



GPI Website Communication Strategy

Website voice, audience, content and
resource recommendations.

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Foreword

Who is this document for?

This document has been prepared for Greenpeace International to help guide decision making regarding website communications in the context of GPI Channel Strategies.

Why does this document exist?

Unwritten rules surrounding the collaboration and connection between different departments at Greenpeace International have influenced staff's ability to showcase their professionalism on behalf of the organisation. For the Story and Comms department, this has meant that *the public* sees a disconnect between Greenpeace's various campaigns and global projects. (See *methodology below*)

Ownership of the International website has been fuzzy, as some departments consider <https://greenpeace.org/international> "a prototype" instead of the central hub of Greenpeace International communications.

This Website Strategy will speak to and align with other channel strategies for global communications. It sets the stage that should allow the Story and Communications team to become the choir that represents an authentic, global voice for Greenpeace. The value of the web channel and its ability to amplify content from across the organisation is measurable, and this document shows why it is important to think strategically about the value the website brings to the organisation.

What does this document cover?

This document responds to and provides the following contracted final deliverables (Phase 3, Final Deliverables):

1. Collate resources into a **one stop shop** for accessing the various communication guidelines
2. **Website Communication strategy**, including acceptance criteria for distributed content production
3. Recommendation for a **new taxonomy** for GPI.org

What methodology was used?

In the production of this document, We Are Open conducted a review of project documentation relating to the communications as provided by GPI. From the project documentation review, information was categorised and filtered in order to collate existing supporter stories, business requirements, and website wish-lists.

Interviews with key stakeholders were held via online video conferencing, to ascertain opinions on elements of the project and contingent areas of work. During this process, notes were taken [in text](#) and [visual form](#). Visual stories were created as a result of these, highlighting requirements, key areas of concern and focus for each stakeholder. The visuals generated from these interviews are included in [Appendix 2](#).

Key stakeholders interviewed were:

- Campaign Portfolio Managers
- Global Comms Hubs Managing Editors
- Global Comms Hubs Content and Multimedia Editors

(See [Acknowledgements](#))

Contextual framework

A [contextual framework](#) was created from the interviews, which were synthesized to identify themes and categories. Over 300 qualitative statements were labeled to create the sections and subsections in this document.

A SCOT (Strength, Challenge, Opportunity, Threat) lens was used to identify areas requiring attention, examples of good practice and where further research or activities on the part of GPI would be necessary or beneficial.

The project documentation review and stakeholder interviews provided an insight into GPI's work on the Framework, Global Programme plan, Greenpeace's Covid Response (including Goodbye Hayek) and other associated documents.

In addition to this qualitative research, the Planet 4 team provided [a website survey using HotJar](#) as well as [a Web Analytics dashboard](#). Those findings are taken into account and used as support in this document.

How to use this document

This document presents the communication strategy for the Greenpeace International website. It outlines suggestions for voice and tone, and gives an overview of the current context within which the communication professionals at Greenpeace International are working.

Towards the end of this document, the [gap analysis](#) talks about potential blockers. We highly recommend special consideration is given to the content in this section.

Internal Alignment

During the course of preparing the deliverables, it has become clear that there are a number of decisions that GPI are in the process of making or need to make, in areas of the business that will directly or indirectly affect the Web Strategy project.

GPI has a variety of work streams that represent different internal stakeholders. Alignment between these work streams and organisational terminology is essential. This will ensure the creation of a strategy that is supporter focused and thus able to increase engagement and GPI's overall recognition.

We recommend that the comms staff take the time to dig into documents coming from elsewhere in the organisation as they contain excellent advice that may help empower. Especially relevant to comms are things like [the 2020 case studies](#) on culture campaigning, intersectionality, etc in [this programme guidance](#) document and the P4 team's [market research on audience](#).

Key elements of this document and contingent areas of work

- Departmental recommendations
- Website hard and fast requirements
- Testing guidelines
- Opinion and Expert content guidelines
- Critical Incident posting guidelines
- Acceptance criteria for distributed content production
- A new taxonomy for GPI.org
- *GPI supporter journeys**
- *Digital transformation project***

**Although these services are not in scope for this project, the supporter journey across all GPI services must be considered to create a seamless GPI experience*

***It is likely the ongoing GPI-wide digital and cultural transformation projects will have implications for the Web Strategy project*

Summary - Recommendations

These recommendations are collated from the entire document.

