

Figure.NZ spends a lot of time seeking to understand the motivations of data collectors and to identify the channels where it can provide value. Every part of their business model has been focused on who is going to get value from the data and visuals.

Figure.NZ has multiple lines of business. They provide commercial services to organizations that want their data publicly available and want to use Figure.NZ as their publishing platform. People who want to publish open data appreciate Figure.NZ's ability to do it faster, more easily, and better than they can. Customers are encouraged to help their users find, use, and make things from the data they make available on Figure.NZ's website. Customers control what is released and the license terms (although Figure.NZ encourages Creative Commons licensing). Figure.NZ also serves customers who want a specific collection of charts created—for example, for their website or annual report. Charging the organizations that want to make their data available enables Figure.NZ to provide their site free to all users, to truly democratize data.

Lillian notes that the current state of most data is terrible and often not well understood by the people who have it. This sometimes makes it difficult for customers and Figure.NZ to figure out what it would cost to import, standardize, and display that data in a useful way. To deal with this, Figure.NZ uses “high-trust contracts,” where customers allocate a certain budget to the task that Figure.NZ is then free to draw from, as long as Figure.NZ frequently reports on what they've produced so the customer can determine the value for money. This strategy has helped build trust and transparency about the level of effort associated with doing work that has never been done before.

A second line of business is what Figure.NZ calls *partners*. ASB Bank and Statistics New Zealand are partners who back Figure.NZ's efforts. As one example, with their support Figure.NZ has been able to create Business Figures, a special way for businesses to find useful data without having to know what questions to ask.<sup>3</sup>

Figure.NZ also has patrons.<sup>4</sup> Patrons donate to topic areas they care about, directly enabling Figure.NZ to get data together to flesh out those areas. Patrons do not direct what data is included or excluded.

Figure.NZ also accepts philanthropic donations, which are used to provide more content, extend technology, and improve services, or are targeted to fund a specific effort or provide in-kind support. As a charity, donations are tax deductible.

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Figure.NZ has morphed and grown over time. With data aggregation, curation, and visualizing services all in-house, Figure.NZ has developed a deep expertise in taking random styles of data, standardizing it, and making it useful. Lillian realized that Figure.NZ could easily become a warehouse of seventy people doing data. But for Lillian, growth isn't always good. In her view, bigger often means less effective. Lillian set artificial constraints on growth, forcing the organization to think differently and be more efficient. Rather than in-house growth, they are growing and building *external* relationships.

## **IN THE WORLD WE LIVE IN NOW, THE BEST FUTURE IS THE ONE WHERE EVERYONE CAN MAKE WELL-INFORMED DECISIONS.**

Figure.NZ's website displays visuals and data associated with a wide range of categories including crime, economy, education, employment, energy, environment, health, information and communications technology, industry, tourism, and many others. A search function helps users find tables and graphs. Figure.NZ does not provide analysis or interpretation of the data or visuals. Their goal is to