

# Canvas 1: Understand your organisation

Name of organisation: Wikimedia Foundation

## What to do

- Reflect on the core aspects of your organisation that might affect future revenue generation strategies.
- Review the questions, discuss as a team and add up to six notes to each section.

## Core ideas and values

We support the volunteers around the world who add knowledge to Wikimedia projects; keep our sites fast, reliable, and available to all; protect the values and policies that allow free knowledge to thrive, and build new features to make it easy to read, edit, and share our content.

What principles guide your organisation? What do your various stakeholders expect from your organisation?

## Role in ecosystem

We host free knowledge projects, deliver grants for good, grow community around the world, support education and learning worldwide, and partner to close systemic gaps in global knowledge.

Who do you steward (collect, maintain and share) data on behalf of, and what do you bring to the sector or broader ecosystem?

## Mission

To empower and engage people around the world to collect and develop educational content under a free license or in the public domain, and to disseminate it effectively and globally.

What was your organisation set up to do?

## Governance model

The Wikimedia Foundation Board of Trustees oversees the foundation and its work, as its ultimate corporate authority. The Wikimedia Foundation leadership team oversees departments, internal teams, and staff.

What is your governance model? Think about decision-making responsibilities, board, advisory and ethics groups.

## Legal structure

The Wikimedia Foundation is a donor-funded, US 501(c)(3) nonprofit organization established in the United States. As a nonprofit, Wikipedia and our related free knowledge projects are powered primarily through donations.

What is your legal structure and what implications does it have on your organisation?

## Canvas 2: Describe your existing business model

### What to do

- Describe your current business model to better understand how revenue is generated, what activities and costs need to be covered, and your stakeholders.
- Review the questions, discuss as a team and add up to six notes to each section.

### Value proposition

Ensuring the long term independence of our free knowledge projects; keeping Wikipedia safe, secure and inclusive; supporting the Wikimedia volunteer community to help fill knowledge gaps, and building greater knowledge equity.

What do you offer to your ecosystem?  
Think about data providers, data users, funders, decision makers and the wider public or groups benefiting from your work.

### Activities and costs

Direct support to websites (43% of operating budget); direct support of volunteer editing communities (32%); administration and governance (13%); fundraising (12%).

What activities does your organisation invest the most time and money in? For example, data collection, cleaning and publishing, community management, and marketing.

### Revenue generation

Small (avg. \$15) donations from individual donors (approx. 75% of annual fundraising); large-dollar donors, philanthropic and CSR giving (approx. 10%); other (approx 15%).

How do you currently generate revenue?  
For example, one-off services, grant funding, membership or subscription fees and more.

### Stakeholders

Volunteer editing community, affiliates, donors, and aligned partners in the cultural heritage, education, FOSS, and technology sectors.

Who are the key stakeholders in your ecosystem?  
For example, data providers, data users, funders, and decision makers.

### Staff

Wikimedia Foundation employs more than 550 staff across the globe to help fulfill our mission.

Which staff are involved in shaping your business model?

## Canvas 3: Evaluate your current revenue model

### What to do

- Evaluate your current revenue model and think about how internal and external factors impact your organisation's work.
- Review the 'Think about' prompts, discuss as a team and add up to six notes in each section.

### Think about...



Data



Funders



Users



Governance



Resources



Sector



Technology



Society

### Strengths

Our model (relying primarily on small donations from many global donors) preserves our independence by reducing the ability of any one organization or individual to influence our decisions. It aligns directly with our values, creating accountability with our readers; we use their donations to meet their free knowledge needs.

Think about the strengths of your revenue model. What does it allow you to do that other revenue models could not?

### Weaknesses

Risk of disintermediation by third party content reuse (see Threats)

Think about the weaknesses of your revenue model. How does it restrict you?

### Opportunities

Recognition of the value of our content/projects has made funding diversification (through Endowment and Enterprise) possible.

Think about the external factors that could improve your revenue model. What could positively impact what you offer to people?

### Threats

Both what users are searching for, and how they are searching for it have fundamentally changed over the past several years. These changes in information seeking behavior will likely influence how new readers come to Wikipedia and other free-knowledge projects, which in turn influences the efficacy of online fundraising.

Think about any external threats that your revenue model may face. What could negatively impact how you operate?