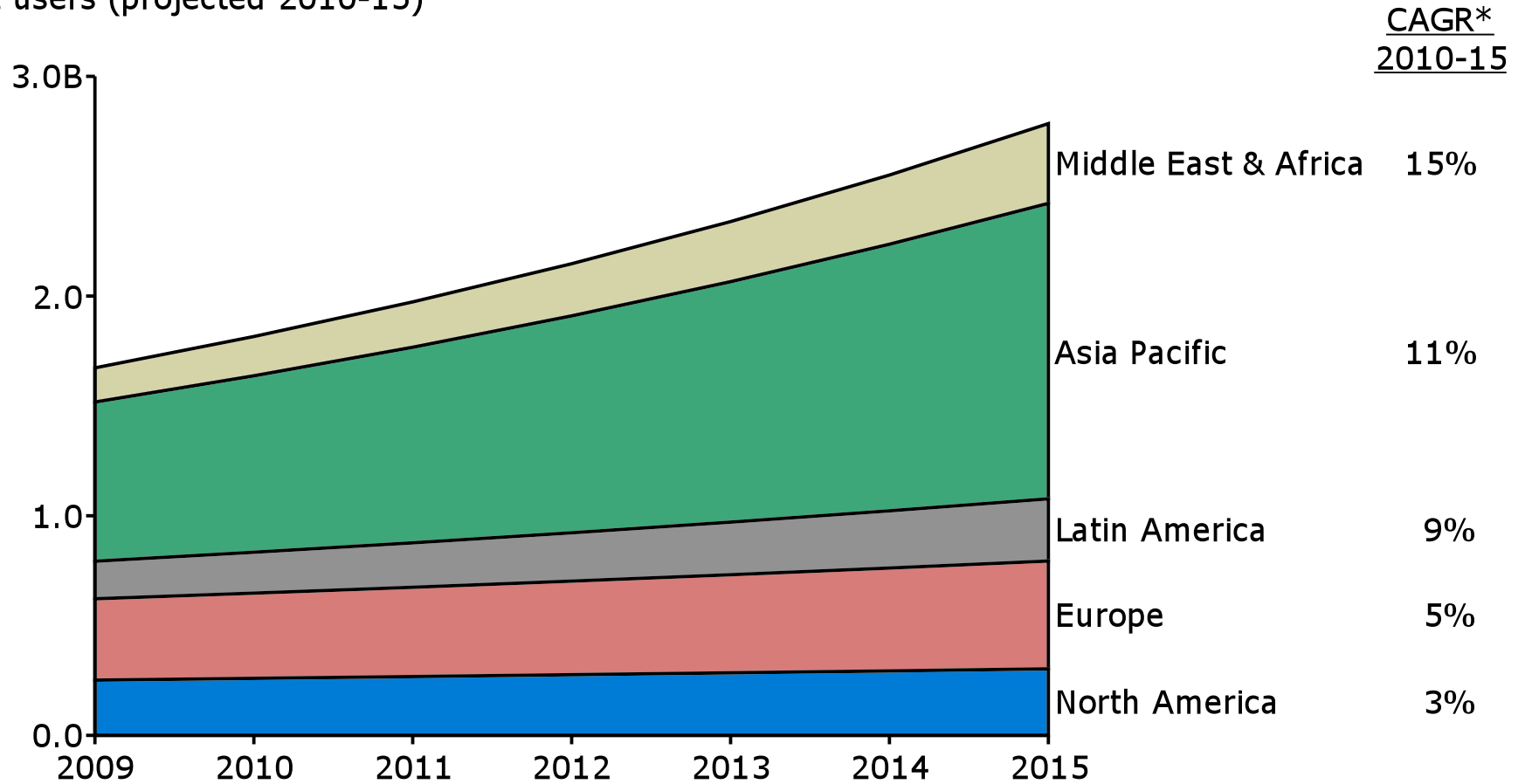
- Implications for the Foundation

Priority 3. Accelerate impact by investing in key geographic areas, mobile application development and bottom-up innovation

- As more people gain access to the Internet in the next five years, Wikimedia will make progress towards its vision of “a world in which every single human being can freely share in the sum of all knowledge”
- However, several major trends could threaten Wikimedia’s continued relevance
 - Wikimedia’s penetration is lowest in parts of the world where Internet use is growing the most rapidly; organic growth is unlikely to be sufficient to significantly increase Wikimedia’s penetration in these areas
 - Mobile Internet use is rapidly expanding and will affect how people everywhere access Wikimedia projects; currently, Wikimedia is dependent on others to develop applications that enable it to be easily accessed on these platforms
- The Wikimedia Foundation can help drive experimentation to achieve its goals of becoming a global resource and encourage innovation
 - Experiment with targeted investment in high potential countries/regions to increase participation on locally relevant projects and reach
 - Develop new strategies that will enable Wikimedia to seize new opportunities given growing importance of mobile
 - Explicitly foster experimentation and innovation
- Expected impact of these investments: Create new avenues for growth of the Wikimedia footprint in service of its vision

Fastest growth in Internet users in Middle East/Africa and Asia Pacific

Internet users (projected 2010-15)

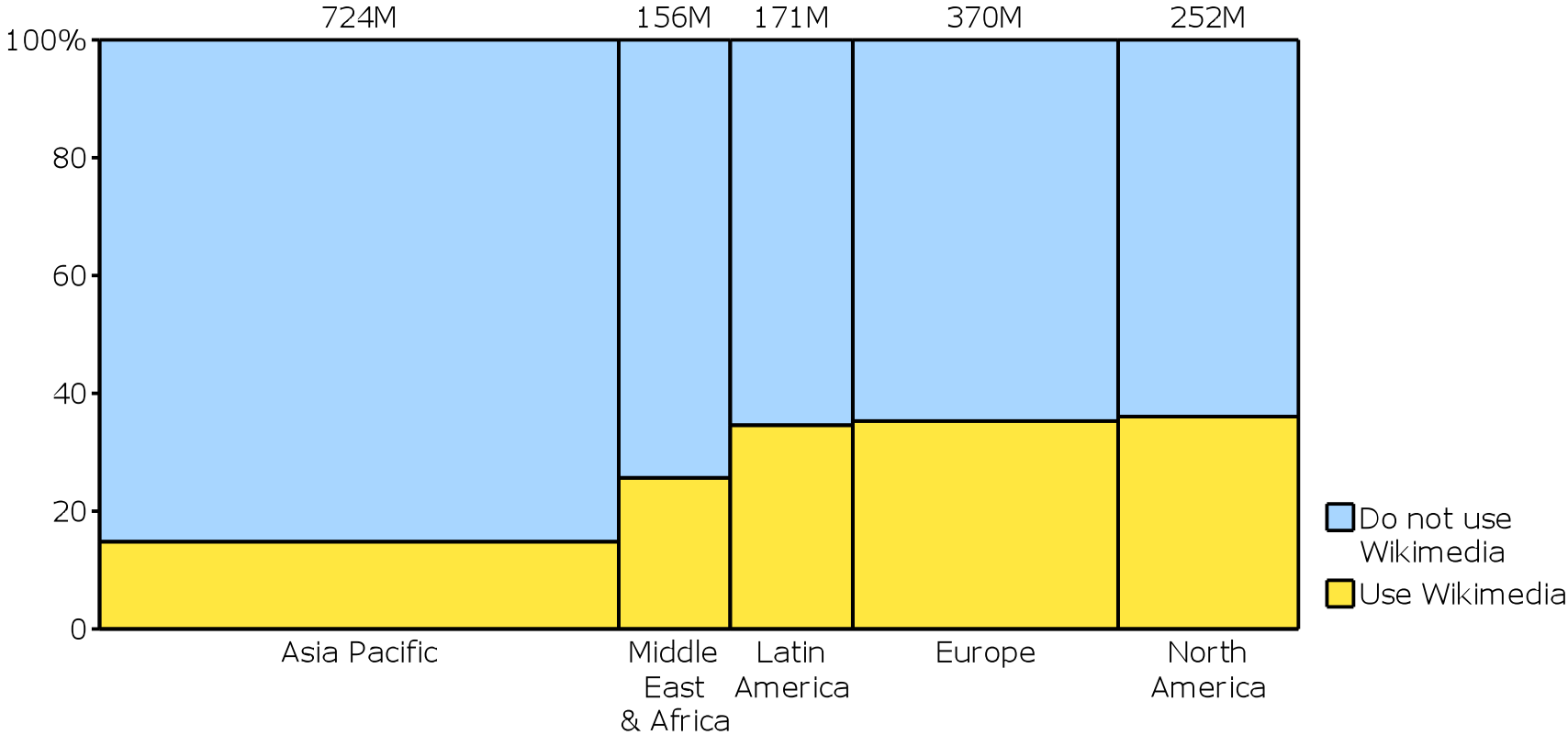


* CAGR is the compound annual growth rate

Source: Bridgespan analysis; market share data from comScore; data on the number of Internet users by region from The International Telecommunications Union; data on projected regional growth rates of Internet use from Forrester's; Bridgespan analysis

Wikimedia has lower penetration in regions experiencing the most rapid Internet growth

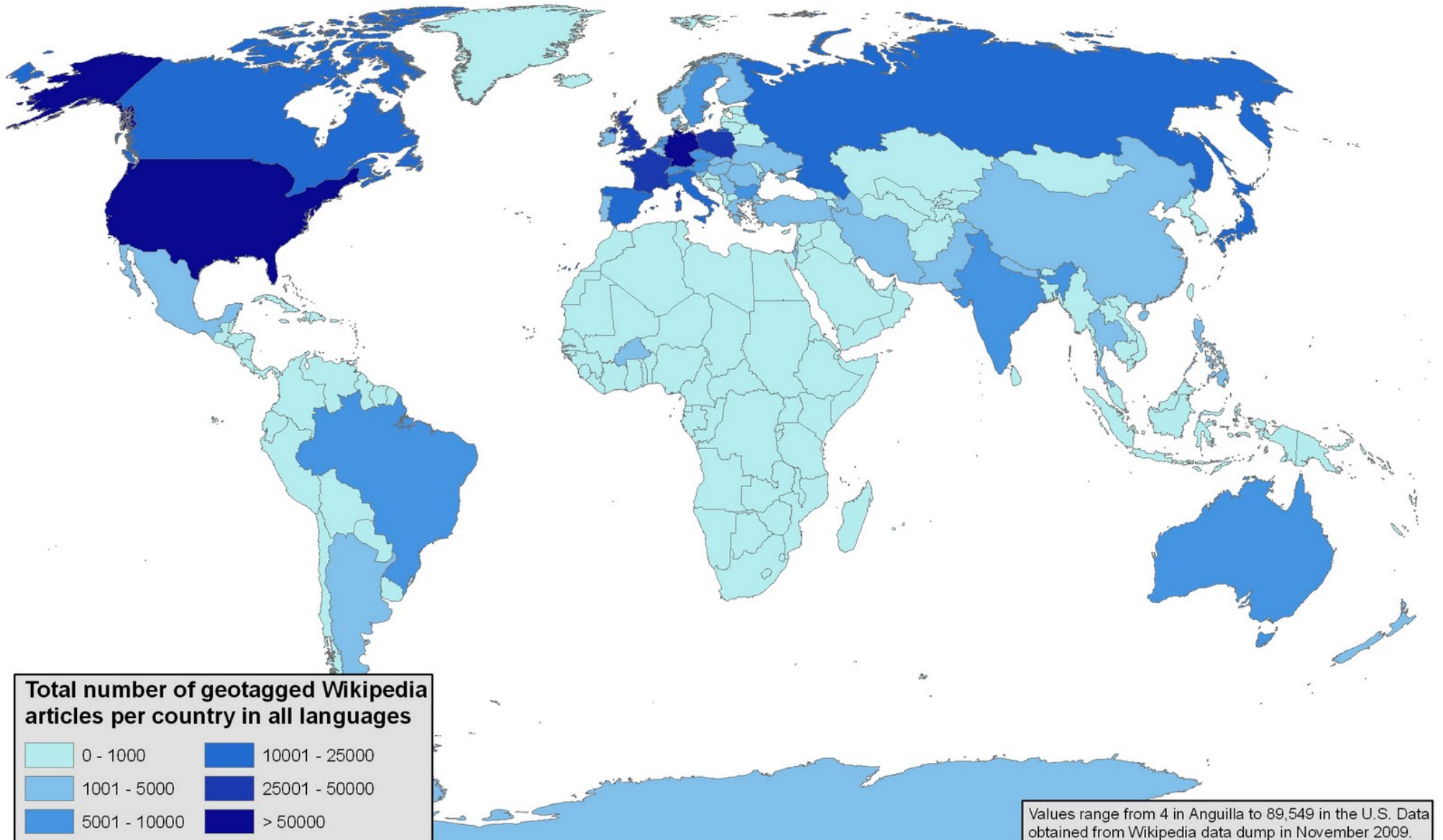
Internet users (2009)