Strategy

- Make clear to staff that the **strategic direction** for the GPI website is to both Educate and Engage. Clearly define what “educate” and “engage” mean in the context of Greenpeace International.
- Ensure alignment between channel strategies with a coherent, overarching **Communications strategy** that makes the *purpose and connections* between the different communication channels clear.
- Formulate a **community strategy** to detail how GPI content and community tie together.
- Further staff development to create a **culture of open** to ensure organisational understanding of the **how and why** of the communications and engagement strategies.
- Agree on potential aspects of communications that cannot be open.

Voice

- [Survey the Comms Hubs](#) to help further define website tone.
- Global **team building** to help eliminate “ownership” discussions and get back the focus to internal collaboration.
- Staff development on how to give constructive feedback and different **feedback mechanisms** that help people feel empowered instead of deflated.
- Use **legal disclaimers** to empower communication specialists to amplify “unknown” voices.
- Streamline **fact-checking** procedures.
- **Strike a balance** between targeted audiences and diverse audiences.
- Consider a **multi-pronged approach** (e.g. Kid’s Corner vs Academic Alley)
- Create diversity by allowing different channels to **use different voice tactics** (e.g. using a more mischievous tone on Social Media and a stronger radical tone on the website).

Audience

- Website content should **take into account** that many are coming to Greenpeace for the first time, while others know us well.
- The tone of the site needs to **resonate with women**, in a way that is inclusive and **inspires engagement**.
- **Strike a balance** between targeted audiences and diverse audiences.
- Clearly define **desired audience**.
- **Strengthen community** connections by developing staff ability to **engage openly**.
- Create a fully fledged **supporter journey** for the GPI audience.

Content

- **Empower staff** to feel more ownership over content and **encourage creativity and experimentation**. Increase pop culture references, humorous takes and take a fail forward approach.
- Increase **data-informed evergreen content** as part of a SEO strategy for increasing visits to Greenpeace International.
- Provide inspiring examples to help with the above (e.g. Greenpeace Korea's use of a popular You Tube character, GP Brazil's prime time TV show and with gamers on 'Twitch', and GPUS's Fire Drill Fridays with Jane Fonda, are all great examples of cultural campaigning, [Read more here](#).)
- Develop collaborative guidelines to **help NROs submit** translated content.
- Conduct awareness raising / education amongst staff to ensure a shared understanding of the Hard and Fast Rules and how they could be applied (and where they can be ignored).
- **Integrate communication specialists** into global project teams with the mandate to create content for communication channels.
- **Simplify sign off processes** to remove as many nodes as possible.
- Create a **format for campaigns** that allows communications to gather input and produce suitable materials.
- **Run journey mapping** initiatives within the comms department to inform communication strategy more broadly.
- **Socialize** all channel strategies across the organisation.
- Employ a **cross functional Web strategist** who works between teams to maintain an overview of the holistic presentation of content on the web.

Resources

- Conduct **awareness raising** / education amongst staff to ensure a shared understanding of the comms department DARSCI.
- Develop a **skills overview** and allow people to self identify their strengths, then use that self identification to create clearer workstreams that adhere to skill sets.
- **Expand the capacity** of the Web Strategist by giving them a team of web editors who work specifically on website content.
- **Update and consolidate** pre-existing content guidelines.

Summary - Hard and Fast Rules

These recommendations are collated from the entire document

Strategy

- The focus and the purpose of the Greenpeace International website is to both educate and engage. It should tell the global story of the organisation, provide and

help website visitors find resources they need to facilitate behavioural change in their own lives and communities.

Tone

- The website tone should be bold, but seeped in positivity and factuality. The nuance of tone for the website should be looked at in tandem with tone from other communication channels.

Audience

- The current GPI website audience is millennial women from the West with an affinity for global issues. English is the common language amongst this group.

Content

- Ensure all **stories have components** for various communication channels, including the website. Document the components stories *must* have and **package them**.

Resources

- The Web Strategist holds the responsibility for the Greenpeace International web strategy and will guide the web editors who are responsible for its implementation.

