

Set knowledge free

Brand Strategy Presentation

Wikimedia X Wolff Olins

9 November 2018

Welcome

Insights + expertise

Community context

Enthusiasm for road to 2030

Hello!

Your Wolff Olins Team



Mila Linares
Senior Strategy Director

Role: Leading the Strategy



Cynthia Pratomo
Creative Director

Role: Expressing the vision



Jo Ellen Soffler
Program Director

Role: Leading the Program

The brief

In pursuit of our global strategic direction for 2030

Clarify and expand Wikimedia and
Wikipedia brand architecture

Develop messaging
to grow public perception

Today's agenda

Your opportunity

Understanding how we got here

Brand Architecture

Decide which brands we should lead with

Brand Positioning

Align around what we stand for

Your Opportunity

A framework for external messaging

A six-month partnership

Global research in the U.S., Germany, Egypt, India, Nigeria, Mexico, China

24 internal interviews in 11 countries

5 days at Wikimania Cape Town

6 days at Wikimedia Foundation

5 worksessions with the core team

Secondary trends and market research

Wikimedia is unique and needed in today's world

[Link to full content](#)

**What the
world needs**

To access the internet (and in new ways)
To see ourselves represented online
To believe in the internet and the information it gives us
To debate different points of view
To connect with each other online and in real life
To teach ourselves everything we need to know
To protect our rights and those of others online
To instigate the change we want to see in the world
To adapt to do all this with each other and with machines

Your opportunity

**What's special
about you**

Pioneers thriving after 16 years
Digital and physical community
Free from shareholders, advertisers, and partisanship
Transparent in everything you do, say, and make
Trusted by individuals and institutions
Committed to being representative
Essential for the internet and for all of us
Democratic by and for the people you serve
A living movement
A radical spirit
Jimmy Wales

What the world needs

To access the internet (and in new ways)

Not everyone has access to the internet

"The gap between those who are connected and those who are not connected will increase"

(Source: [The Internet Society](#))

More people will access via mobile

In 2020, the number of smartphone users worldwide is projected to reach 2.87 billion, up from 2.1 billion in 2016

(Source: [Statista](#))

Screenless access is on the rise

50% of all searches will be voice searches by 2020

(Source: [Comscore](#))

To debate different points of view

Most of the world is not free enough to debate

Of 195 countries assessed, 87 (45%) are Free, 59 (30%) are Partly Free, and 49 (25%) are Not Free

(Source: [Freedom House](#) - incl. map)

People are more divided than ever

Among Democrats, almost 34 percent say all of their closest friends are Democrats, while only seven percent of Democrats that say that none of their closest friends are Democrats

(Source: [New York Times](#))

People want to burst echo-chambers

35% of social media users say posts from friends or family present just one set of viewpoints. Of this group, 69% say they would like to see more diverse viewpoints in their social networks

(Source: [Brookings Institute](#))

To connect with each other online and in real life

Increasing numbers of people connect online

Social media users grew by 121 million between Q2 2017 and Q3 2017. That works out at a new social media user every 15 seconds

(Source: [We Are Social](#))

Internet use is isolating people

People who visit social media platforms most frequently (58 visits per week or more) have more than 3 times the odds of perceived social isolation than those who visit fewer than 9 times per week

(Source: [American Journal of Preventive Medicine](#))

Loneliness is a modern epidemic

Great Britain appointed a Minister for Loneliness in January 2018

(Source: [The Guardian](#))

In 2004, 1 in 4 Americans had no one in their life they felt they could confide in, compared with 1 in 10 during the 1980s

(Source: [American Sociological Review](#))

To teach ourselves everything we need to know

Education costs are rising

“The cost of tertiary education is rising worldwide”

(Source: [Yale](#))

People are living and working longer

Most Americans now believe they will have to retire at 67, up from 66 last year, 63 ten years ago, and 60 in the 1990s

(Source: [Gallup](#))

Automation is threatening jobs

47% of jobs are at risk of being automated in the next 20 years

(Source: [Oxford University](#))

Adults are self-teaching to adapt

So far, 81m students have signed up for one of 9.4k MOOC courses available from more than 800 universities

(Source: [Class Central](#))

To instigate the change we want to see in the world

People want to see fundamental change

51% of people want to see radical change to how things are

(Source: [WO Radical Everyone Report](#))

People look to each other to make it happen

People look to groups of ordinary people and to individuals to make change happen – 29% and 36% respectively

(Source: [WO Radical Everyone Report](#))

To adapt to do all this with each other and with machines

People are bringing intelligent machines into their homes

Today 47.3 million Americans have access to a voice-activated assistant device (Source: [TechCrunch](#))

People are going to interact with AI everyday

AI bots are predicted to power 85% of all customer service interactions by 2020 (Source: [Gartner](#))

A booming AI market needs ways to teach machines

The potential contribution to the global economy from AI by 2030 is \$15.7 trillion (Source: [PWC](#))

**What makes
you special**

Digital and physical community

A thriving online community

35 million registered users on the English Wikipedia alone

(Source: [Wikimedia Statistics](#))

96 active Wikimedia User Groups currently recognized, uniting around everything from languages, identities, religions, causes, and goals (Source: [Meta-Wiki](#))

With presence IRL

On average, over 250+ Wikimedia meet-ups occur around the globe every year

(Source: [Wikipedia](#))

14 Wikimania Conferences in 13 different countries over the past 13 years

(Source: [Wikipedia](#))

Free from shareholders, advertisers, and partisanship

Largely funded by your users...

Annual donations from FY 2017 totaled over \$91M, a 40% increase from the previous year (Source: [Wikimedia Foundation](#))

80% of the 6.1 million donations in the 2016-2017 year were from Wikimedia users (Source: [Wikimedia Foundation](#))

Average contribution of \$27 (Source: [Wikimedia Foundation](#))

... to their benefit

“Its writing is neutral and does not belong to the opinion of a specific person; besides, it offers all views on the topics and makes sure that all information is reliable”

(Source: Prospect, Egypt*)

“It is important to get information that is unbiased when so many online sources are”

(Source: Prospect, United States*)

*Wikipedia Global Brand Research July 2018, QW4. Which phrases and words in the above description are the most appealing to you and would make you want to use this organization's services and/or support? Why?