Projected growth in Internet users, 2010-15

Source: Market share data from comScore; data on the number of Internet users by region from The International Telecommunications Union; data on projected regional growth rates of Internet use from Forresters; Bridgespan analysis

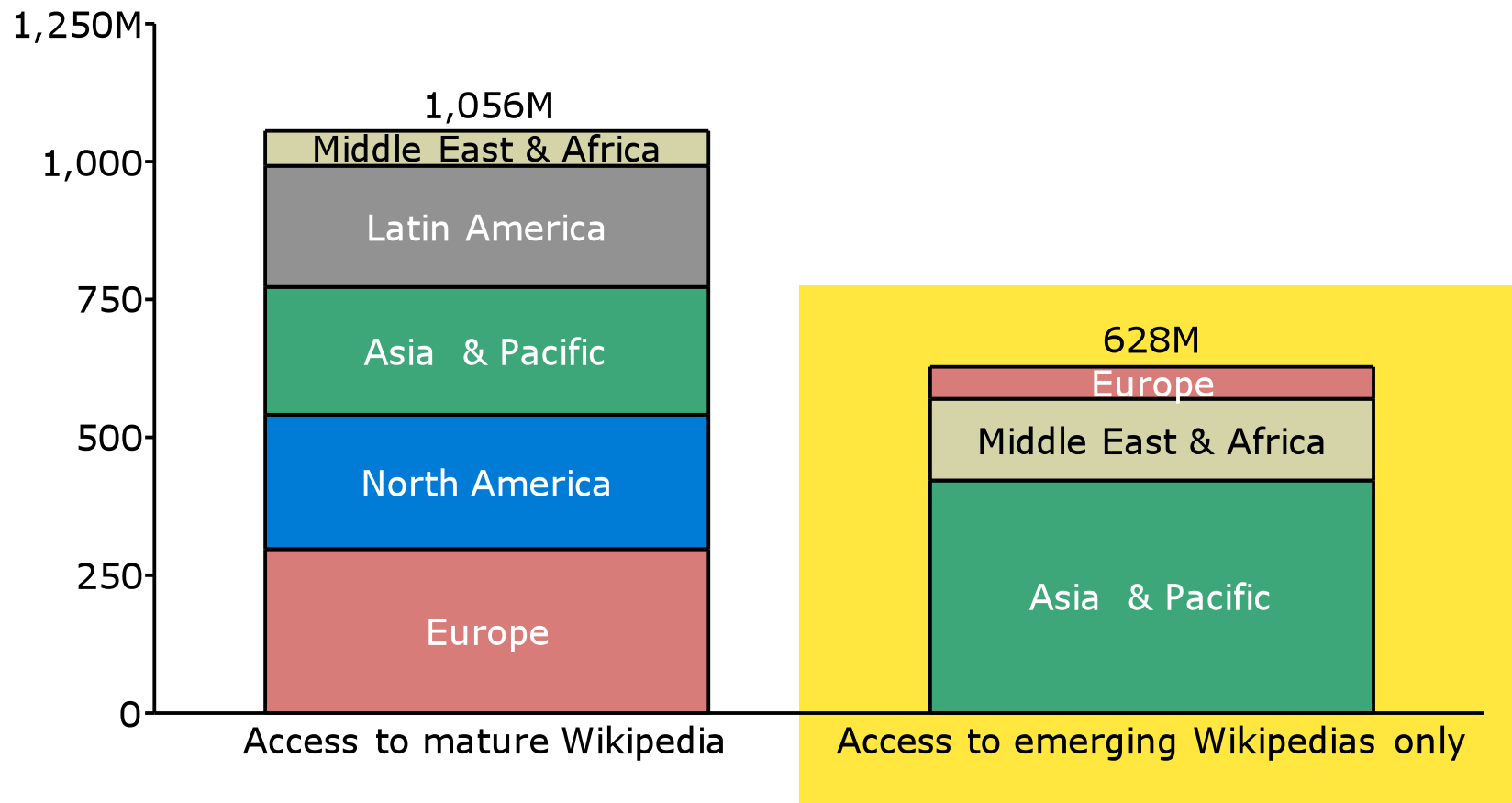
These are also regions for which Wikipedia has the least content...



Source: Floating Sheep Blog <http://www.floatingsheep.org/2009/11/mapping-wikipedia.html>

...and in which many Internet users do not have access to a mature* Wikipedia

Number of Internet users by region



Source: *Mature encyclopedia = 120K articles of greater than 1.5KB articles; access = a mature Wikipedia exists for a language that is spoken within that country/region, access does not mean that a mature Wikipedia exists in population's native language (e.g., population in India has access to mature Wikipedia)

Note: Benchmark of 120K articles based on number of articles in Encyclopedia Britannica

Sources: Enthologue 2009; Bridgespan analysis based on data from WikiStats

In many cases, the causes of low market penetration can be addressed via targeted investments

Cause of low penetration	Opportunity for targeted investment?	Support from the community and external experts
Lack of content in accessible language	✓	628 million people lack access to a mature Wikipedia
Lack of culturally relevant content	✓	<p><i>"Remarkably there are more Wikipedia articles written about Antarctica than all but one of the 53 countries in Africa . . . [and more articles written] about the fictional places of Middle Earth and Discworld than about many countries in Africa, the Americas and Asia."</i></p> <p>-Local Language Projects Task Force</p>
Lack of awareness of Wikipedia	✓	<p><i>"For Wikimedia projects to grow . . . it is first of all important to make people aware of the usefulness of such projects, and also aware of why they should contribute."</i></p> <p>- Local Language Projects Task Force</p>
Lack of awareness of how to contribute	✓	<p><i>"For the most part, people are not aware of how Wikipedia works and why it's valuable. That might still be the issue for the African continent."</i></p> <p>-Lova Rakotomalala, African blogger</p>
Censorship	✗	<p><i>"There are some problems in China. Freedom of speech is one. We had Wikipedians who got harassed this year in China shortly before June 4. They were taken to the police station and got 'educated' (no physical violence)."</i></p> <p>- Ting Chen, Board of Trustees Member</p>
Competition	✗	<p><i>"I hate to be pessimistic but I think that competing in China is very difficult now that other companies like Baidu and Hudong have pulled ahead."</i></p>

Source: Bridgespan interviews; http://strategy.wikimedia.org/wiki/Thread:Talk:Task_force/Local_Language_Projects/What_strategies_and_tactics_are_successful_in_increasing_awareness_of_Wikipedia_projects_in_a_specific_geographic_region_and_how_can_Wikimedia_empower_people_to_implement_these_strategies_and_tactics; http://strategy.wikimedia.org/wiki/Thread:Talk:Task_force/Local_Language_Projects/Outreach; http://strategy.wikimedia.org/wiki/Interviews/Ting_Chen

There are promising approaches WMF can invest in to address causes of low penetration

Cause of low penetration	Potential approaches and examples	Support from the community and external experts
Lack of content in accessible language	<ul style="list-style-type: none"> Reach out to local communities to recruit contributors for emerging Wikipedias Example: Google and Wikimedia sponsored a Swahili article writing contest to spur the growth of the Swahili Wikipedia 	<p><i>"In African and Middle Eastern countries there are existing communities of people who are technically oriented. These are the people who have a natural affinity for Wikipedia and should be the focus of any outreach efforts"</i></p> <p>-Stephen King, Omidyar Network</p> <p><i>"Perhaps we need a mentoring network that help work with new contributors to support nascent Wikipedias"</i></p> <p>-Samuel Klein, Wikimedia board member</p>
Lack of culturally relevant content	<ul style="list-style-type: none"> Example: Indian language Wikipedias have sponsored mini Wikipedia Academy style events focused on University students to increase contributions 	<p><i>"Recently, we did a Wikipedia Academy in Mangalore India, It was attended by quite a few college students and the interest we could generate among them was amazing. One of the topics that came up actually was smaller town articles of India and we did publicly 'review' some of the articles for content accuracy etc. I am convinced that this is an effective way."</i></p> <p>-India Task Force member</p>
Lack of awareness of Wikipedia or how to contribute	<ul style="list-style-type: none"> Encourage bloggers and local media to write articles about Wikipedia and how it works 	<p><i>"I have friends who are involved with the mainstream media, and I think they would be open to writing a bit about what Wikipedia is and how it could be used . . . That would be how I would go about increasing awareness of what Wikipedia does."</i></p> <p>-Lova Rakotomalala, African blogger</p>



WMF should develop on the ground presence in high-potential markets to pilot promising approaches

Source: Bridgespan interviews; http://strategy.wikimedia.org/wiki/Thread:Talk:Task_force/India/Wikipedia_Academies#Wikipedia_Academies_1211; http://strategy.wikimedia.org/wiki/Interviews/Samuel_Klein

Assumptions that informed segmentation

Assumption	Implications for segmentation
<ul style="list-style-type: none">• All readers are considered of equal value as vision of Wikimedia focuses on “every single human being”	<ul style="list-style-type: none">• Segmentation prioritizes countries/regions based on size without weighting for other factors such as GDP/capita or access to alternatives
<ul style="list-style-type: none">• Wikimedia’s core products and services require Internet access to utilize	<ul style="list-style-type: none">• Segmentation prioritizes countries/regions based on Internet (either computer or mobile) access and growth rather than total population
<ul style="list-style-type: none">• The Wikimedia Foundation sets priorities based on the potential contribution to the vision and more specifically the Foundation's five-year goals	<ul style="list-style-type: none">• Segmentation prioritizes growing markets where Wikipedia has lower penetration• Secondly, it distinguishes markets where Wikipedia is mature (people can use it effectively today) vs. emerging (needs contributor growth to be successful)
<ul style="list-style-type: none">• In some parts of the world, there are opportunities to group countries into regions based on common language and to some extent history and culture	<ul style="list-style-type: none">• Segmentation groups countries in parts of the Middle East & N. Africa, Sub-Saharan Africa and South America creating larger markets

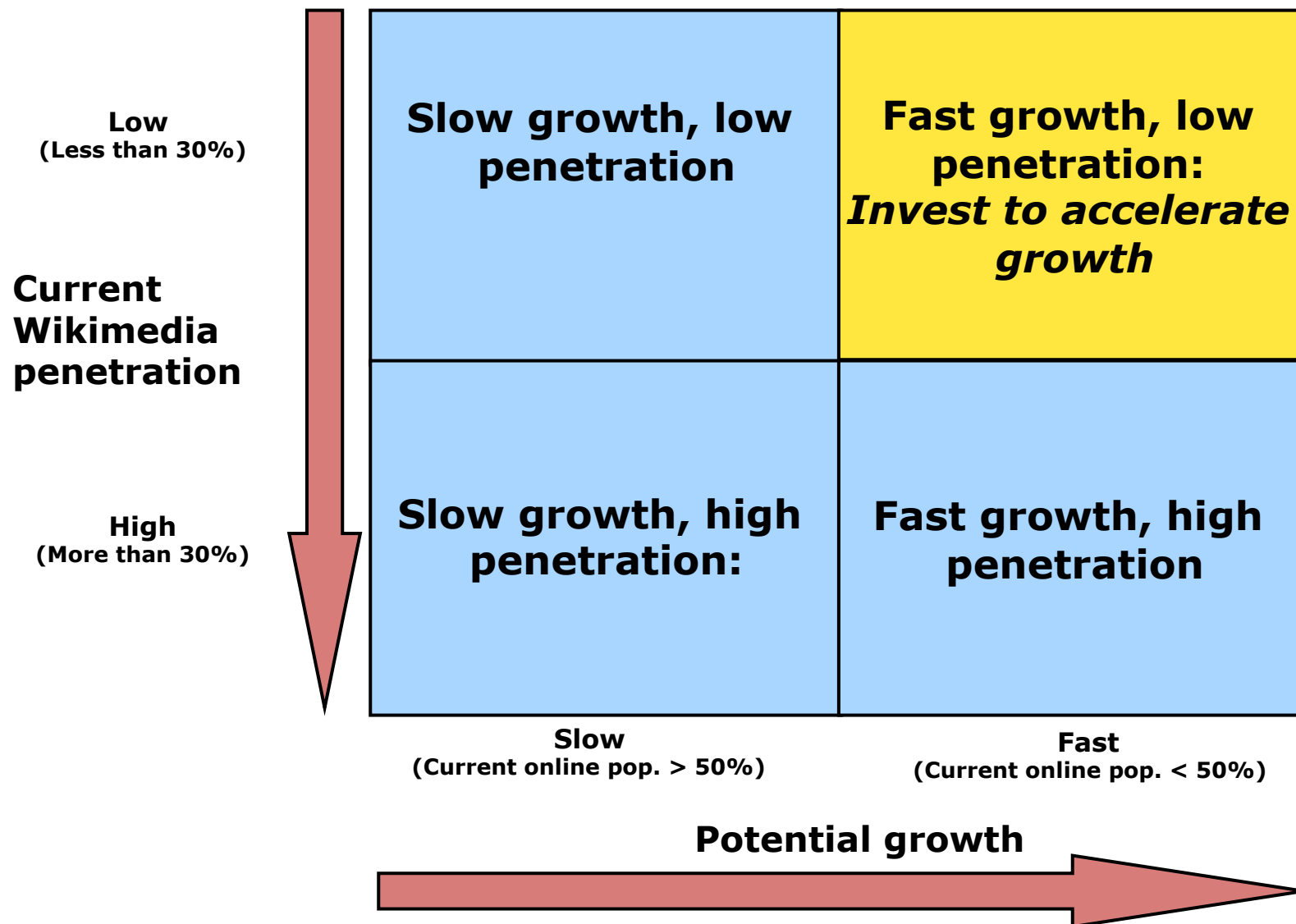
Four dimensions considered to identify highest-potential markets for targeted investment