Strategy

The focus and the purpose of the Greenpeace International website is to tell the global story of the organisation, provide a vision for a green and peaceful world and help our website visitors find resources they need to facilitate behavioural change in their own lives and communities.

The guidance from the [Big Vision | Covid-19 Global Response](#) shows that the website should unleash an outpouring of compassion and collective action. Our website content needs to be both knowledge based and engaging. Greenpeace International needs to allow vulnerability and personality to shine through. We must tell the whole story and provide both factual and scientific reports about our work as well as tell the stories of the people doing this work.

BORDERLESS COMMUNITY

Informed by science, we tell the story of a new dawning. We promote agency and urgency to act and we show that the antidote to the suffering we see around us is community.

Greenpeace International's website is a story of the future.

Educate

We know global, values based movements work. We know that there are more things that link us together than reveal our differences. Using these understandings to put words to Greenpeace's vision for the future will help the organisation show this vision to the world.

"Each of us was transformed [because of Covid 19], and our personal journeys activated millions and made changes at a massive scale possible." [Covid Global Response](#)

We need to help our audience understand:

- Our organisation and it's vision
- Behavioural changes around consumption and personal values

Engage through real world action

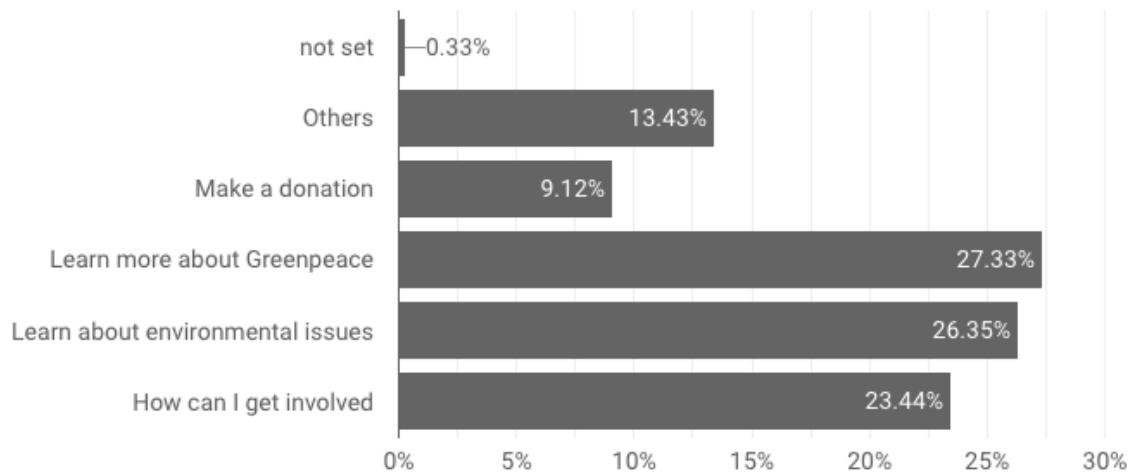
"Our communities and cultures were transformed, with new values of cooperation, mutual aid and interconnection enabling transformative actions that reshaped our communities and cities." [Covid Global Response](#)

Many of our supporters come to understand what Greenpeace's stance is on various environmental issues. Our campaigns take a stance, and we can use the GPI site to help our audience understand what the objectives of our campaigns are. However, we need to focus on what is happening around the organisation and our position on certain issues. Through that lens, we can show that campaigns are not only national, they are global.



The authenticity of our real world actions are perfect fodder for the GPI website. Highlighting engaging stories, showing our victories and telling these stories with our website audience in mind is a good way to increase awareness and support.

Q1. What is the main reason for your visit today?



Network Strategy

Working openly with website communications will open the door to more aligned and strategic partnerships with both private and public sector collaborators. Running the website communications workload more openly will help address supporter needs as well as help GPI achieve its aim of having a clear, distinctive voice. Working openly will help find new supporters, augment Greenpeace's reputation, and position it as an organisation people can really engage with.

It is because GPI is a large organisation that it is uniquely placed to lead by example in a way that can shift the way collaboration is done across industries. Collaborating with other climate focused networks will expand the reach and influence of GPI and help augment GPI's leadership. For GPI, this will lead to more visibility and sustained supporter engagement.