Transparent in everything you do, say, and make

No such thing as internal

Wikimedia Foundation salaries publically available and recorded, for all to see

(Source: [Meta-Wiki](#))

An updated Transparency Report listing all requests for user data, content alteration, and content takedown, as well as criteria

(Source: [Wikimedia Foundation](#))

Detailed Wikimedia Foundation Board meeting notes available to the public

(Source: [Meta-Wiki](#))

A culture where it's OK to say 'I don't know'

(An observation from the All-Hands meeting we attended in San Francisco)

Trusted by individuals and institutions

Riding a wave of perception change

“Wikimedia has gone from being the frequent butt of jokes by comedians, in the past couple of years, to becoming more a trustworthy source. We are not perfect, but we are perceived as honest, which is rare and valued right now. There is a crisis of confidence in the media, and we have stood out as not a part of that”

(Source: Member of the Board, WMF)

Trusted by people...

“It is a trustworthy page where I can research any topic”

(Source: Prospect, Mexico*)

“I know that it has a diverse, as well as passionate, community that ensures that the information it provides is of the utmost quality, and rarely have I seen anything on it that is outright false or misleading”

(Source: Prospect, United States*)

... and institutions

A research study by Oxford University showed that Wikipedia’s information fared better than information in traditional encyclopedias in terms of accuracy and references.

(Source: [Oxford University](#))

‘Wikipedia articles are on a par with professionally edited databases’

(Source: [The Washington Post](#))

*Wikipedia Global Brand Research July 2018, QW1.What do you value from using Wikipedia?

Committed to being representative

Preserving cultures and languages

“For the Arab-speaking contributors to Wikimedia, writing articles in Arabic not only keeps our language alive, but it keeps our culture alive”

(Source: Community Lead)

“There are 56 indigenous languages in Mexico and we have Wikipedias in Nahuatl, in Maya in Totonaco...”

(Source: Chapter Lead)

Making history whole

“Before, history was defined by the elite and the elite were define as white men, and now we have the power to write history. And if we can achieve that it's a game changer. Be bold. Write history”

(Source: Member of the Board, WMF)

Closing the gender gap

“We are activists, feminists defending human rights”

(Source: Chapter Lead)

Essential for the internet and for all of us

Powering other platforms

Informs Google's Knowledge Panels, which answer 90% of search queries

(Source: [Digital Trends](#))

Quora contributes to and uses Wikidata to connect topics and improve user recommendations

(Source: [The Wall Street Journal](#))

General knowledge source for Siri, Alexa and Google Home

(Source: [Wired Magazine](#))

Maintaining the digital commons

“The digital commons has become a common problem, clogged by disinformation, stripped of privacy and squeezed by insatiable shareholders ... Faced with these difficulties, big tech is increasingly turning to Wikipedia for support”

(Source: [Wired Magazine](#))

Filling educational gaps worldwide

“There are millions of Tamil school children that are stuck in horrible public schools – on paper, they're getting an education, but in reality, they're not. Wikipedia allows them to have access to the same information taught in the best private schools – it has the potential to bypass borders, politics, and unequal education systems by providing direct access to knowledge”

(Source: Volunteer, WMF)

**What brands
should we
lead with?**





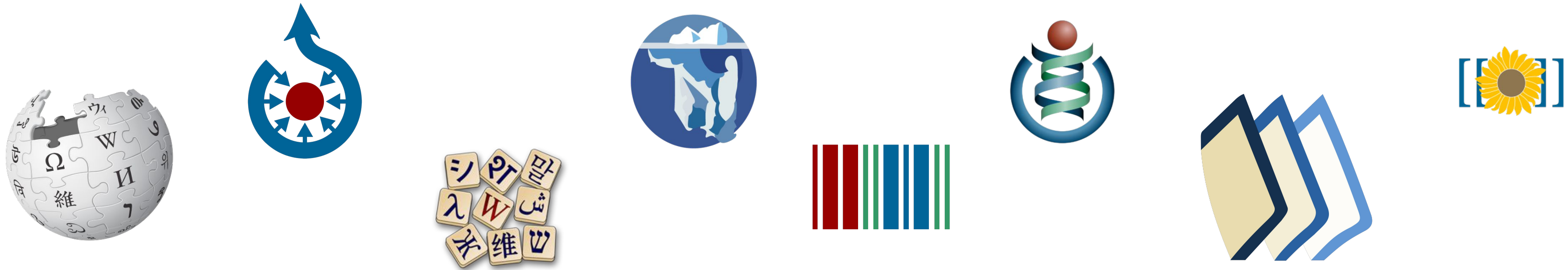
Today



Tomorrow

4.2 billion people

You are doing amazing things, but it's hard to tell from the outside



- Complicated
- Disjointed
- Not showing all the great things we do

We risk losing mindshare to more polished players with simpler entry points



Wikimedia risks losing mindshare to more polished players with simpler entry points



“PROJECTS”
Focused areas of
activity, knowledge



“BRANDS”
Simple entry points:
contain projects
(as tools, services)

Wikimedia is unknown/unclear to those outside our walls

Unknown

“**Never heard of it before**; not sure, maybe it is for old news and updates.”

– Prospect, United States

“**I haven't heard** of these various projects before. So that confuses me if they really did exist.”

— Prospect, India

Wikipedia with video

“That it is the same content as in Wikipedia, but we can find the information presented in **videos** or **podcasts**.”