Dimension	What it tells us	Metric	Segments	
Market size	Current prospects for increasing reach	Number of Internet users (computer and mobile)*	<ul style="list-style-type: none"> • Large • Medium • Small 	<ul style="list-style-type: none"> >20M 5M - 20M <5M
Potential growth	Future prospects for increasing reach	Percent of population online	<ul style="list-style-type: none"> • Slow • Fast 	<ul style="list-style-type: none"> >50% <50%
Current Wikimedia Penetration	Growth potential for increasing readership	Percent of online population using Wikimedia	<ul style="list-style-type: none"> • High • Low 	<ul style="list-style-type: none"> >30% <30%
Maturity of Wikipedia	If priority focus should be on increasing readership or increasing participation	Access to Wikipedia with 120K or more articles greater than 1.5 KB	<ul style="list-style-type: none"> • Mature • Emerging 	<ul style="list-style-type: none"> >120K articles <120K articles

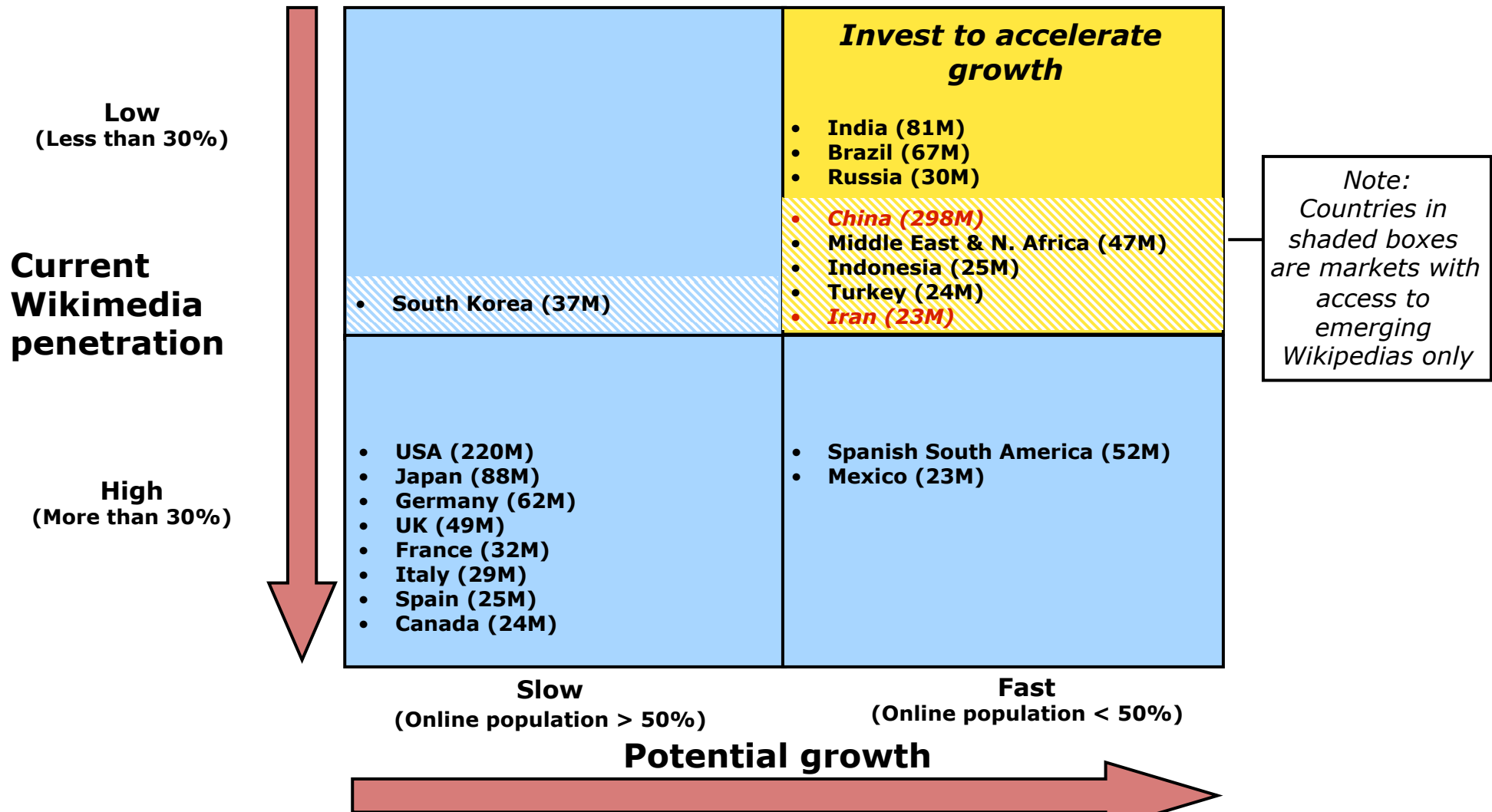
*Research indicated that most people who access the Internet via mobile today also have access online; therefore, number of Internet users relies upon online use rates so as to avoid double counting of Internet users to estimate current prospects for increasing reach.

Sources: Portio Research Mobile Factbook, 2009' eTForecasts, forecast of Internet users by country, http://www.etforecasts.com/products/ES_intusersv2.htm

Countries were segmented to identify biggest opportunities for WMF to accelerate growth

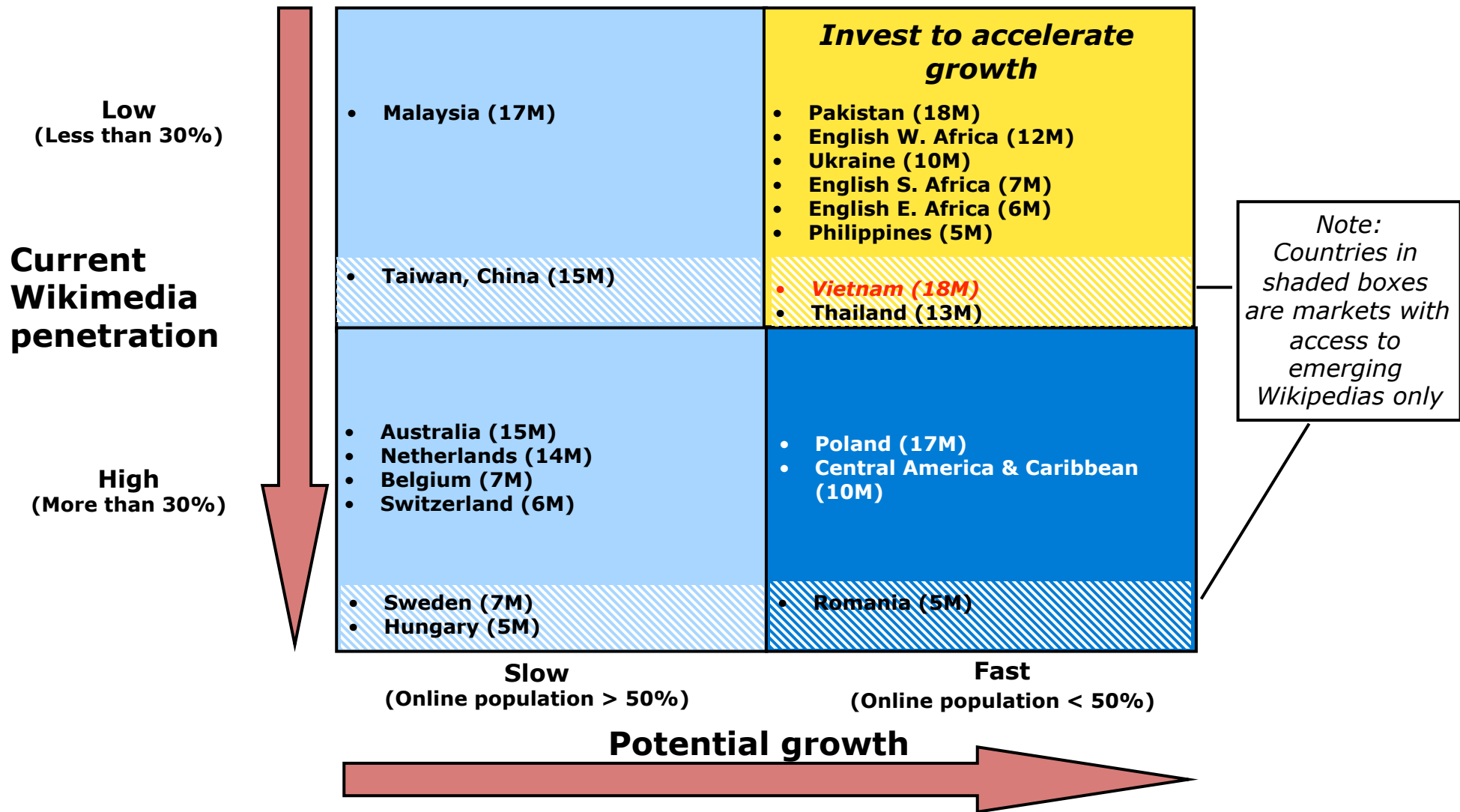


Large markets (>20M online) with fast growth and low penetration (and no Internet censorship) present biggest opportunities for WMF investment



Note: Red italics indicate country/regions subject to Internet censorship; Middle East & N. Africa region includes two countries that are subject to Internet censorship (Syria and Saudi Arabia); small market segmentation provided in backup
 Source: WikiStats; Bridgespan analysis of data from comScore; Forrester Research; International Telecommunication Union; http://strategy.wikimedia.org/wiki/Market_segmentation

Medium-sized markets (5-20M online) with fast growth and low penetration present next biggest opportunities



Note: Red italics indicate country/regions subject to Internet censorship; small market segmentation provided in backup
 Source: WikiStats; Bridgespan analysis of data from comScore; Forrester Research; International Telecommunication Union; http://strategy.wikimedia.org/wiki/Market_segmentation

Highest potential markets for WMF investment

	India	Arabic speaking Middle East and N. Africa	Brazil	Indonesia	Russia	Turkey
# of Internet users in 2015 (millions)	192	149	108	63	51	41
Current Wikimedia penetration	21%	25%	29%	29%	20%	25%
Project of focus	English	Arabic	Portuguese	Indonesian	Russian	Turkish
Project's % of overall Wikimedia traffic in the country	93%	15-40%	81%	48%	82%	69%
Country's % of overall traffic for the project	3%	70%	83%	72%	64%	91%
# of contributors*	~40,000	~580	~1,700	~220	~4,100	~530
Other popular projects (% of country traffic)	N/A	English/ French (50-80%)	English (14%)	English (42%)	English (14%)	English (28%)

*Indicates total contributors to project, not total from specified country due to limited data availability

Source: WikiStats; Bridgespan analysis of data from comScore; Forrester Research; International Telecommunication Union

Despite size, China is not a target for increased WMF investment due to censorship and competitive challenges

"China is a huge and nationalistic country (like the U.S.). They like things their way and foreign Internet businesses have largely failed because they aren't able to go 'local' as well as Chinese companies do. We haven't been able to compete."