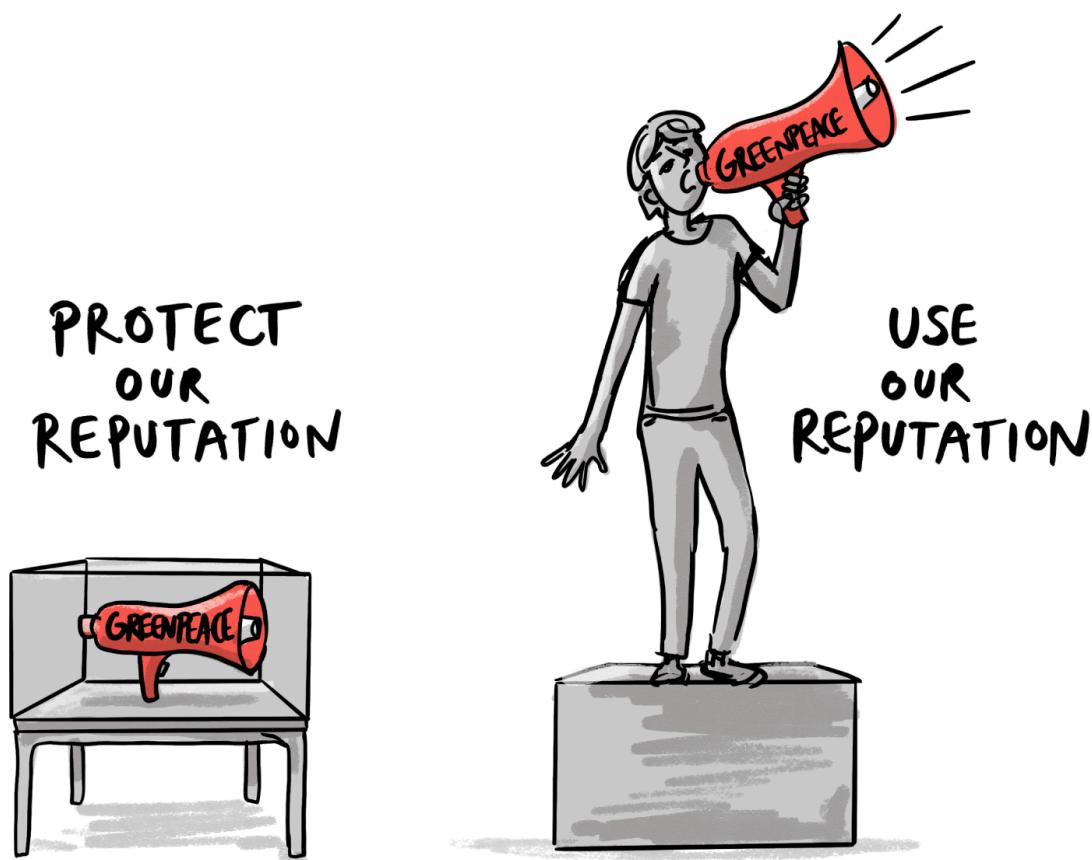
Strategy Summary

- The focus and the purpose of the Greenpeace International website is to both educate and engage. It should tell the global story of the organisation, provide and help website visitors find resources they need to facilitate behavioural and political change in their own lives and communities.

Recommendations:

- Make clear to staff that the **strategic direction** for the GPI website is to both Educate and Engage. Clearly define what “educate” and “engage” mean in the context of Greenpeace International.
- Ensure alignment between channel strategies with a coherent, overarching **Communications strategy** that makes the *purpose and connections* between the different communication channels clear.
- Formulate a **community strategy** to detail how GPI content and community tie together.
- Further staff development to create a **culture of open** to ensure organisational understanding of the **how and why** of the communications and engagement strategies
- Agree on potential aspects of communications that cannot be open

Voice



Intro

While some interviewees were critical of the ability to set a particular voice for the GPI site, others were eager to suggest the overarching content of the organisation's international site.