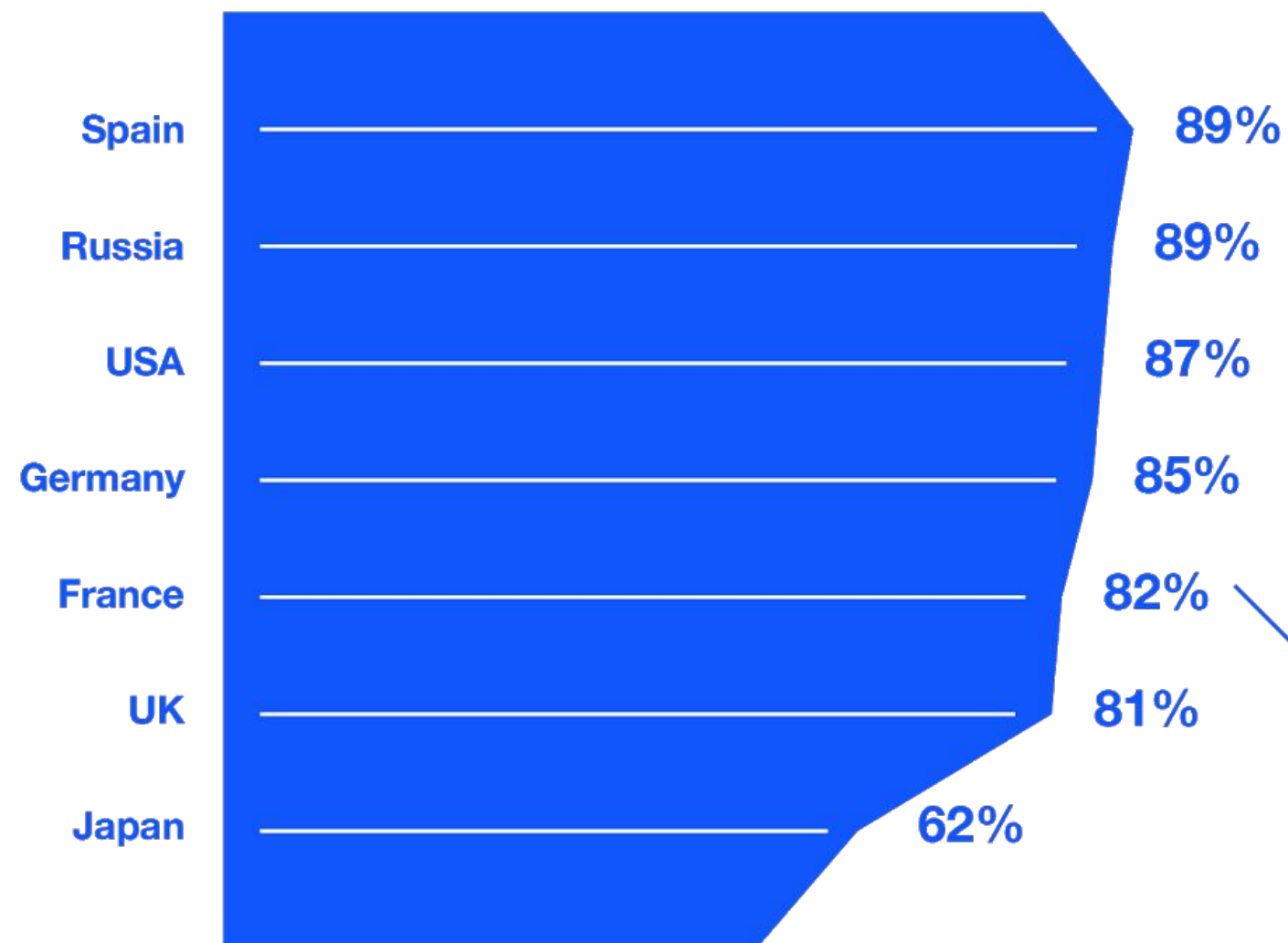
– Prospect, Mexico

Similar to Wikipedia, but mainly a collection of **videos** and **photos**.”

– Prospect, Germany

Wikipedia is one of the best known projects in the world

Global North



On average
8/10 people
know Wikipedia

Source: [Wikipedia Awareness, Attitudes, Usage Research \(October 2017\)](#)
Q7: Which of the following websites have you heard of before?