-U.S. Internet executive

"If our objective is to target [the] mass Internet audience in China, we need to think from our users' point-of-views. From users' perspectives, I think Hudong and Baidu Baike are undoubtedly our competitors. For search results, I selected 10+ keywords with the criteria that all three sites have articles on the keyword, and Googled them. I found for most of the searches, Baidu Baike ranks No. 1 in search results."

-Tango, China Task Force member

"With the current situation in China, I still think it is difficult. This really is a political system-related problem, a problem that we can't really solve . . . So my personal view is if we want to invest in middle-size Wikipedias, we should invest in other places."

-Ting Chen, Wikimedia Board of Trustees

"These [cyber] attacks and the surveillance they have uncovered - combined with the attempts over the past year to further limit free speech on the web - have led us to conclude that we should review the feasibility of our business operations in China. We have decided we are no longer willing to continue censoring our results on Google.cn . . . We recognize that this may well mean having to shut down Google.cn, and potentially our offices in China."

-Google, Inc.

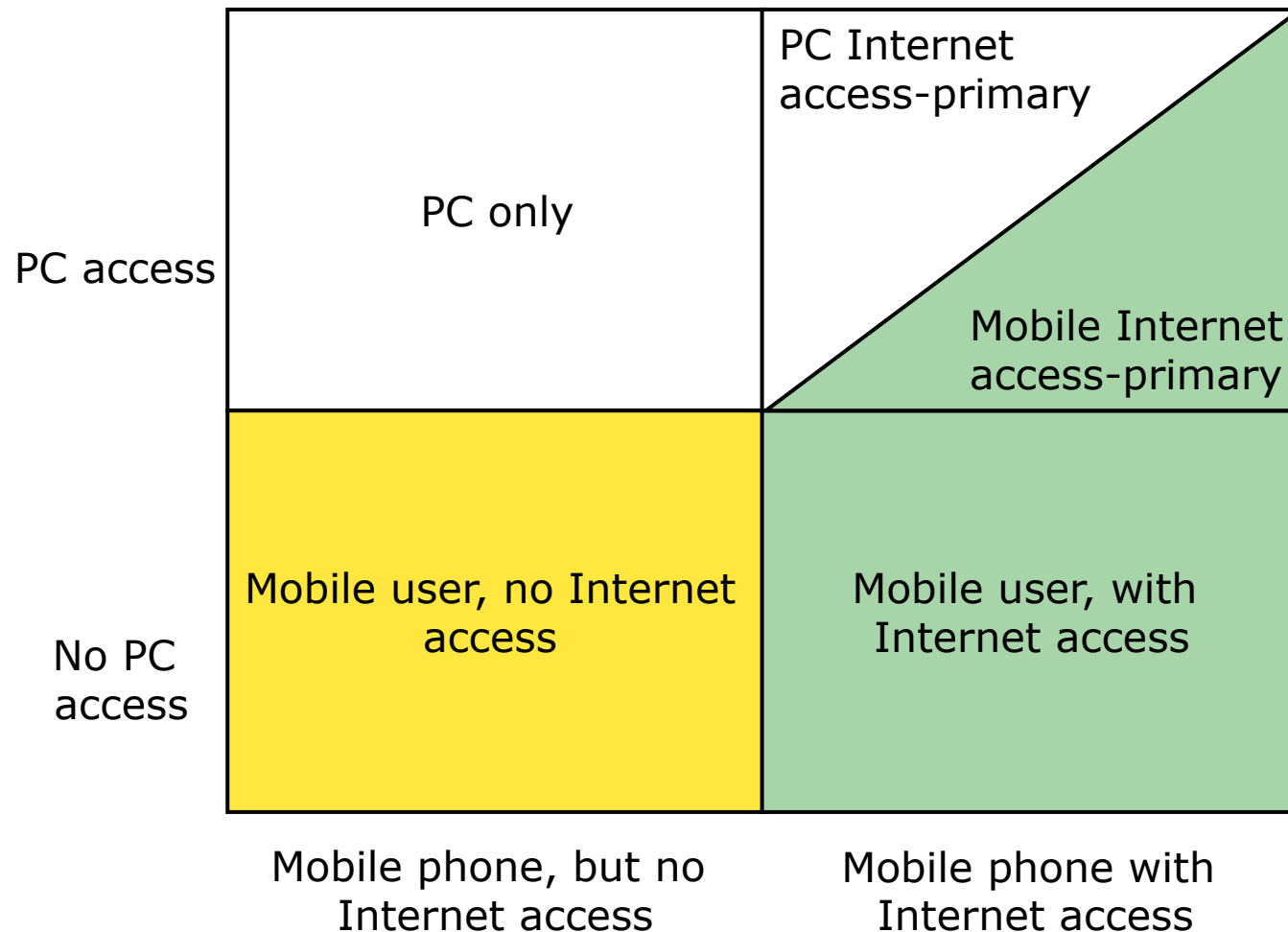
Source: Bridgespan interviews; Google's Blog <http://googleblog.blogspot.com/2010/01/new-approach-to-china.html>; http://strategy.wikimedia.org/wiki/Thread:Talk:China_Task_Force/What_makes_Wikimedia_different_from_Hudong_%26_Baidu_Baike; http://strategy.wikimedia.org/wiki/Interviews/Ting_Chen

Priority 3. Accelerate impact by investing in key geographic areas, mobile application development and bottom-up innovation

- As more people gain access to the Internet in the next five years, Wikimedia will make progress towards its vision of “a world in which every single human being can freely share in the sum of all knowledge”
- However, several major trends could threaten Wikimedia’s continued relevance
 - Wikimedia’s penetration is lowest in parts of the world where Internet use is growing the most rapidly; organic growth is unlikely to be sufficient to significantly increase Wikimedia’s penetration in these areas
 - Mobile Internet use is rapidly expanding and will affect how people everywhere access Wikimedia projects; currently, Wikimedia is dependent on others to develop applications that enable it to be easily accessed on these platforms
- The Wikimedia Foundation can help drive experimentation to achieve its goals of becoming a global resource and encourage innovation
 - Experiment with targeted investment in high potential countries/regions to increase participation on locally relevant projects and reach
 - Develop new strategies that will enable Wikimedia to seize new opportunities given growing importance of mobile
 - Explicitly foster experimentation and innovation
- Expected impact of these investments: Create new avenues for growth of the Wikimedia footprint in service of its vision

Rise of mobile technology is creating new opportunities to expand reach and Wikimedia offerings (1 of 2)

Mobile and PC-based Internet Access



Rise of mobile technology is creating new opportunities to expand reach and Wikimedia offerings (2 of 2)

Mobile user, no Internet access

- Mobile subscriber base expected to **grow by ~8% CAGR** from 2008 to 2015, reaching 6.5 billion
 - This is driven by prepaid billing, affordable handsets and the liberalization of telecom markets
- **Services on mobile devices provide health, social and economic benefits** to users without mobile Internet
 - Example: One-way text alerts, sent to everyone in a particular area, can be used to raise awareness of HIV
 - Example: Nokia Life Tools allows users in India to call up and receive agricultural information, i.e., prices and weather data

Mobile user, with Internet access

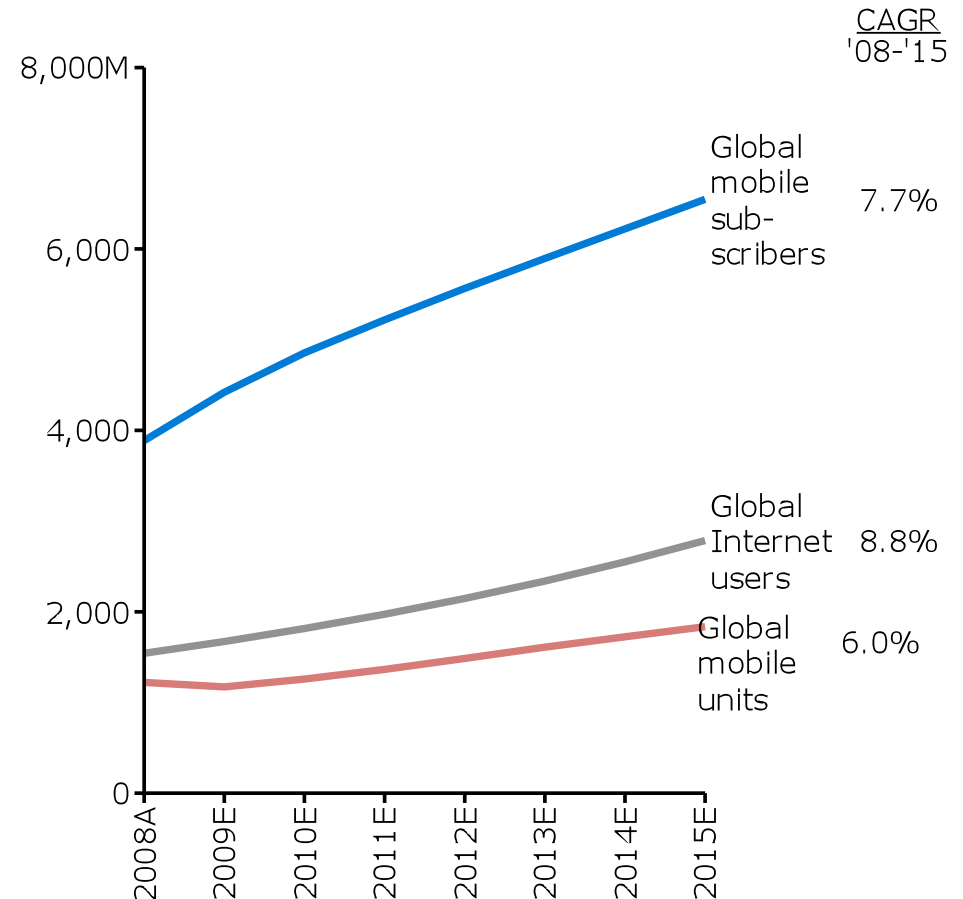
- Internet capable handset (WCDMA/HSDPA) shipments expected to **grow by ~29% CAGR** from 2008 to 2015, reach 880 million
 - Smartphone subscriber base expected to **grow by ~20% CAGR** from 2008 to 2015
- **~30% of consumers in North America willing to pay for e-mail and mobile Internet access**
 - This willingness is driven by the new social expectation that one is nearly always connected and reachable via e-mail, facebook, etc.

Note: WCDMA/HSDPA handsets are devices that work on a 3G network; CAGR is compound annual growth rate
Sources: "Beyond Voice", *The Economist*, Sept 24, 2009; "Smartphone Report," Credit Suisse, August 2009; New Paths: Donner, Gitau, "Exploring Mobile-Centric Internet Use in South Africa" (2009)

Broad access to mobile phones presents major opportunities to increase reach of Wikimedia's projects

- With the rise in mobile, companies have found ways to **reach users without Internet access**
 - Example: Google SMS provides users with extensive information, from local business listings to stock quotes, via text
- As the mobile subscriber base grows, **WMF can find new ways of reaching the population** via cellphones
 - Off-line task force has set a goal to: "**Give 3 billion people with no Internet connection access to the Wikimedia content via cellphones**"
- They recommend the following steps:
 - Convince network providers and/or manufacturers to have Wikipedia content pre-installed on new cellphones
 - Support third party developers/providers of open offline storage standards (such as OpenZim), readers which use them (such as Linterweb), and proprietary offline solutions (such as WikiPock)
 - Encourage development of non-Internet distribution systems, eg. SMS article requests

Mobile subscribers, mobile units, and Internet users



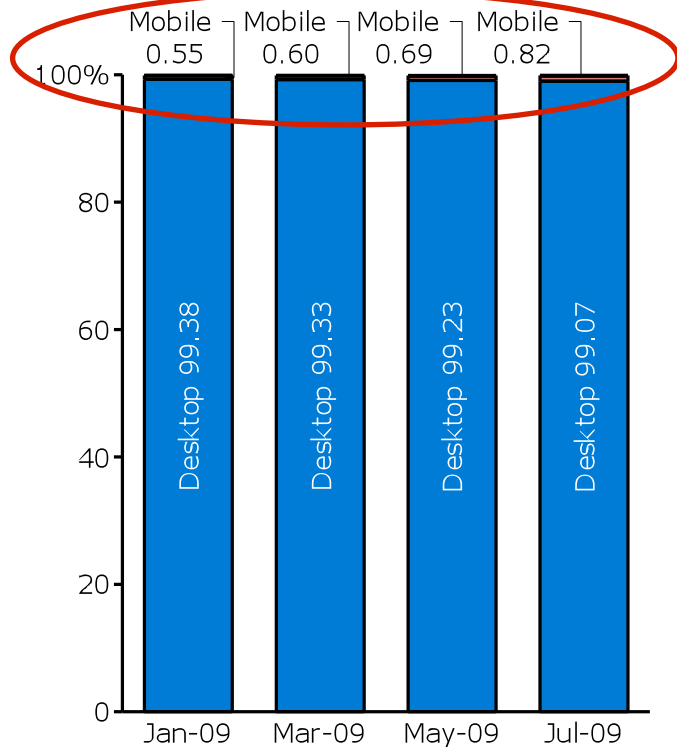
Source: "Smartphone Report," Credit Suisse, August 2009; ABI Research Report; http://strategy.wikimedia.org/wiki/Task_force/Recommendations/Offline_2