Stakeholders aim to put people before the Greenpeace brand, a sentiment echoed in strategic documents from across the organisation (and years). The lack of identity is not so severe if one considers how very deeply we know our own brand, and how very passionate we are about people power. The soul of Greenpeace is its volunteers and activists, so serving as the voice that empowers them and highlights their stories can be our north star as we consider how we talk about things.

Process

There's a perception that certain strategic tones are "owned" elsewhere inside of Greenpeace and comms folks are unsure if they are "allowed" to utilize this work. Fact checking and legal review processes make inclusivity and agility difficult.

Openness

Central to the question of voice is a longing to have influence on that voice. Several people interviewed commented that the GPI website is perceived to be "white", "middle-aged", "male", "European". Obviously diversity and inclusivity is important to the staff at Greenpeace, and the current lack of clear guidance has led to using the "default" voice that is extremely problematic.

Staff made suggestions on how to diversify from reflecting voices inside the organisation (as opposed to inside GPI) to creating a multi-voiced approach that allows for more flexibility in communications.



Design

Several people commented on the seriousness of the GPI site's tone. They pointed out that the website is not written with a lightness of touch or to bring in younger audiences. One said GPI's site lacks any sort of a "fun factor". Staff echoed pre-established advice to use courage and harmony in an effort to bring people together.

Other suggestions for tone included bringing in mischief and sassiness, with a careful balance of this tone due to cultural differences in our international audiences. All in all, beyond a couple of comments indicating that GPI won't be *able* to settle on a voice, staff were looking for an engaging, politically nuanced tone that focuses on positivity and gives people a *reason* to stay in touch with GPI.

BOLD POSITIVE Factual

Tone Recommendation

- The website tone should be bold, but seeped in positivity and factuality. The nuance of tone for the website should be looked at in tandem with tone from other communication channels.

Recommendations:

- [Survey the Comms Hubs](#) to help further define website tone.
- Global **team building** to help eliminate “ownership” discussions and get back the focus to internal collaboration.
- Staff development on how to give constructive feedback and different **feedback mechanisms** that help people feel empowered instead of deflated.
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Voice Shifting Approach

Communication Philosophy

The Website tone needs to be thought of in parallel with other channels, and the nuances need to be documented and thought through, only then can we begin shifting the tone on individual channels. We've developed a [lightweight survey](#) for the website to help the Comms hubs define the style. This could be expanded to include other channels.

Socialising the Philosophy

We understand that the Philosophy needs to be developed further but we believe that having an agreed range per Channel could provide a useful guide and reference point against which the Web Strategy, content and activities could be checked.

It is likely that GPI staff will have differing levels of understanding about the implications or practical application of these principles, depending on their role and experience. Therefore, we would recommend some awareness raising / education of staff to ensure a shared understanding of the principles and how they relate to the wider strategic aims of GPI.

Recommendations for further work

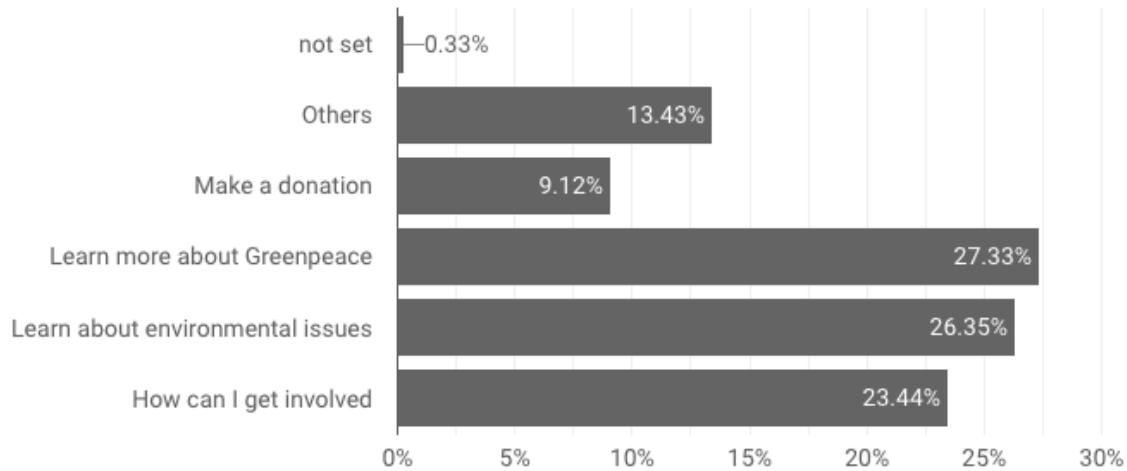
- Develop and agree GPI's **Channel tones**
- **Conduct awareness raising** / education amongst staff to ensure a shared understanding of the tones and examples on how they could be applied