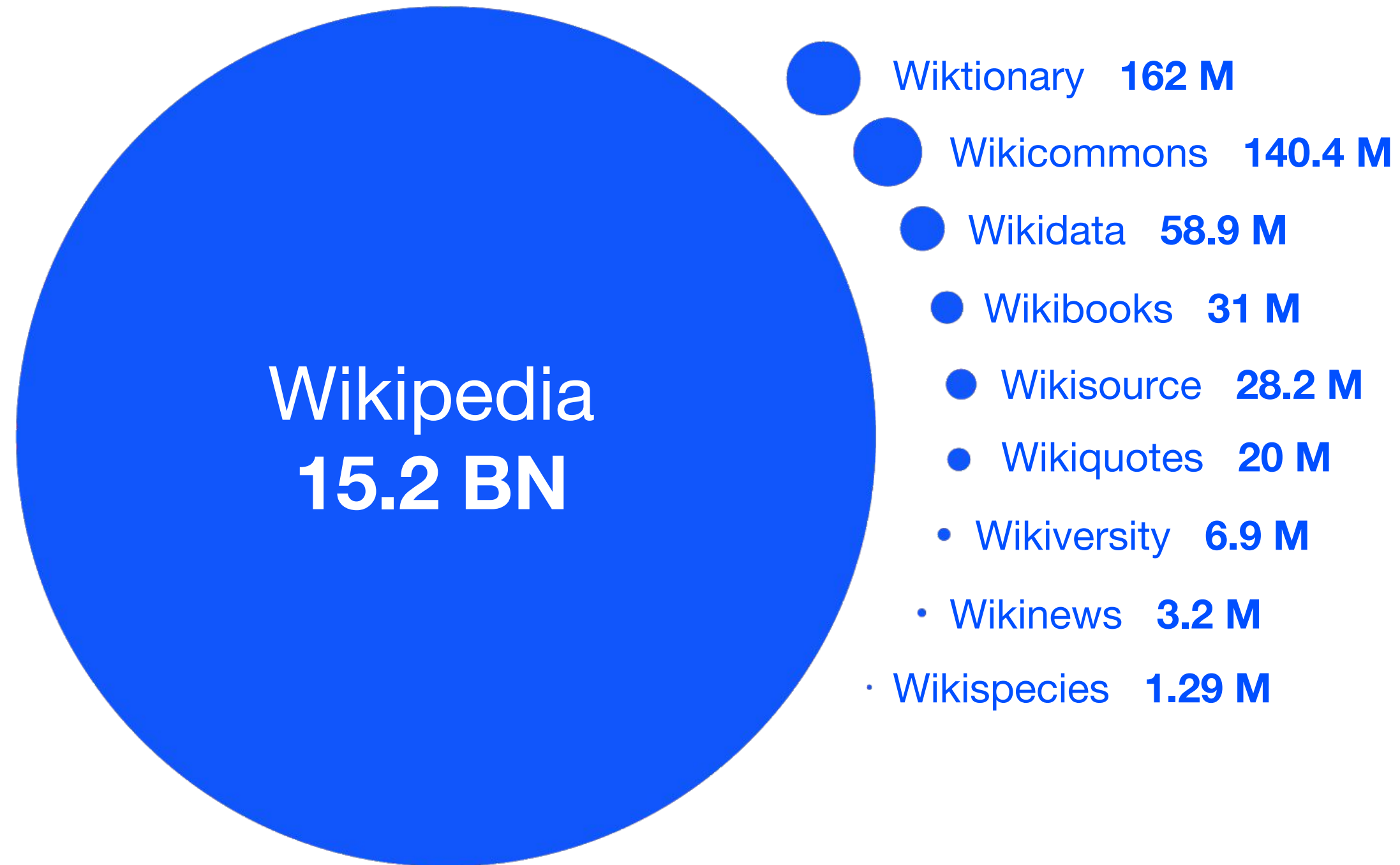
Global South



Source: [New Readers Research Findings](#)
Have you ever heard Wikipedia?

There's a strong center of gravity around Wikipedia in terms of readers...

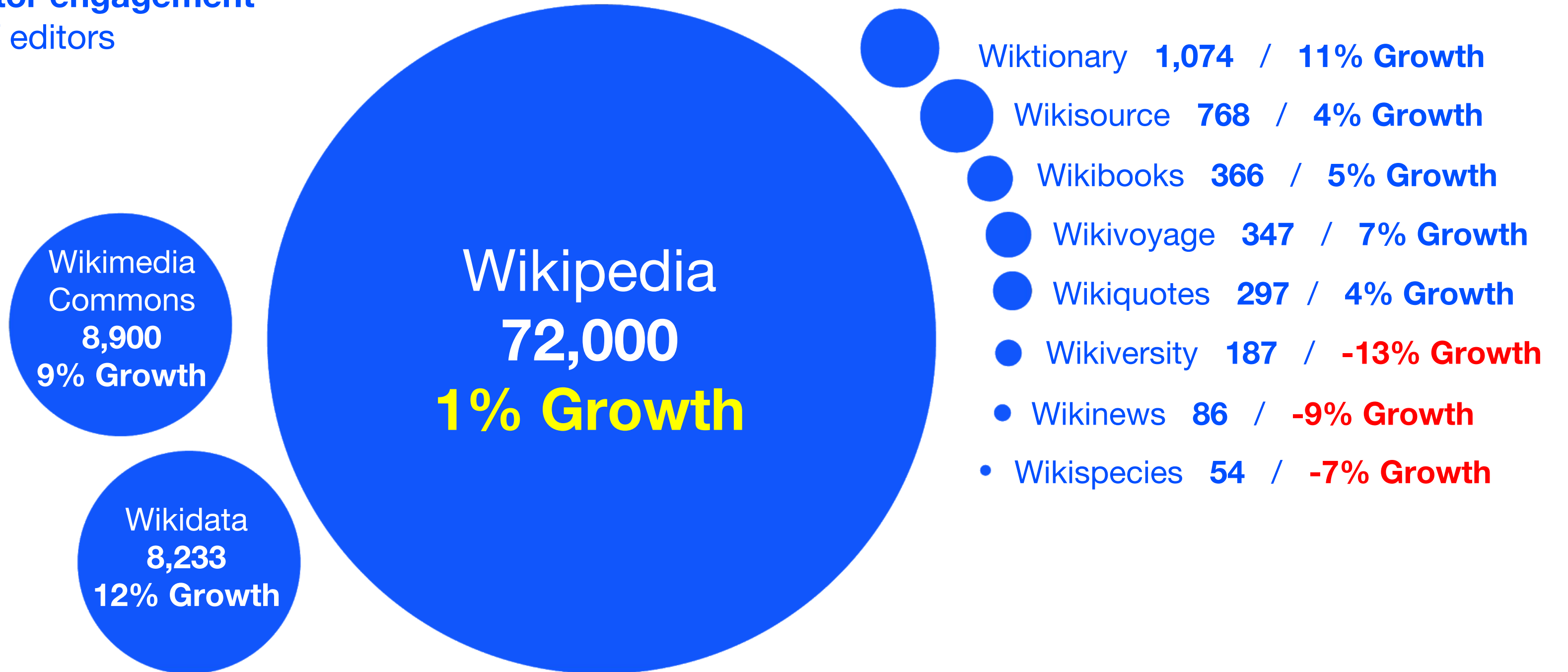
Reader engagement
of page views
per month



(Source: Wikimedia Analytics)

... and editors

Editor engagement # of editors



(Source: Wikimedia Analytics)

Wikidata holds strong potential for the future

Influencing beyond Wikimedia

into other knowledge
platforms

Free data beyond Wikimedia

(no attribution needed),
with the potential to drive
innovation in AI

Clarifying the brand architecture

Our current brand architecture does not serve us well

Who we are

Wikimedia



What people know us for

Wikipedia



What we want to talk about

Wikidata
Wikicommons
Wiktionary...

Let's shorten the distance

What people know us for

Wikipedia



What we want to talk about

Wikidata

Wikicommons

Wiktionary...

Today

Brand

Wikimedia

Project Brands

Wikipedia Wikicommons Wikisource Wikibooks Wikidata Wikispecies Wiktionary Wikiquote Wikiversity Wikivoyage Mediawiki

Tomorrow

Brand

Wikipedia

Projects

Wikipedia Wikicommons Wikisource Wikibooks Wikidata Wikispecies Wiktionary Wikiquote Wikiversity Wikivoyage Mediawiki

Leading with Wikipedia is the best path forward

Brand Awareness



Achieving the same global brand awareness as Wikipedia would require a marketing spend in the range of billions of dollars

Funding



This additional spend would need to be shifted from grants into marketing spend

What this approach does for us

Simplicity

Fewer entry points
for current and future
audiences

A north star for
all projects

Strength

Higher brand
awareness gives us
a strong foundation
that lifts all projects

Efficiency

Focused marketing
spend frees up
funding for projects

What do we stand for?