Mobile access is growing and changing the way people use the Internet, but cost will remain a major barrier

Mobile is a small share of Internet traffic today, but is growing rapidly

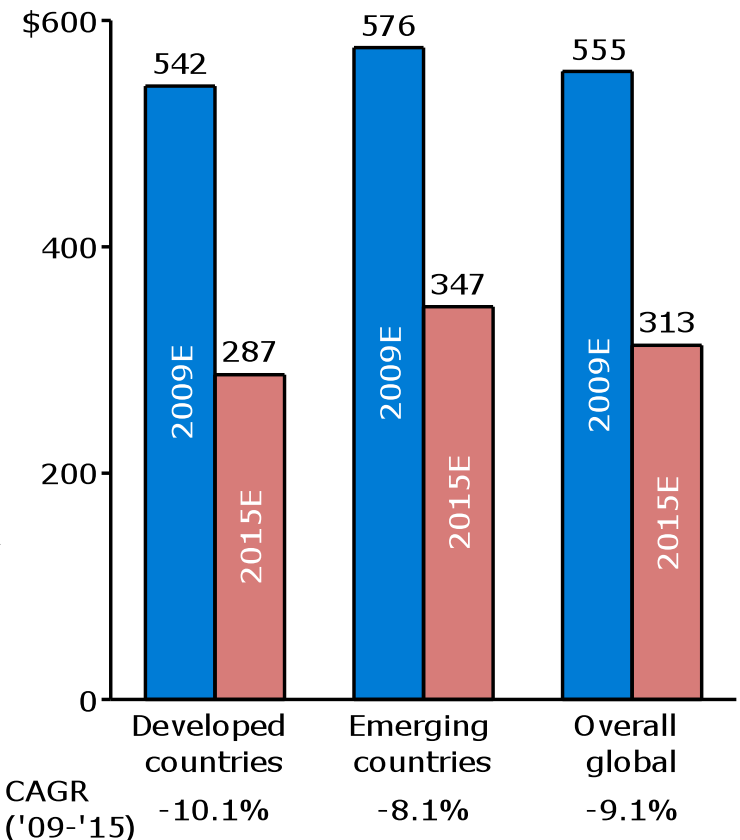
Smart phone prices will still be too high for broad affordability in developing countries

Browsing share by device category
(Desktop, Mobile, Handheld and Console)



"We may never see a \$30 smartphone"
- Kevin Burden, ABI Research

Total Cost of Ownership



Note: Note: Developed countries include North America, Western Europe, Australia, Hong Kong, Japan, Singapore, South Korea and Taiwan. Emerging countries include China, India, Indonesia, Brazil, Pakistan, Nigeria, Bangladesh, Russia, Mexico, Philippines, Egypt, Turkey, Thailand and other emerging countries; total Cost of Ownership is the annualized level of total cost that a consumer pays in the first year of any smartphone purchase equivalent to 12 months ARPU and the upfront cost of the device; WCDMA/HSDPA handsets are devices that work on a 3G network

Source: "Smartphone Report", Credit Suisse, August 2009; ABI Research Report

WMF must develop strategies to respond to mobile trends, leveraging partnerships

"I want to think about 5-10 years out, the next generation of mobile technology and being there rather than focusing on technology of today"

-Jimmy Wales, Wikipedia Founder

"Wikimedia's best strategy might be to focus on making its content mobile friendly and let others figure out the platforms/applications"

-Clay Shirky, Wikimedia Advisory Board

Mobile user, no Internet access

- WMF should focus on facilitating third-party application development and reuse of Wikipedia content
 - Improve accessibility of Wikipedia content available through data dumps
- WMF should identify promising partnerships with cell phone manufacturers and providers who can incorporate Wikipedia content into their product offerings

Mobile user, with Internet access

- WMF must allocate staff resources to develop a clear mobile strategy focused on:
 - Developing mobile friendly content
 - Systematically identifying and responding to future mobile trends
 - Identifying mechanisms to encourage participation on Wikipedia via mobile
 - Ensuring that Wikipedia content is accessible on a wide range of mobile platforms
- Implementing strategy will require working effectively with partners and developers throughout the Wikimedia mobile ecosystem

Priority 3: Five year investment agenda

Investment area	Agenda
Geographically-focused teams	<ul style="list-style-type: none"> • Design and deploy staff teams to focus on growing both readership and the contributor base in selected geographies • Create global management structure to supervise local teams, integrate their work with other areas and cross-pollinate learning
Global outreach support	<ul style="list-style-type: none"> • Continue to develop support kits and help tools for outreach work around the globe (e.g., Wikipedia Academies) • Provide small funding opportunities to encourage experiments in community building • Support new organizational models and structures to support collaboration (e.g., wikipods)
Mobile and offline strategies	<ul style="list-style-type: none"> • Continue to build partnerships that expand mobile and offline reach • Continue to be supportive of efforts within the community and by entrepreneurs to develop mobile and offline applications • Look for low cost opportunities to make Wikimedia content more accessible for mobile usage (e.g., first paragraph synthesis) • Add dedicated staff resources to support mobile applications and develop coherent mobile strategy • Assess the medium-to-long term implications of mobile and product/service expansion opportunities for the Foundation (as well as threats)
Innovation space	<ul style="list-style-type: none"> • Develop criteria for the type of innovations the Foundation will support as well as criteria for “sunsetting” investments • Capture data to measure and assess experiments; create avenues for migrating high potential innovations into strategic priorities for the foundation

Contents

- Strategic planning process update
 - Goal setting
 - Priority 1: Building the platform
 - Priority 2: Strengthening the editing community
 - Priority 3: Accelerating impact through innovation and experimentation
- Implications for the Foundation

A focus on the three strategic priorities will have immediate implications for the Foundation

- The Foundation is engaging with others in the Wikimedia movement to **articulate** its **role** and **relationships** to other entities, with the goal of achieving better coordination in service of Wikimedia's mission
- The Foundation **will not invest in other important areas** that fall outside these priorities
- The **size of the Wikimedia paid staff** will grow in order to have the capacity to fill current and future roles, contingent on growth in revenue; details on costs associated with ongoing costs and one-time investments to be fleshed in coming months
- The Foundation has developed a **2010-2011 plan** that is rooted in these priorities

Principles on the role of the Wikimedia Foundation

- All work of the Wikimedia movement is focused towards the **fulfillment of our vision**: a world in which every single human being can freely share in the sum of all knowledge.
- Wikimedia is and will remain a **decentralized movement** with formal and informal leadership and support roles shared among different groups including readers, editors, other volunteers, the Wikimedia Foundation, advisers, supporters and like-minded organizations.*
- The Wikimedia Foundation's role is to **protect and support perpetual accessibility** of the core assets of Wikimedia for the global public good and to **invest selectively in areas that support the fulfillment of the vision**.
- The Wikimedia Foundation sets priorities based on potential impact, and fit with goals. **Wikipedia** currently achieves by far the greatest impact of the Wikimedia projects, and a proportional amount of Wikimedia Foundation resources are dedicated to supporting it.
- Wikimedia is committed to maintaining **an experience** on Wikimedia's projects **that is free of commercialism**.
- There exists a **virtuous circle among participation, quality and readership**. Participation creates quality which attracts readers: new readers results in new editors which results in better quality.

* See backup materials for more analysis around movement roles
Source: Strategy Wiki; staff interviews

Priority 1: Five year investment agenda

RECAP

Investment area	Agenda
Site operations	<ul style="list-style-type: none"> • Invest in infrastructure to address site performance and reliability, data security vulnerabilities • Identify long-term site performance and capacity requirements; implement infrastructure changes to meet requirements
Tech operations	<ul style="list-style-type: none"> • Design, realign tech operations to support critical roles cost effectively; create effective environment for work in partnership with volunteer developer community
User experience	<ul style="list-style-type: none"> • Build from usability project to institutionalize product development process for user (reader and editor) experience
Data analytics	<ul style="list-style-type: none"> • Make operational data accessible to the staff and movement • Create management systems and culture that utilize data for decision making
Financial sustainability	<ul style="list-style-type: none"> • Build fundraising expertise to increase community giving; improve existing campaigns and develop new approaches to donor cultivation • Continue business development for licensing and in-kind support
Organization and governance	<ul style="list-style-type: none"> • Build organizational capacity: fill in key leadership and administrative positions; refine structure, systems and operations to enable and manage fast growth • Increase staff capabilities and attention to volunteer management and coordination • Clarify and improve governance of the Foundation, roles and responsibilities, and accountabilities within the movement

Priority 2: Five year investment agenda

Investment area	Agenda
Newer contributors acculturation	<ul style="list-style-type: none"> • Improve overall user experience and make it much easier for readers to try their first edit • Enable default experience for new editors that provides shelter, guidance, and aids acculturation • Work on creating and supporting mentorship roles; encourage experienced editors to assist with new contributor acculturation
Article quality and improvement tools	<ul style="list-style-type: none"> • Encourage experimentation and application/widget development to improve advanced tools and functionality that help contributors find places to contribute, make edits that align to quality policies and “project manage” their own work
Rewards, incentives, and supports for ongoing quality contributions	<ul style="list-style-type: none"> • Continue to leverage feature articles, barnstars and other simple rewards to recognize excellence in a low stakes fashion that helps build the culture, but doesn’t undermine volunteer spirit • Fund meetups to allow Wikipedians to build social bonds offline
Collaboration / coordination around solving problems, resolving disputes, and adding value	<ul style="list-style-type: none"> • Enable contributors to develop new applications/widgets that support social bonding, collaborative work, aid in resolving disputes, create more transparency on the interests and reputation of their fellow contributors
Increase diversity of contributors	<ul style="list-style-type: none"> • Focus on improving the new contributor experience • Conduct focused outreach to groups with potential to bring new expertise to the community (e.g., academia) • Nurture community members (particularly members of underrepresented groups) who are working to create more of an open and welcoming culture

Priority 3: Five year investment agenda

Investment area	Agenda
Geographically-focused teams	<ul style="list-style-type: none"> • Design and deploy staff teams to focus on growing both readership and the contributor base in selected geographies • Create global management structure to supervise local teams, integrate their work with other areas and cross-pollinate learning
Global outreach support	<ul style="list-style-type: none"> • Continue to develop support kits and help tools for outreach work around the globe (e.g., Wikipedia Academies) • Provide small funding opportunities to encourage experiments in community building • Support new organizational models and structures to support collaboration (e.g., wikipods)
Mobile and offline strategies	<ul style="list-style-type: none"> • Continue to build partnerships that expand mobile and offline reach • Continue to be supportive of efforts within the community and by entrepreneurs to develop mobile and offline applications • Look for low cost opportunities to make Wikimedia content more accessible for mobile usage (e.g., first paragraph synthesis) • Add dedicated staff resources to support mobile applications and develop coherent mobile strategy • Assess the medium-to-long term implications of mobile and product/service expansion opportunities for the Foundation (as well as threats)
Innovation space	<ul style="list-style-type: none"> • Develop criteria for the type of innovations the Foundation will support as well as criteria for “sunsetting” investments • Capture data to measure and assess experiments; create avenues for migrating high potential innovations into strategic priorities for the foundation

What the Foundation won't do

- **Increase investment in China.** The Wikimedia Foundation wants the people of China to benefit from access to Wikimedia projects. However, the Chinese government heavily intervenes in the development of China's Internet for both political and economic reasons. In spite of these difficulties, Chinese editors are doing effective work building the Chinese Wikipedia: we believe that work offers Wikipedia's best hope for growth in China, and there is little the Wikimedia Foundation could do to more effectively support them.
- **Invest in an on-the-ground presence in more than three high-priority test regions.** Having on-the-ground teams is a pilot, and before expanding it, the Wikimedia Foundation will need to experiment and evaluate. Once the pilots are evaluated, we will determine whether to expand on-the-ground teams to include other geographies.
- **Invest directly in staging public outreach events or developing content partnerships (e.g., with galleries, libraries, museums, archives, etc.).** Generally, the Wikimedia Foundation will invest in capacity-building and support activities for local communities, rather than doing the work ourselves. There are two significant exceptions: 1) To bootstrap work in priority geographies, and 2) To conduct systematic experimentation with the purpose of deriving and disseminating best practices in volunteer-driven activities.
- **Invest in direct editorial interventions to increase quality, e.g. paying people for developing content or policies.** The Wikimedia Foundation may occasionally invest in quality improvement projects, but only for the purposes of experimentation and the development of best practices. Wikimedia's editorial content and policies are maintained by its editors, and in general, editors should drive quality improvement initiatives.
- **Create an advocacy agenda or allocate resources to engage forcefully in public policy development.** The Wikimedia Foundation will continue to support the principles that underlie our work and use our voice judiciously in public discourse. We will also continue to be supportive of like-minded organizations, such as Creative Commons and Electronic Frontier Foundation.
- **Make investments dedicated to project-specific work that is unlikely to achieve significant impact.** Many of the Wikimedia Foundation's investments will support all Wikimedia projects. The Wikimedia Foundation will prioritize targeted investments in areas that we believe will create maximum net progress towards our goals, helping Wikimedia achieve a greater global impact.