Audience

Intro

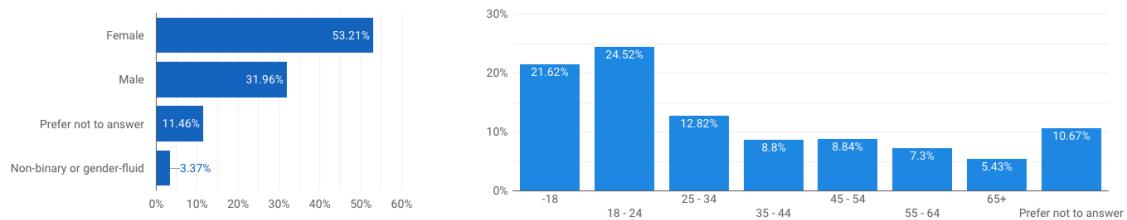
During the Stakeholder Interviews, we found that one of the biggest barriers to creating and implementing a website strategy had to do with the perception that the audience is ill-defined. Stakeholders said that communications targeted people who already know about Greenpeace work and the organisation itself, yet the HotJar survey showed that the majority of people coming to the site were looking to learn more.

Q1. What is the main reason for your visit today?



Staff felt that the website needs to be geared towards all sorts of people. [The recent survey](#) run by the Planet 4 team found that the current audience is predominantly women. It also found that nearly 60% of respondents were between the ages of 18 and 35.

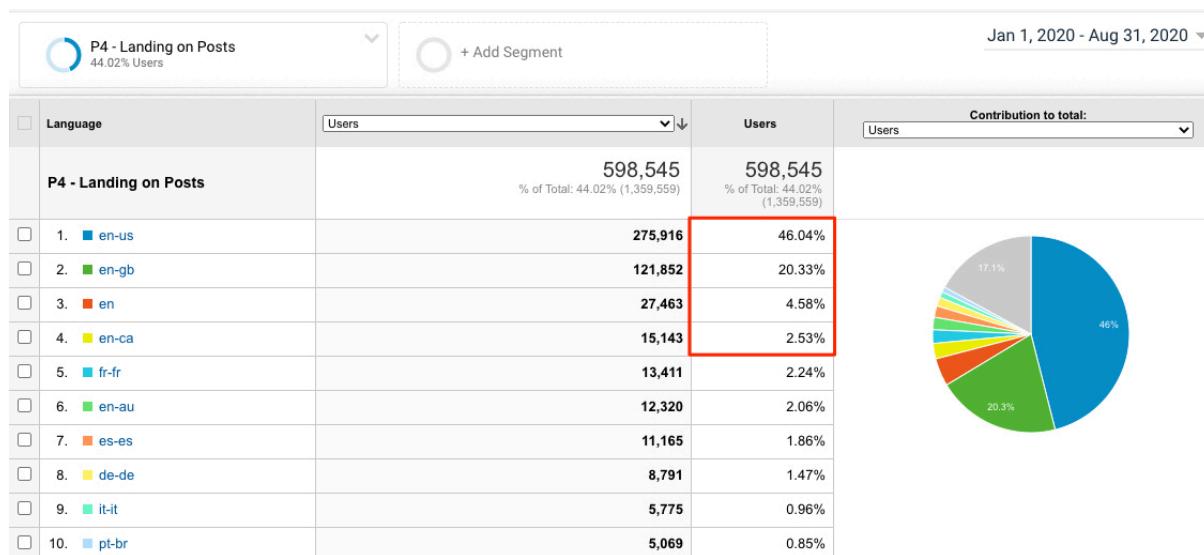
Demographics





Record Count 1 1,436

The HotJar survey showed that the majority of respondents were from North America, with a secondary focus in the UK and Europe. This shows that the majority of GPI's audience are from affluent Western countries. Additionally, web analytics show that almost 75% of users who land on blog posts had their browser language set to English.