Brand Strategy
Brand Idea
Brand Narrative

The brand strategy is who we know we are

- Our rallying cry for our internal audiences
- A tool to welcome new community members
- A way to filter for new partnerships, projects

The brand idea is the essence of the brand

- Our internal north star
- Evergreen, not a campaign element
- Helps us deliver our brand vision

The brand narrative will be the story we tell to the world

- For all our external audiences
- The foundation of our messaging framework
- A tool for leadership (at all levels)

Brand Strategy

Our internal rallying cry:

Who we are

Our purpose

What we offer

How we do it

Who we are

**Anyone who believes
knowledge should be free**

Our purpose

**We set knowledge free so
anyone can understand
anything**

What we offer

**We offer the largest
living collection of
knowledge**

How we do it

Optimistic

People are inherently generous

Inclusive

Everyone has the right to free knowledge

Independent

Our differences make us stronger

Transparent

Facts are everything

Persistent

Our job will never be finished

Brand idea

Our north star

Not a tagline

Evergreen

Big, true and simple

Activates our brand vision

Our
pursuit

Set knowledge free

Universal
call to action

From:
One-sidedness
Politics
Commerce
To:
Other knowledge platforms

**Set knowledge free
from commercial interests**

Our Brand Vision

Where we want to get to

**Imagine a world in which every single human being
can freely share in the sum of all knowledge**

Our Brand Idea

How we get there

Set knowledge free

Our Brand Vision

Imagine a world in which every single human being can freely share in the sum of all knowledge

Our Brand Idea

Set knowledge free

Who we are

Anyone who believes knowledge should be free

Our purpose

We set knowledge free so anyone can understand anything

What we offer

We offer the largest living collection of knowledge

How we do it

**Optimistic
Inclusive
Independent
Transparent
Persistent**

How we tell our story

A framework for external messaging

Wikipedia tomorrow

**Knowledge is at the
heart of human progress.
It is only when we move away
from individual opinions that we
can chart a path together.
It unlocks indecision,
it reconciles differences,
it breathes life into imagination.**