Note: See "Strategy Memo to the Wikimedia Foundation Board of Trustees" for a more detailed discussion.

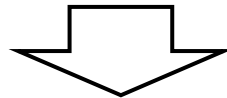
Implications for Foundation staffing: need for new capacity and capabilities

Increased capacity

- **Volunteer management:** The Foundation's paid staff capacity will remain tiny relative to the capacity of the broader Wikimedia movement; WMF staff must develop strong skills in volunteer management and see this as primary to their role regardless of their internal function
- **Technical staff:** Implementation of all priorities will require increased in-house capacity to evolve the MediaWiki platform, drive new product development, and leverage volunteer developers
- **Fundraising:** Wikimedia will need to increase its effectiveness in revenue generation, which will require further investment in fundraising capacity
- **HR and Operations:** The Foundation currently lacks core administrative staff and systems that will be required as its staff and resources grow

New capabilities and orientations

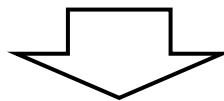
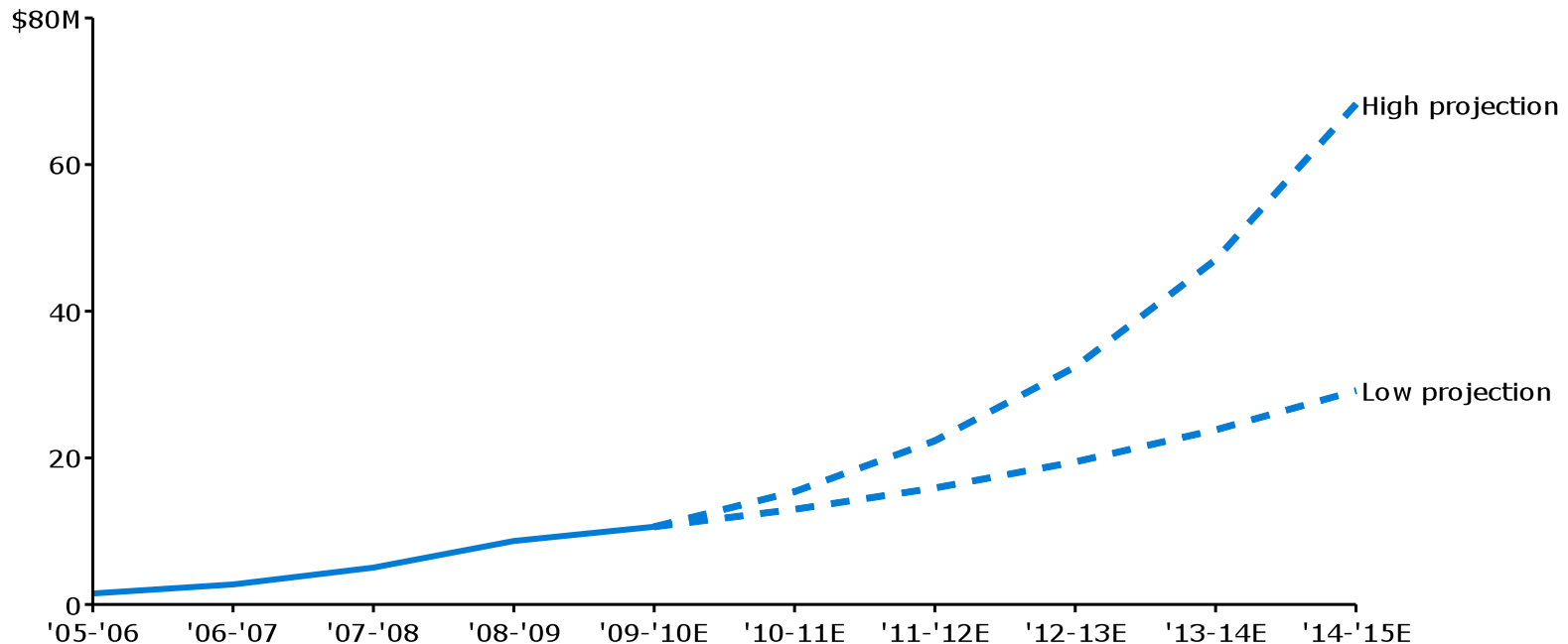
- **Global presence:** Targeted investments in key countries/regions will require development of new international staff functions
- **Innovation and experimentation:** Strategy implies need for staff capabilities in developing and running pilots, capturing data to assess success, and integrating results



Detailed implications for WMF staff requirements to be determined during business planning phase

At current rate of growth, WMF may reach size of ~\$30M to ~\$70M by 2015

WMF revenue



Business planning phase of strategy process will detail anticipated costs to determine level of resources required

Note: Low projection uses '08-'09 to '09-'10E growth rate; high projection uses '07-'08 to '09-'10E growth rate.

Source: WMF financial statements; Bridgespan analysis

Financial Sustainability Task Force has identified potential avenues to increase WMF revenue pool

- WMF should continue to **build upon the success of fundraising** by soliciting donations of money from individuals and institutions as primary source of revenue; to do so, Wikimedia should **increase resources devoted to fundraising**
- WMF should **continue with and/or explore** the following types of revenue sources to enable Wikimedia to operate at a level (if it so chooses) that could not be sustained by small donations alone and to diversify revenue sources
 - High-potential*: Licensing/royalty, increased corporate donations
 - Needs to be further explored*: Donor membership model, government funding, ads/underwriting, more local fundraising events
- An **endowment fund** also appears to have advantages for longer-term financial stability of WMF

Preliminary sequence of activities and 2010-11 annual plan implications

Priority 1: Building the platform

1. Investment in stabilizing the site infrastructure (e.g., predictable and secure public and private backups, improved API functionality and stability, improved site performance), including establishment of an additional US-based data center providing fail safe over capability
2. Investment to realign technology operations to fulfill the requirements of the strategy including site operations, user experience development, quality labeling and vetting tools, volunteer developer community-building, MediaWiki platform development, mobile and offline development, data analytics and Foundations operation support
3. Investment in fundraising infrastructure to support increased community giving
4. Build staff capabilities and systems to facilitate and coordinate the work of volunteers including first-responders (to readers, BLP article subjects, prospective volunteers, media, donors, etc.) and other important roles
5. Investment to build data systems and management processes that support data driven decision making
6. Build the organizational leadership team, HR support, management processes and systems to prepare the Foundation for the sustained growth required to implement the five-year strategy

Priority 2: Strengthening the editing community

1. Launch team dedicated to continually improving the Wikipedia editing experience at the interface level
2. Establish global program support (monitoring and supporting volunteer-driven initiatives that advance the mission, including chapter programs)
3. Creation of a position dedicated to development of new chapters or other organizational models, with focus on priority geographies

Priority 3: Accelerating impact through innovation and experimentation

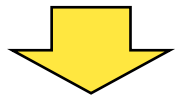
1. Creation of a team dedicated to on-the-ground volunteer mobilization in three high priority geographies
2. Creation of a team supporting mobile and offline product development and related strategic partnerships

Next steps

- Board of Trustees to discuss and decide on strategic priorities at February Board meeting
- WMF to develop communications plan and messaging around strategic priorities
- WMF strategy project team to facilitate work on Strategy Wiki related to movement roles
- Business planning work with WMF focused on:
 - Organizational requirements
 - Financial requirements
 - Systems and operations
 - Governance
 - Implementation planning
- Board of Trustees to review and approve strategic direction for the Foundation at April Board meeting, and approve business and implementation plan at July Board meeting

Our focus over the next four months (highlighted)

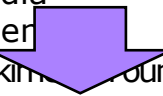
Level-Setting (Jul 09- Oct 09)	Deep Dives (Oct 09-Dec 09)	Synthesis (Nov 09- Mar 10)
<ul style="list-style-type: none"> Design framework for engaging with the community Launch an open community process Build fact base on Reach, Content, Participation, WMF Develop guiding paper for strategic planning process Charter and select members of task forces for Deep dives 	<ul style="list-style-type: none"> Conduct in-depth research and analysis on growth opportunities for Wikimedia Deep dive into other strategic issues (special topics) identified in Level-setting Phase 	<ul style="list-style-type: none"> Develop overarching recommendations on strategic priorities for all of Wikimedia Recommend roles for different entities within the Wikimedia movement (e.g., Wikimedia Foundation, chapters, unaffiliated volunteers)



1. Project plan and plan for the open community process
2. Fact bases
3. Guiding paper
4. Task Force mandates



1. Recommend strategic initiatives with the growth opportunities
2. Strategy task force begins its synthesis



1. Strategic synthesis paper and set of strategic priorities*
2. Initial implications for WMF, chapters, and others

WMF Business Planning (Jan 10-Aug 10)

- Develop WMF 2010-15 business plan and implementation plan:
 - Strategic goals
 - Measures of success
 - Implications for WMF model, org, ops, finance, tech, governance, partners
 - Key activities
 - Milestones & timelines
 - Risk mitigation

Iteration to Action

- Support emergent process as community:
 - Submits proposals
 - Iterates on vision paper
 - Self-selects to action



1. WMF business and implementation plan
2. Wikimedia vision paper

*Refers to this PowerPoint document, accompanying memorandum, and accompanying materials on Strategy Wiki

Backup

- Data on market segmentation and forecasting methodology
- Movement roles

Methodology for forecasting

Internet user projections:

1. Calculated growth rate in Internet users by region based on data from Forrester Research
2. Projected number of Internet users by country using regional growth rate data from Forrester and current data on the number of Internet users by country from the International Telecommunications Union

Wikimedia user projections

Baseline projections

- Estimate of Wikimedia users in 2008 was derived using market share data from comScore and total number of Internet users from International Telecommunications Union (ITU)

Strong, steady growth

- Estimated market share by country based on comScore reports*
- Projected future market share
- Assumed constant market share in countries where people currently have access to a mature Wikipedia and in countries where Internet use is growing slowly
- Assumed decline in market share in countries where number of Internet users is growing rapidly and where people have access to an emerging Wikipedia**
- Assumes investments would increase the market share in targeted countries by 5%***
- Used estimates of market share in 2015 to determine the number of Wikimedia users by country

