

transactions with customers. Other platforms make money when service providers transact with their customers; for example, Opendesk makes money every time someone on their site pays a maker to make furniture based on one of the designs on the platform.

#### MARKET-BASED

##### **Providing a service to your creators**

As mentioned above, endeavors can make money by providing customized services to their users. Platforms can undertake a variation of this service model directed at the creators that provide the content they feature. The data platforms Figure.NZ and Figshare both capitalize on this model by providing paid tools to help their users make the data they contribute to the platform more discoverable and reusable.

#### MARKET-BASED

##### **Licensing a trademark**

Finally, some that are **Made with Creative Commons** make money by selling use of their trademarks. Well known brands that consumers associate with quality, credibility, or even an ethos can license that trademark to companies that want to take advantage of that goodwill. By definition, trademarks are scarce because they represent a particular source of a good or service. Charging for the ability to use that trademark is a way of deriving revenue from something scarce while taking advantage of the abundance of CC content.

##### **Reciprocity-based revenue streams**

Even if we set aside grant funding, we found that the traditional economic framework of understanding the market failed to fully capture the ways the endeavors we analyzed were making money. It was not simply about monetizing scarcity.

Rather than devising a scheme to get people to pay money in exchange for some direct value provided to them, many of the revenue streams were more about providing value,

building a relationship, and then eventually finding some money that flows back out of a sense of reciprocity. While some look like traditional nonprofit funding models, they aren't charity. The endeavor exchange value with people, just not necessarily synchronously or in a way that requires that those values be equal. As David Bollier wrote in *Think Like a Commoner*, "There is no self-serving calculation of whether the value given and received is strictly equal."

This should be a familiar dynamic—it is the way you deal with your friends and family. We give without regard for what and when we will get back. David Bollier wrote, "Reciprocal social exchange lies at the heart of human identity, community and culture. It is a vital brain function that helps the human species survive and evolve."

What is rare is to incorporate this sort of relationship into an endeavor that also engages with the market.<sup>40</sup> We almost can't help but think of relationships in the market as being centered on an even-steven exchange of value.<sup>41</sup>

#### RECIPROCITY-BASED

##### **Memberships and individual donations**

While memberships and donations are traditional nonprofit funding models, in the **Made with Creative Commons** context, they are directly tied to the reciprocal relationship that is cultivated with the beneficiaries of their work. The bigger the pool of those receiving value from the content, the more likely this strategy will work, given that only a small percentage of people are likely to contribute. Since using CC licenses can grease the wheels for content to reach more people, this strategy can be more effective for endeavors that are **Made with Creative Commons**. The greater the argument that the content is a public good or that the entire endeavor is furthering a social mission, the more likely this strategy is to succeed.