**Throughout
history,
knowledge
has been in
the hands
of the few.**



**It is
incomplete,
failing to
reflect the
diversity of
humanity**

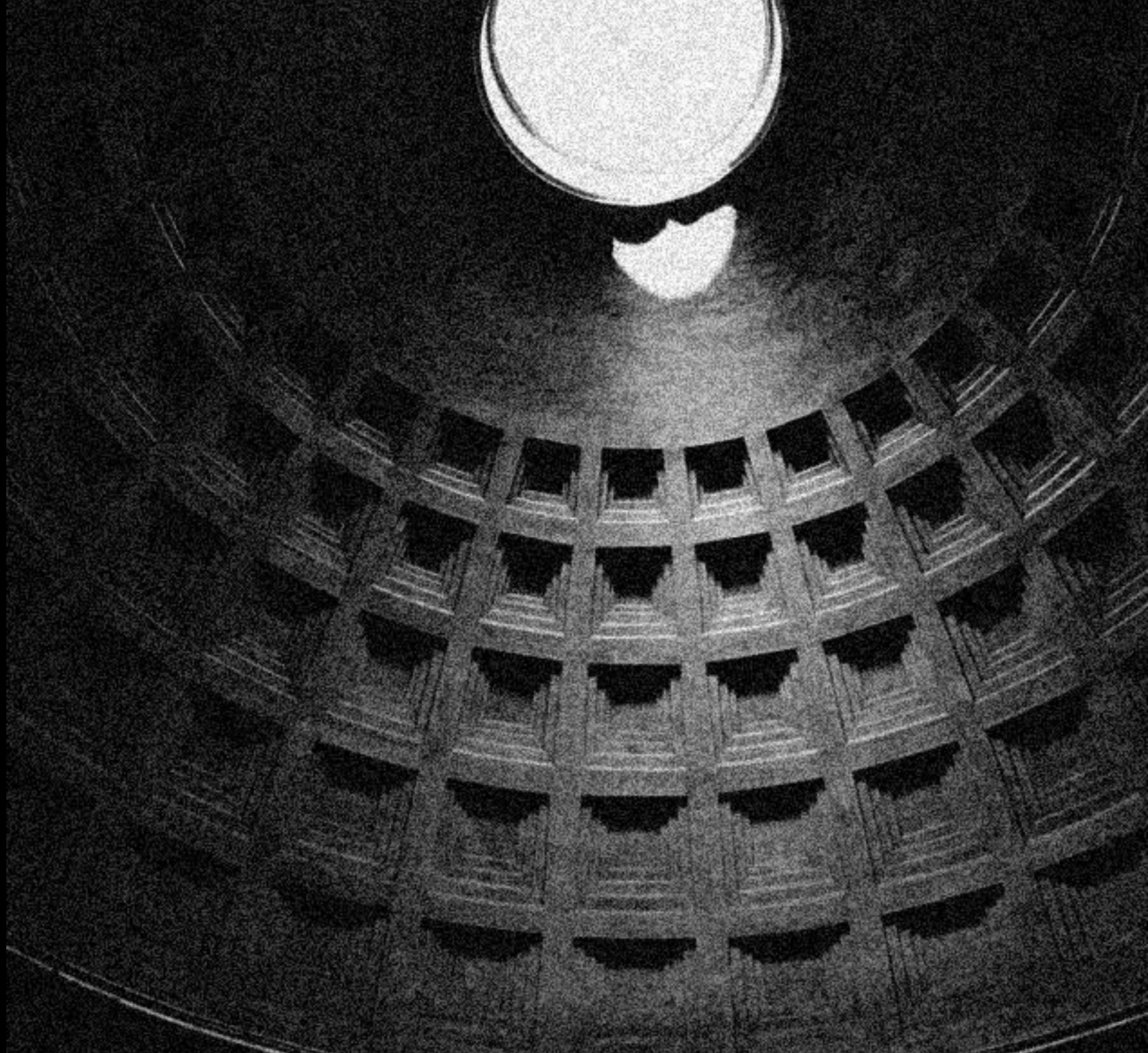




**limiting what we
can know, what we
can share, and
ultimately, what we
can understand.**

**When our
understanding
is limited, so is our
individual and
collective potential.**

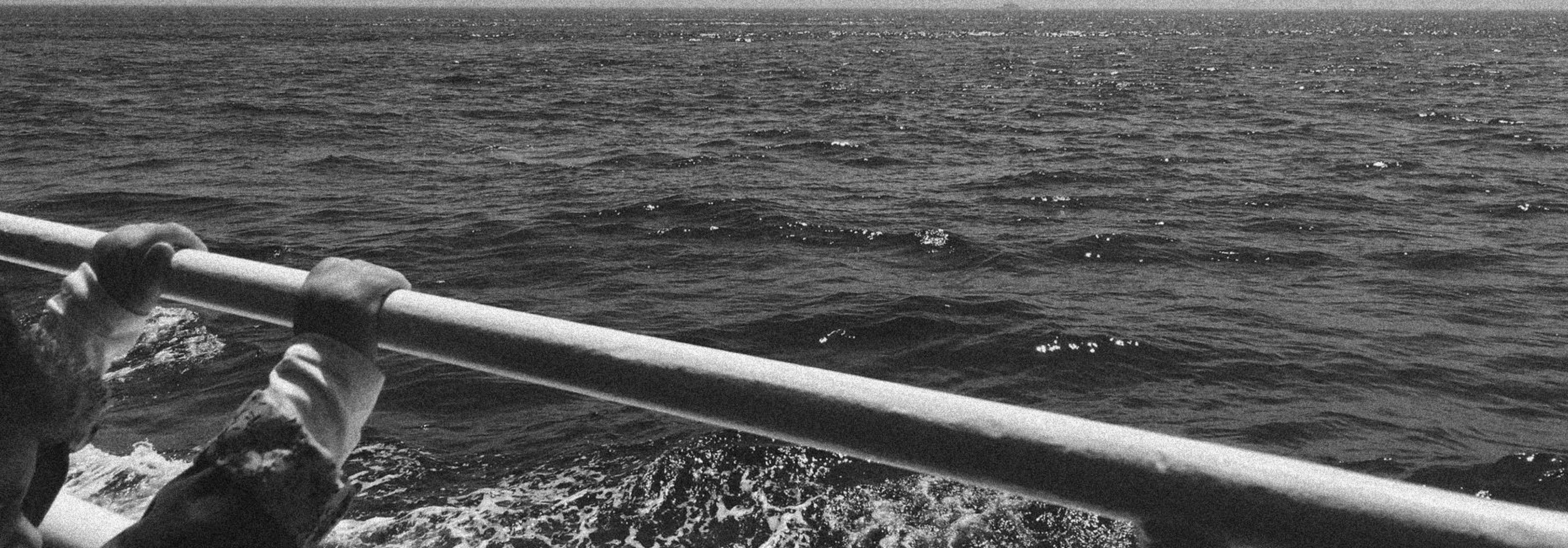
**Wikipedia was
founded on the
radical belief
that knowledge
belongs to all
of us.**



**And that
everyone
should be able
to access it
and participate
in its creation.**



**We believe knowledge
should represent everyone
and be shared freely.**



This inspired us to create the world's first free encyclopedia, which has grown to offer knowledge in more than 300 languages.

Together our community has continued to innovate, finding new ways to

**create,
collect
and share
knowledge.**

Today we actively collect and freely share information ranging from images in Wikicommons, to an open library in Wikisource, to 5.8 million definitions in Wiktionary. And we've gone a step further by creating the potential to connect all knowledge through Wikidata.

What we offer today is a living collection of knowledge owned by all of us, and created by

**all
of
us**

**but there are
challenges
we must still
overcome.**

Systemic barriers prevent women and entire cultures from being present online. Technological barriers make it impossible for millions to enter the conversation.

Knowledge today is shaped and controlled by governments, and bought and sold by corporations.



**These
challenges
are what
drive us.**



**We are working
to ensure that
everyone can
participate in
the creation of
knowledge so**





**anyone
can understand
anything**

**We believe in a world
where knowledge is not
the property of the few.**

Where the answers to our questions are made stronger with different perspectives.

Where knowledge is not written by only a few cultures, in a few languages, but through a plurality of origins and in many languages.

A world where knowledge is freely shared to reach even more people, in whatever way they choose to discover it.