Based on our knowledge of the types of people Greenpeace attracts, and cross referencing with the interviews and data, we can speculate that our true audience are made up of global internationalists. The people who come to GPI are explicitly looking for the global story and thinking about how it connects to them locally. They are likely to start at the global level, and

find their way to the local level, once they've understood what Greenpeace stands for. The website audience are people like us, activists who think about the world from an international perspective. They need to know what is happening outside of their country as they understand the interconnectedness of global eco-political issues and their everyday lives. They feel an affinity for our work and are likely looking for ways they can support the global climate movement. They are looking for behaviour change advice as well as signposting and engagement.

*"According to a NewsCred study, 30% of [millennials] flat-out refuse to read content that doesn't either entertain or inform them, 60% will only share content that is thought-provoking and intelligent, and 70% share content that makes them laugh. That's a pretty tall order for marketers: **entertaining and informative, thought-provoking, and funny**. Here's how to market to all of those savvy millennial women out there."*

According to [perfectly average industry leading content marketing companies](#), targeting millennial women (see Audience section) means showing our values, being personally relevant and not taking ourselves too seriously.

Openness

In relation to Audience, we found that the department is having an ongoing conversation about the presence of diverse voices in its communications. Some hard and fast rules about audiences paired with inclusive behaviours will help Greenpeace ensure diversity, while not trying to be everything for everyone.

Connection

Interviews revealed that the stakeholders do not believe that Greenpeace is doing enough to meet people where they are, instead relying on people to find us. At the same time, historical data shows that often our most popular content has been things we may not have expected, evergreen content that benefits from unexpected SEO. A holistic view of the communication channels will help ensure diversified communication with targeted groups and reveal issues and topics that help connect our audience to our work.

Pathways

A clear strategic vision is required to help the audience understand what the GPI site is for, which is what this document endeavours to do. Once we are clear on the supporter journey we wish people to follow, we can arrange our pages and content in a way that speaks to that goal.

Many expressed concern at a supporters ability to arrive on the Greenpeace site they wish to be on. As the overarching relational strategy between GPI and NROs is one in which GPI is an

enabling body, the (perceived) de-prioritisation of the International website in favour of sending users to local NRO sites is a misconception this document aims to dispel. The GPI website is a point on a supporters journey, so it needs to facilitate the rest of the journey towards local Greenpeace involvement in a way that speaks to the internationalist nature of GPIs audience.

Audience Summary

- The current GPI website audience is millennial women from the West with an affinity for international work. English is the common language amongst this group.

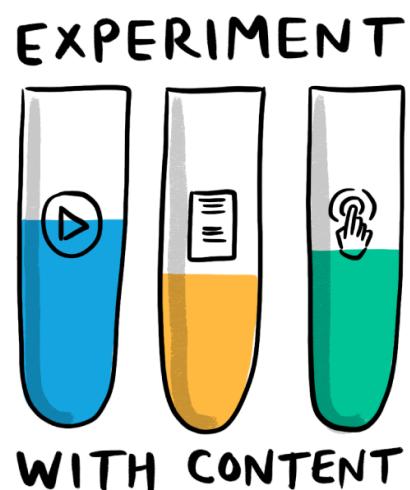
Audience Recommendations:

- Website content should **take into account** that many are coming to Greenpeace for the first time, while others know us well.
- The tone of the site needs to **resonate with women**, in a way that is inclusive and **inspires engagement**.
- **Strike a balance** between targeted audiences and diverse audiences.
- Clearly define **desired audience**
- **Strengthen community** connections by developing staff ability to **engage openly**.
- Create a fully fledged **supporter journey** for the GPI audience.

Content

Intro

The Comms department see themselves as aggregators rather than creators or even curators. In order for websites to have a distinct purpose and voice, the people working in communications need to understand the boundaries of their roles and responsibilities as well as the strategic vision for Greenpeace International as an entity. If the intention of GPI's site is to raise the profile of the NRO sites, content will look different than if the intention is to showcase Greenpeace's global nature or highlight campaigns. These strategic insights influence how we work and what we work on.