Slowed growth

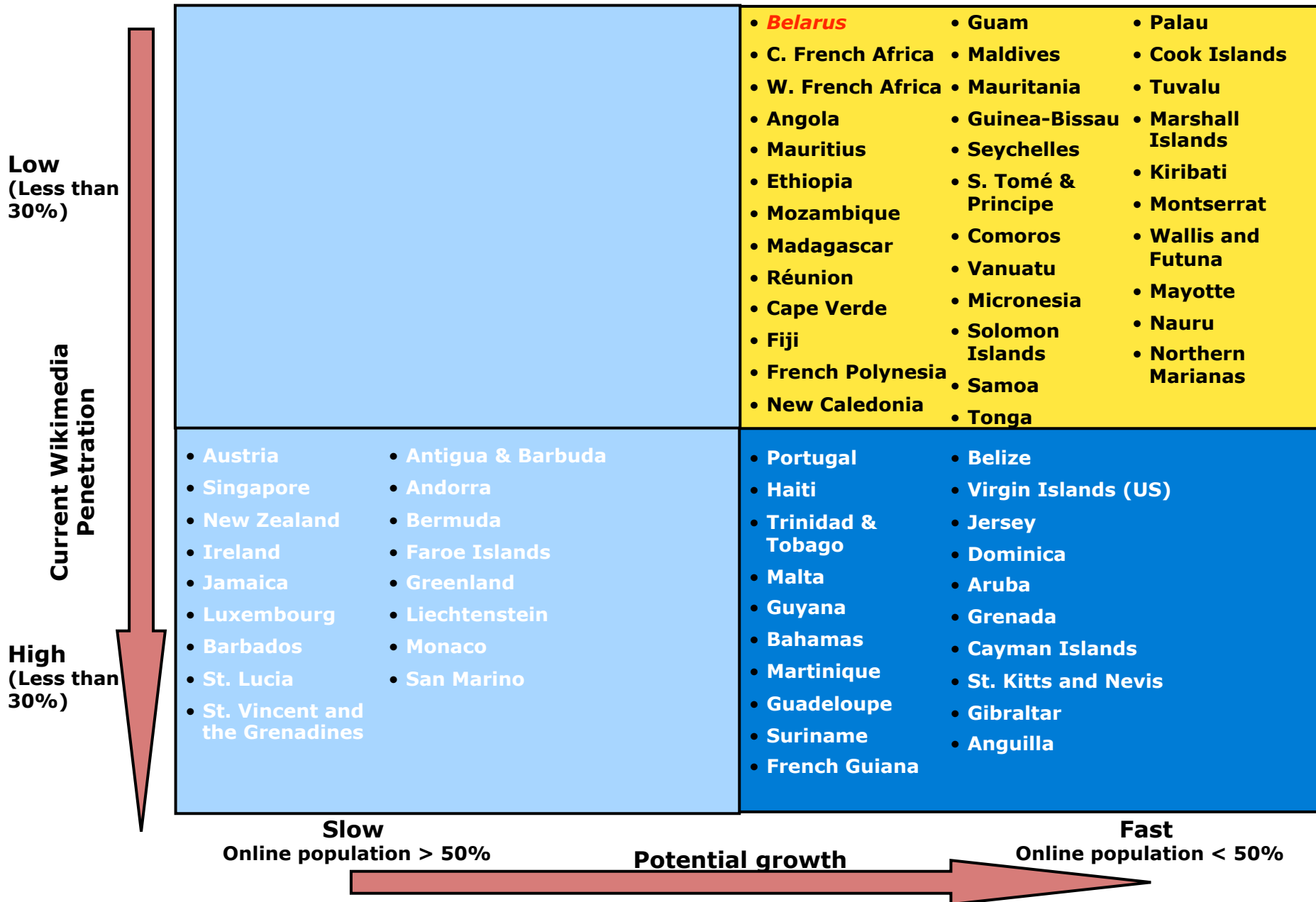
- Assumed same growth in Wikimedia users as strong steady growth projections for North America, Latin America and Europe
- Assumed no growth in the Wikimedia users in Asia Pacific and Africa & Middle East

No growth

- Assumed no growth in Wikimedia users through 2015

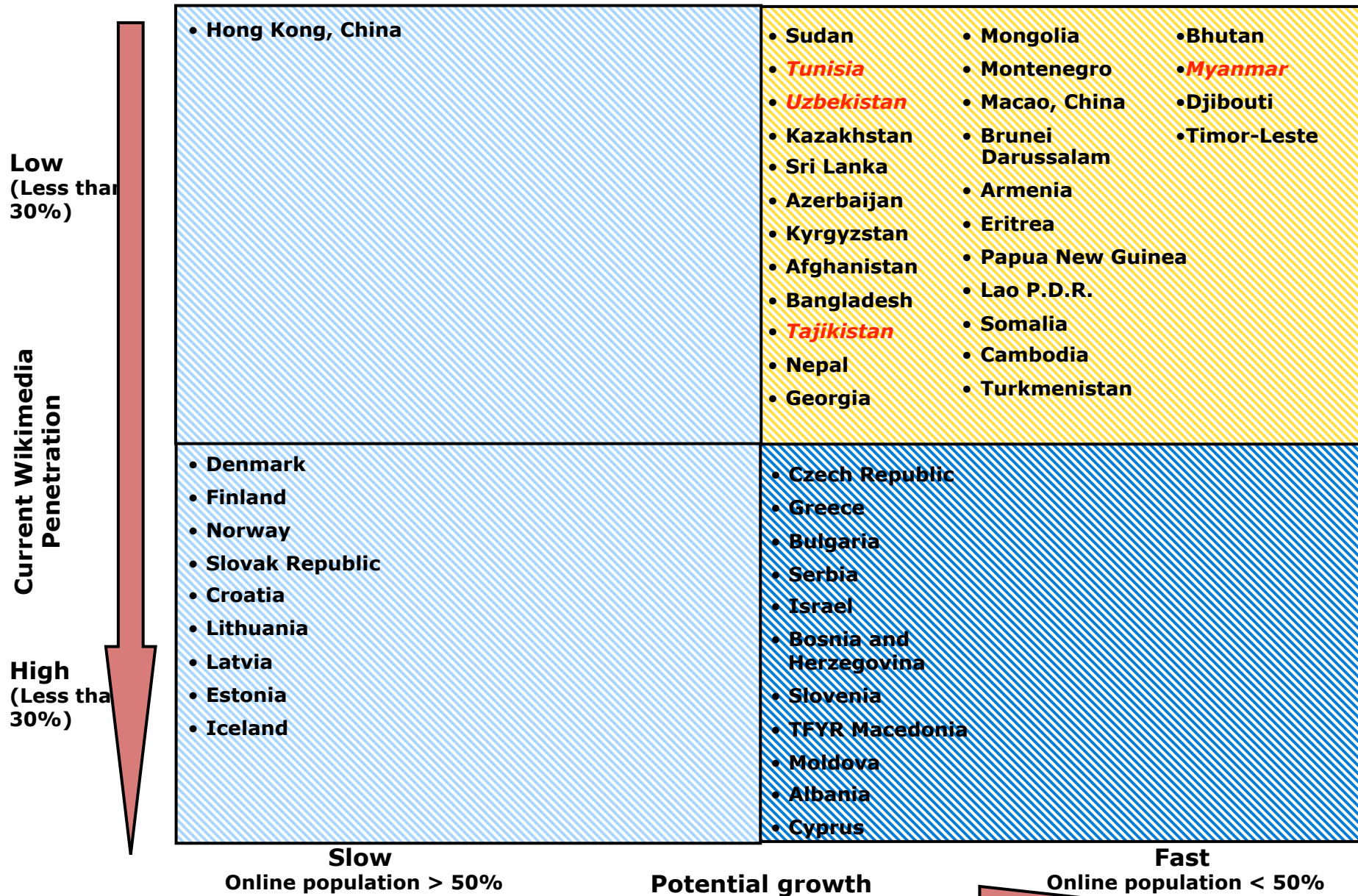
* Based on data from October 2008 – October 2009; **Assumed 5% decline by 2015, rationale is that current market penetration is first adopters of Internet with ability to access English Wikipedia; as more people in these developing Internet markets come on line, a smaller percentage will read English; market share for China kept constant at 2%.***Targeted countries: India, Brazil, Russia, Middle East & North Africa, Indonesia, and Turkey

Small markets (<5M) with mature Wikipedias



Note: Red italics indicate country/regions subject to Internet censorship; Source: WikiStats; Bridgespan analysis of data from comScore; Forrester Research; International Telecommunication Union; http://strategy.wikimedia.org/wiki/Market_segmentation

Small markets (<5M) with emerging Wikipedias



Note: Red italics indicate country/regions subject to Internet censorship; Source: WikiStats; Bridgespan analysis of data from comScore; Forrester Research; International Telecommunication Union; http://strategy.wikimedia.org/wiki/Market_segmentation

Countries in each of the regions

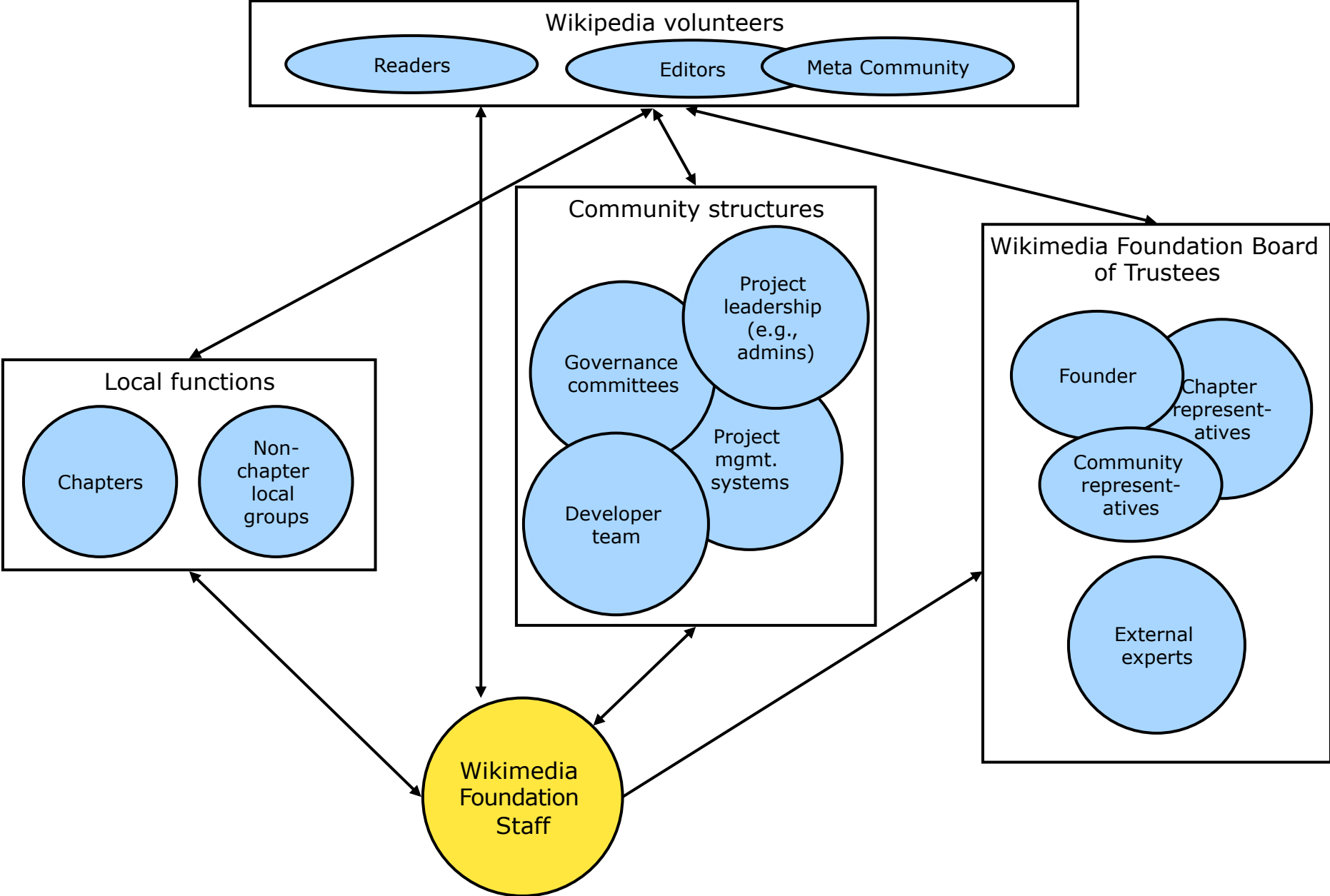
Central America & the Caribbean	English East Africa	English Southern Africa	English West Africa	French Central Africa	French West Africa	Arabic Middle East & North Africa	Spanish South America
<ul style="list-style-type: none"> • Costa Rica • Cuba • Dominican Republic • El Salvador • Guatemala • Honduras • Nicaragua • Panama • Puerto Rico 	<ul style="list-style-type: none"> • Kenya • Tanzania • Uganda 	<ul style="list-style-type: none"> • Botswana • Lesotho • Malawi • Namibia • South Africa • Swaziland • Zambia • Zimbabwe 	<ul style="list-style-type: none"> • Gambia • Ghana • Liberia • Nigeria • Sierra Leone 	<ul style="list-style-type: none"> • Burundi • Cameroon • Central African Rep. • Chad • Congo • Congo (Dem. Rep.) • Equatorial Guinea • Gabon • Rwanda 	<ul style="list-style-type: none"> • Benin • Burkina Faso • Côte d'Ivoire • Guinea • Mali • Niger • Senegal • Togo 	<ul style="list-style-type: none"> • Algeria • Bahrain • Egypt • Iraq • Jordan • Kuwait • Lebanon • Libya • Morocco • Oman • Palestine • Qatar • Saudi Arabia • Syria • United Arab Emirates • Yemen 	<ul style="list-style-type: none"> • Argentina • Bolivia • Chile • Colombia • Ecuador • Paraguay' • Peru • Uruguay • Venezuela