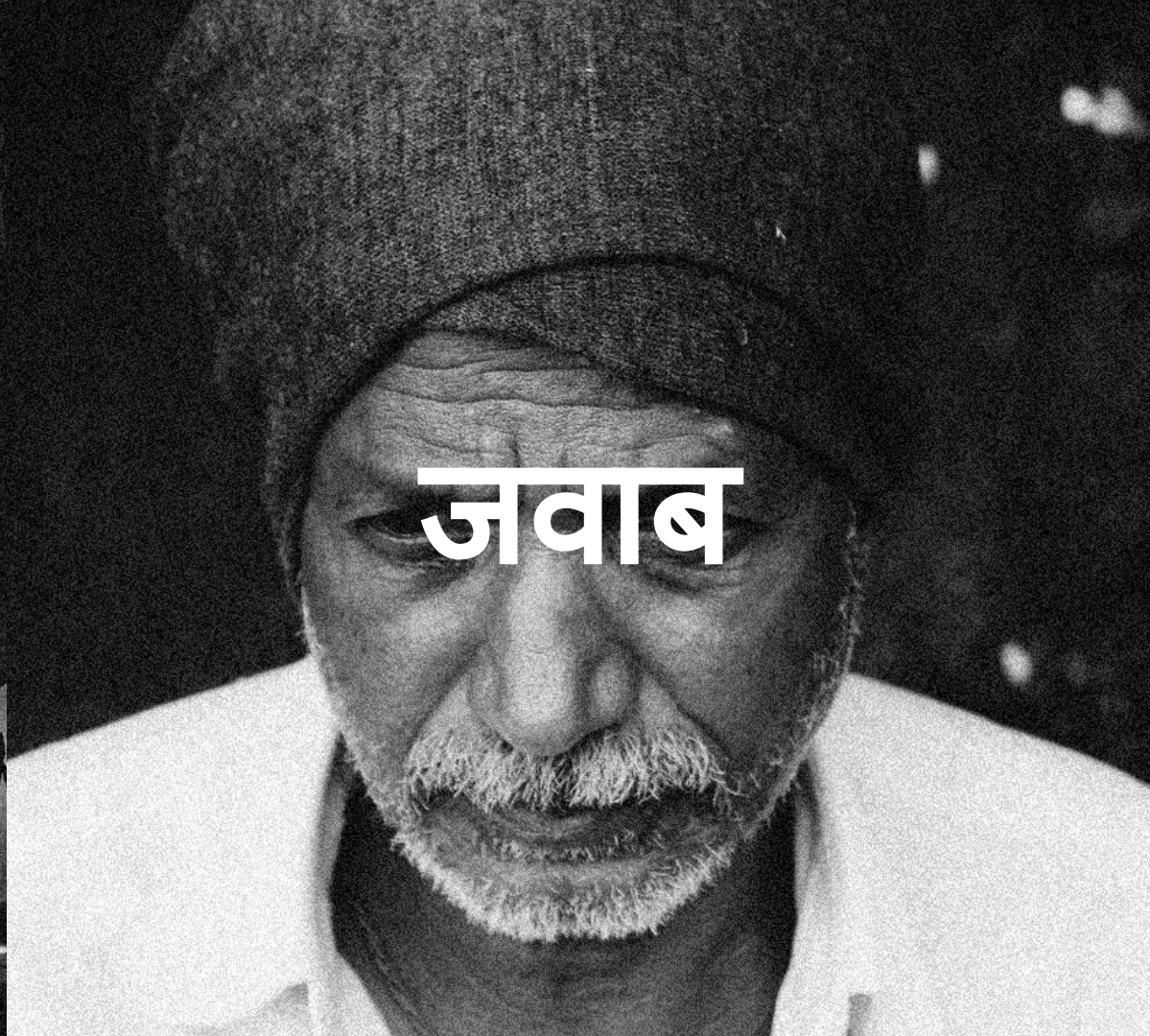
Answers



Respuestas



답변

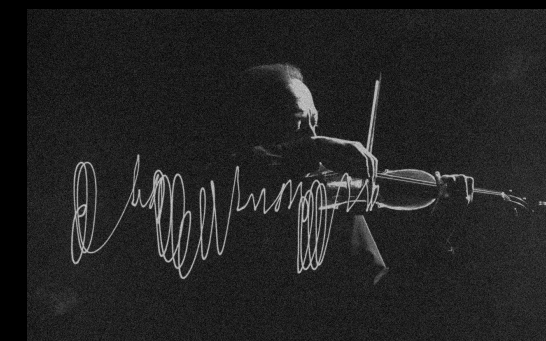
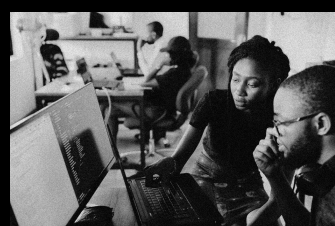
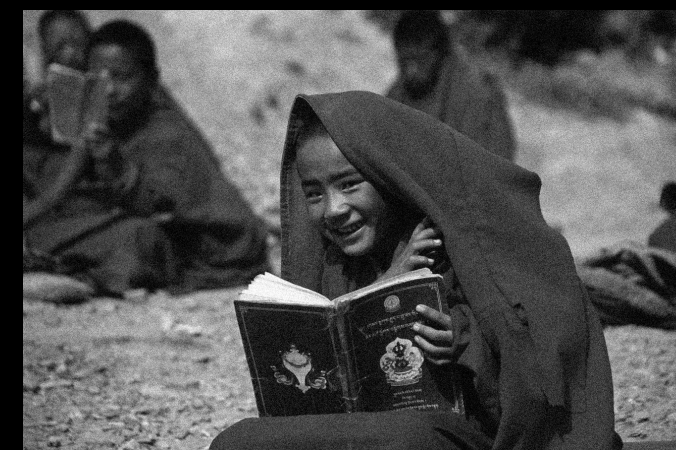
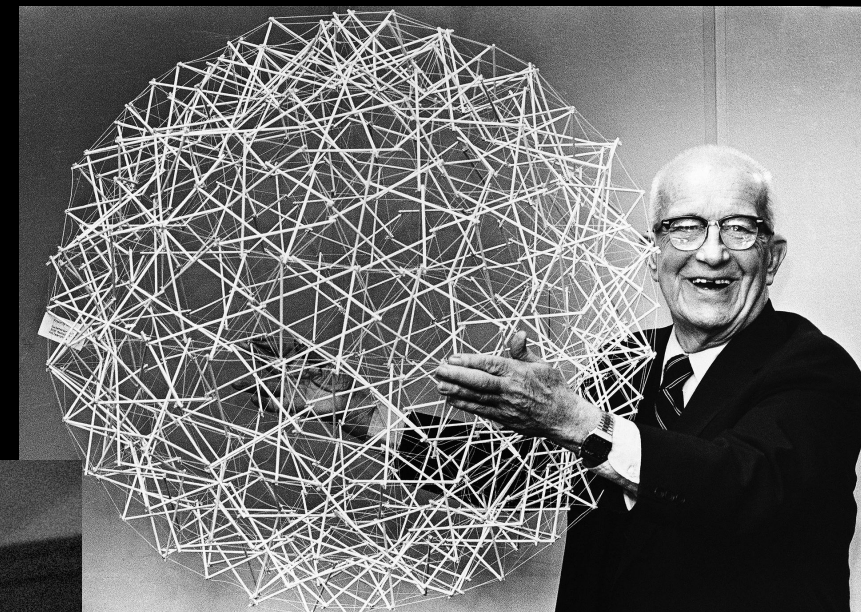


जवाब

**This vision
demands
all of our
participation.**



We invite everyone to read, contribute, and partner with us to keep knowledge alive.



Wherever your interests lead you, and to whichever project you choose to support, everything we do is working towards one goal.

Together we can



set knowledge free.

Brand Narrative

Knowledge is at the heart of human progress. It is only when we move away from individual opinions that we can chart a path together. It unlocks indecision, it reconciles differences, it breathes life into imagination.

Throughout history, knowledge has been in the hands of the few. It is incomplete, failing to reflect the diversity of humanity, limiting what we can know, what we can share, and ultimately, what we can understand. When our understanding is limited, so is our individual and collective potential.

Wikipedia was founded on the radical belief that knowledge belongs to all of us. And that everyone should be able to access it and participate in its creation. We believe knowledge should represent everyone and be shared freely.

This inspired us to create the world's first free encyclopedia, which has grown to offer knowledge in more than 300 languages. Together our community has continued to innovate, finding new ways to create, collect, and share knowledge. Today we actively collect and freely share information ranging from images in Wikicommons, to an open library in Wikisource, to 5.8 million definitions in Wiktionary. And we've gone a step further by creating the potential to connect all knowledge through Wikidata.

What we offer today is a living collection of knowledge owned by all of us, and created by all of us.

But there are challenges we must still overcome. Systemic barriers prevent women and entire cultures from being present online. Technological barriers make it impossible for millions to enter the conversation. Knowledge today is shaped and controlled by governments, and bought and sold by corporations.

These challenges are what drive us. We are working to ensure that everyone can participate in the creation of knowledge so anyone can understand anything.

We believe in a world where knowledge is not the property of the few. Where the answers to our questions are made stronger with different perspectives. Where knowledge is not written by only a few cultures, in a few languages, but through a plurality of origins and in many languages.

A world where knowledge is freely shared to reach even more people, in whatever way they choose to discover it.

This vision demands all of our participation.

We invite everyone to read, contribute, and partner with us to keep knowledge alive. Wherever your interests lead you, and to whichever project you choose to support, everything we do is working towards one goal. Together we can set knowledge free.

**How can
we put this
into action?**



Why we set knowledge free

All our projects work towards one goal

- So we remember their names
- @amarah, Chicago
- To document monuments
- @arjun1989, New York
- To keep our stories alive
- @basoatiani, Indonesia
- To document our own history
- @sambem0, Lagos
- To preserve language
- @masawi, Ponta Laguna
- To seek what we don't yet know
- rsmith1, Arizona



13,046 edits have been made to Wikipedia in the past hour in Japan.

Set knowledge free

WIKIPEDIA

Women in Red

Join us to complete the biographies of female Nobel Laureates

Free knowledge →

Make a contribution | Subscribe | Find a job | Sign in | Search

News | Opinion | Sport | Culture | Lifestyle | More

US World Environment Soccer US midterms 2018 Business Tech Science

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Why we set knowledge free

*All our projects work
towards one goal*

So we
remember
their names

—@tamarak, Chicago



To
document
monuments

—@arjun1989, Nashville



To
keep our
stories alive

—@basoedjati, Indonesia



To
document our
own history

—@sambem0, Lagos



To
preserve
language

—@munavi, Punta Laguna




To seek
what we
don't yet
know


—rsmith1, Arizona







As a rally cry translated by every community into their own language

 **Amira Dhalla**
@amirad Follow

Inspired to meet so many amazing people at Wikimania 19' [#SetKnowledgeFree](#)

16 Retweets 32 Likes 

  16  32 



As an active invitation to support our cause on an individual scale

WIKIPEDIA

Women in Red

Join us to complete the biographies of female Nobel Laureates

Free knowledge →

Make a contribution | Subscribe | Find a job | Sign in | Search

News | Opinion | Sport | Culture | Lifestyle | More

US World Environment Soccer US midterms 2018 Business Tech Science

Headlines
Friday
19 October 2018

Exclusive / John Bolton pushing Trump to withdraw from Russian

MacBook Pro

Keeping knowledge free | Inbox

Wikipedia.org
to me
Jan 12 | [View details](#)

Join us again in helping to keep knowledge free and accessible

Knowledge is in all of us.
Read, contribute, fund Wikipedia to keep knowledge alive.

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As an active invitation to support our cause on a large scale



WIKIPEDIA

13,046

edits have been made to
Wikipedia in the past
hour in Japan.

Set knowledge free

**By defining the way
we show up today,
we have the ability to
shape how knowledge
is set free in the future**





MUSEU NACIONAL

A living archive reconstructed by Wikipedians

Centuries of cultural heritage, including recordings of dead languages and ancient artifacts from pre-Columbian times, were lost. Amid the carnage and destruction, a movement has risen, one with the aim of adding as much knowledge about the museum's collections to Wikipedia before anything more is lost forever.

Long-time Wikimedia editors and first-timers got together to make sure we would learn from this incident, one that was a forcefully reminds us that the goal of recording the sum of all knowledge has a deadline.

On the night of September 2, 2018, a major fire struck the headquarters of the National Museum in Quinta da Boa Vista, Rio de Janeiro, destroying almost all of the historic collection built over two hundred years, covering about twenty million cataloged items. In addition to its rich collection, the historic building that housed the Museum, the former official residence of the Emperors of Brazil, was also extremely damaged with cracks, collapsing of its cover, and the fall of internal slabs.

WIKIPEDIA



Venus of Willendorf
Reconstructed by Eurwika



Stone Hammer
Reconstructed by Danicks

e reconstructed by Wikipedians

findings of dead ten-
million times,
in, a movement has
knowledge about the
anything more is

we get together to
it, one that was a
using the sum of all

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two hundred years, covering about twenty million cataloged
items. In addition to its rich collection, the historic building that
housed the Museum, the former official residence of the Emper-
ors of Brazil, was also extremely damaged with cracks, collapse-
ing of its cover, and the fall of internal stairs.



Venus of Willendorf
Reconstructed by Dornicke



To fulfill the 2030 strategy:

**To become the essential
infrastructure of knowledge.**

**For anyone to be able to
contribute freely.**

**How will
we get
there?**

A plan for change

Objectives

Work with the movement to review positioning

Refine brand strategy and architecture as needed

Define tools needed to bring the brand system to life

Activities

Assemble a brand network within the movement

Define path for any changes to brand expression (across product, communications, visual identity)

Thank You

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