Backup

- Data on market segmentation and forecasting methodology

- Movement roles

The Wikimedia Foundation is embedded in a complicated system of different entities and structures



Within this system, there are a number of current pressure points and longer term challenges

Current pressure points

- Unclear roles, responsibilities and decision-making processes, leading to opaque and often laborious decision making with limited to no accountability (e.g., the Governance Committees are not accountable to anyone)
- Responsibility gaps despite movement growth (e.g., experimentation, customer service)
- Confusing relationships between stakeholders (e.g., the interface between the Board, Foundation staff and community)
- Policy proliferation (e.g., en:Wikipedia has hundreds of policies and essays about policies)
- Growth of entities, but not always a growth in activities (e.g., chapter growth)
- No consistent assessment of movement health (e.g., shuttering failed projects)
- Overwhelmed Foundation staff

Longer term challenges

- Ensuring the sustainability of Wikipedia and other Wikimedia projects and the ability to respond effectively to risks and opportunities for improvement and enhanced impact
- Leveraging and protecting the Wikimedia brand and the public good associated with it
- Maintaining the coherence of the movement at a global scale
- Opening Wikimedia's governance and decision making to new and more diverse leadership that is representative of the community

Source: Interviews with staff, Board, and community members

While difficult, Wikimedia can't afford to procrastinate on movement development

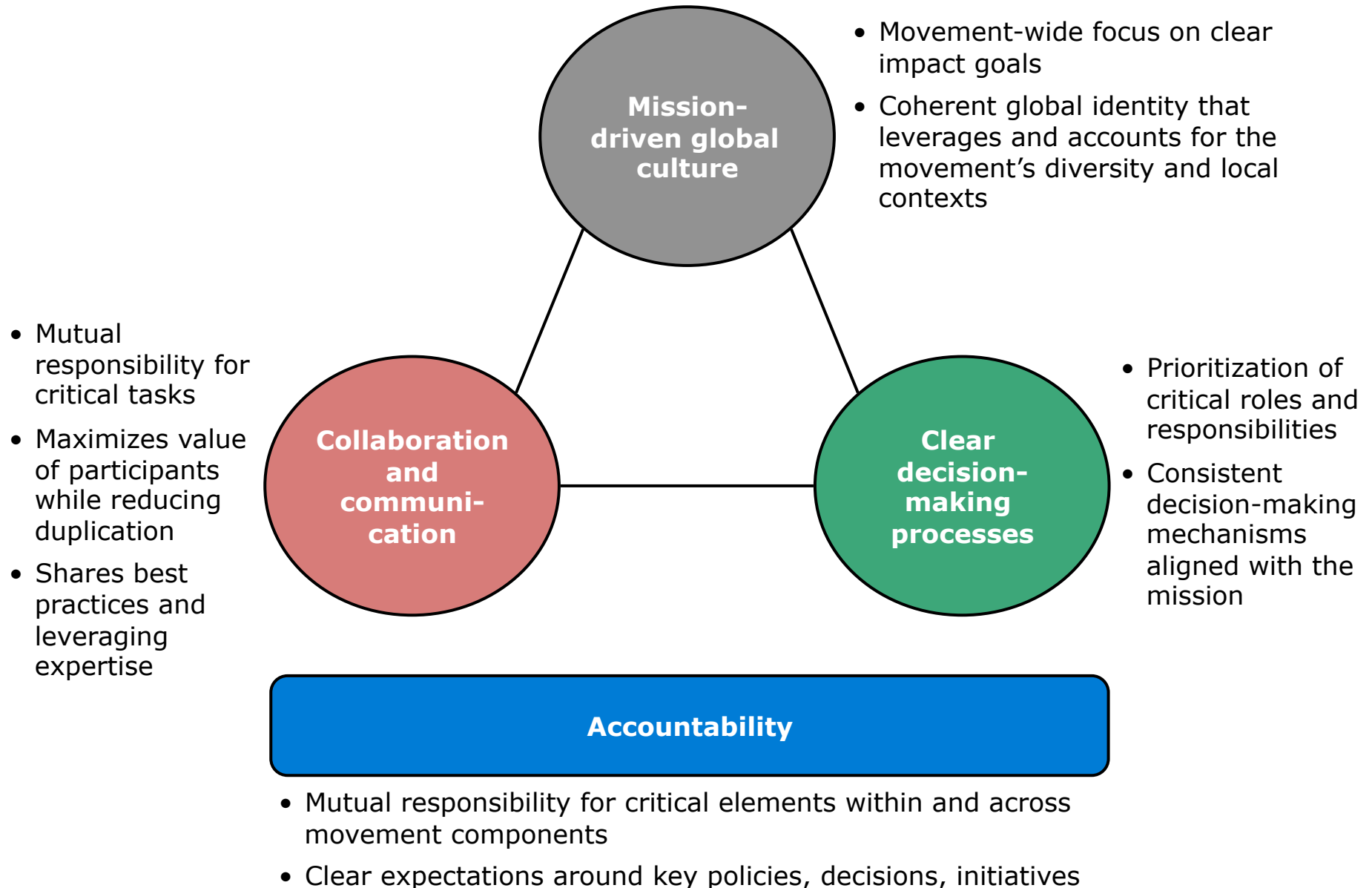
- The failure of the movement to evolve structurally has been identified as a **high priority risk** by the Foundation's audit committee
- The movement often **struggles with making meta-decisions**, and reaching consensus on any organizational or governance changes will be **time and resource intensive, particularly for senior leadership**
- Volunteer churn implies the additional **risk of losing the community knowledge and leadership** that are critical for this process as well as the success of strategic initiatives the Foundation may undertake
- Change will **only become harder** over time
 - As the community grows (or at least the number of policies, chapters, etc increases)
 - The longer that different entities continue to “operate in their own little corners” and develop local solutions for common problems

*“It is **enormously difficult to put the genie back in the bottle** . . . The risk around organic growth is that the local entities feel they've been empowered to do what they think is right, but this may not align over time with the larger organization's strategy”*

- Mark Andrews, Habitat for Humanity

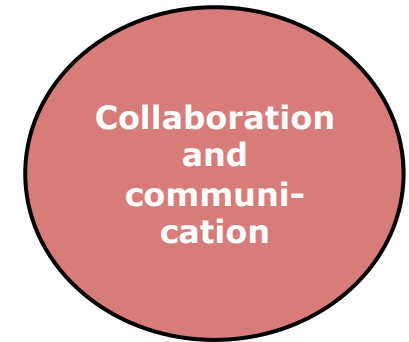
Source: Interviews with staff, external experts and Board members; http://strategy.wikimedia.org/wiki/Top_risks_2009

Wikimedia can learn from successful global organizations that share key elements



Source: Interviews; The Bridgespan Group, "Increasing Effectiveness of Global NGO Networks"

Research and analysis have surfaced key lessons that will be important for Wikimedia to consider



Accountability

Lesson 1: Clear and coherent decision making roles, responsibilities and accountabilities are the heart of effective global organizations

Lesson 2: Global organizations constantly work to balance global coherence with localization; never perfect

Lesson 3: Effective organizations *differentiate* expectations of and investment in countries enabling alignment of local functions with the needs on the ground

Lesson 4: Global leadership needs to be both representative of the movement's diversity and be a "presence" across the network

Lesson 1: Clear and coherent decision making roles, responsibilities and accountabilities are the heart of effective global organizations

- “Must do” roles and responsibilities create a **basic framework** for stakeholder actions and interactions:
 - Provides clarity necessary for stakeholders to play an active role
 - Sets expectations and creates a responsibility to act
 - Ensures all stakeholders feel connected and accountable to each other
- Distributing roles and responsibilities around the network creates **interdependencies** and facilitates **collaboration**
- Articulation of non-negotiables lays the foundation for **actionable accountability systems**:
 - Defines expectations and promotes transparency
 - Enables practical and systematic policies and agreements (e.g, Habitat for Humanity’s new Affiliate Agreement and Quality Assurance Tracker)
- Decision making framework is **ultimately codified** in a charter of sorts resulting from a negotiated process (and periodically revisited); those without the charter struggle with problems of power politics (people/groups wielding informal power)

*“It isn’t the actual structure of the organization that has been shown to matter. Instead, it is the **relationships between the different players** in the organization that differentiates successful global organizations from everyone else”*

-Jon Huggett, expert on global organizations

Lesson 2: Global organizations constantly work to balance global coherence with localization, never perfect

- Global organizations commonly face the challenge of balancing the **value of maintaining global standards with the importance of local customization** and responsiveness; no silver bullet
- They seek and struggle to create mechanisms that **maximize resources and reduce duplication** by enabling more consistent and constructive communication, collaboration, and best practice sharing; best answers focus on relationship building (obvious, but hard)
- Many global organizations have representative **decision-making and coordination mechanisms** to manage this collaboration (secretariats, global councils, etc.)
- There are **important differences** in how much **authority** these mechanisms have; in general, the more the movement or the message are important (e.g. campaigning organizations), the more important centralization and coherence become
 - Note: Organizations have oscillated between more centralized/decentralized models over time
- Organizations that have grown organically have the most difficulty designing and implementing these mechanisms; it is critical to **determine and articulate what value they will add** to related stakeholders

*"What do we need to do collectively that we can't do by ourselves? We made the decision that **there is a lot more power in being able to work together**"*

-Carolyn Miles, Save the Children

Lesson 3: Effective organizations differentiate expectations of and investment in countries enabling alignment of local functions with the needs on the ground

- Many global organizations **proactively seed or strengthen local capacity** in order to:
 - Achieve desired global footprint aligned with impact potential
 - Strengthen/support capacity in high priority areas where local presence is critical
- It is important to **be strategic** around where and how you invest
 - Align resources with strategic priorities for impact (don't sprinkle resources democratically or focus on the dysfunctional cases)
 - Invest to build local capacity and support local initiative that supports sustainability; get local leadership in place from the outset supported by organizational "insiders"
 - Avoid cookie cutter approach to all countries; big countries in particular need custom design
- Benchmark organizations found **particular types of support** to be particularly valuable, though not necessary for staff to provide support (can leverage networks within the community to cross-pollinate learning):
 - Organizational development, program technical assistance, grant writing/fundraising

*"We were spending an inordinate amount of time doing clean-up work in a number of countries and found **we were not able to help the affiliates who were having impact.** So we are trying to focus our work and find creative solutions to help affiliates in more marginal countries"*

-Mark Andrews, Habitat for Humanity

Lesson 4: Global leadership needs to be representative of the movement's diversity and be a "presence" across the network

- There are **significant benefits** to a global distribution of leadership and responsibilities:
 - Legitimize the global mission and culture
 - Build and maintain relationships between network components
 - Strengthen local presence and relationships in high priority areas
- Benchmarks suggest there are a **range of ways to achieve distribution**:
 - Literally assemble a global leadership team
 - Encourage/support leadership travel
 - Create area offices in high priority geographies
- They also suggest the importance of being **strategic about where and how you accomplish distribution**. Potential considerations include:
 - Geographic diversity
 - Language/cultural diversity
 - Developed vs. developing countries

*"It is **critical to build and maintain cultural relationships between different parts of the organization** in order to get everyone on the same page. You need to campaign for your mission and build local support. Use that as a way to engage people locally and get them to contribute and engage"*

-Paul Gilding, former Director, Greenpeace

Where we go from here in defining roles, responsibilities, and relationships within the Wikimedia system

- **Clarification around roles and responsibilities** is a critical next step in the development of the Wikimedia movement
 - Enabling the Foundation to move forward with strategic priorities
 - Enabling others in the movement to support that work, as well as to recognize and move forward with important activities the Foundation has determined it will not take on
- The Movement Roles Task Force launched, and generated some initial thoughts to build on, but there is a need to be **deliberate about pushing this process forward**
 - Determining who else should be involved in the movement roles discussion
 - Beginning a facilitated process to agree on “must do” roles and responsibilities
 - Identifying key decisions and the appropriate entities to make those decisions
- There are also upcoming opportunities to **gather input and share emerging thinking** with a broader group of key stakeholders, including:
 - Chapters Meeting in April
 - Wikimania in July