Ownership

Editor stakeholders felt they had no “mandate” to create content or contribute to the voice of Greenpeace. We need to insist that they do, and clarify the processes that allow them to create with authority, while collaborating with stakeholders.

There are experts inside this organisation who could write authoritatively on a particular subject, creating evergreen and SEO content that encourages a steady trickling of new views. New content could be used to increase the amount of visitors to the site and by extension bring new supporters to Greenpeace. Content experts could also help campaigns by creating content, provided they have a skeleton of information they can work from.

“Creating great content for content’s sake would be great”

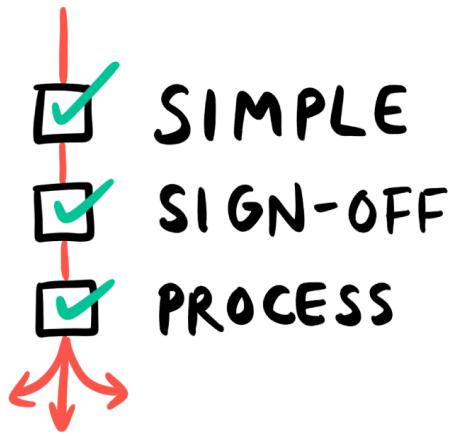
A lot of the organisation sees the website as something owned by the communications department. To meet the ambition of the stakeholders, community initiatives would need to help many around the organisation feel ownership to see their work on the site and to see it as a tool for them to use.

Roles/Responsibilities

It was clear that staff would be happier if they were part of the creative content process rather than just executing it. They did not feel a sense of ownership over content, which is strange since their titles tend to include the words “Content” and “Editor”. An editor doesn’t just correct a piece of content, they guide the development and help set the narrative. They identify content gaps and work to close them. Clarifying responsibilities inside and outside the team will help.

Process

The sign-off process for content is criticized across the board. A lengthy signoff process is impeding the team’s ability to be responsive and the current distribution of processes causes a feedback loop that doesn’t close in an efficient or timely manner. There is confusion as to when communications should lead or when campaigns should, so being clear that website content is part of the communications department’s purview is necessary.



Openness

Stakeholders expressed a desire to increase both the diversity of content as well as a diversity in the authorship of that content. There is a sense that authenticity is lost through the various creation and signoff processes and that the true voice of Greenpeace is muddied as we shy away from being more radically open.

"There's been a huge shift in the way we operate during the pandemic, to take advantage of that disruption there would need to be more space for more communities to engage. There's stuff happening but there's no place for this to live."

Connection

Many projects don't see the website as a channel to create content for. Their main focus is social media, and it seems that some projects see the GPI website as an add-on or a blog. Socializing this overarching strategy will help eliminate misunderstandings about what belongs on the site and why. A holistic approach to all communication strategies is, as we understand it, being taken as each channel develops their strategies.

Pathways

Disconnects between programme and global content mean that it's challenging to create suitable supporter pathways. Since GPI doesn't actively fundraise, there is lack of clarity on what GPI engages for which makes it difficult to determine pathways either through other Greenpeace International projects or out to NROs.

Design

Perspectives on the website highlight the lack of ownership over content. Many stakeholders feel the site is too text heavy, not interactive enough, not flexible enough to allow for stellar content. Some blame these issues on the functionality of the platform, and there are comments about the inconsistencies between campaign design and P4's design.

“Being scientific is one of GP’s greatest weapons”

Our interviews revealed that the content on the website seems “scattershot”, or not being held together in a comprehensive narrative. This speaks to the need for oversight that is more centralized, a person or a team keeping an eye on the website as a holistic weaving of everything GPI as well as a definition of must haves for all GPI stories.

Content Summary

- Ensure all **stories have components** for various communication channels, including the website. Document the components stories *must* have and **package them**.

Recommendations:

- **Empower staff** to feel more ownership over content and **encourage creativity and experimentation**. Increase pop culture references, humorous takes and take a fail forward approach.
- Increase **data-informed evergreen content** as part of a SEO strategy for increasing visits to Greenpeace International.
- Provide inspiring examples to help with the above (e.g. Greenpeace Korea's use of a popular You Tube character, GP Brazil's prime time TV show and with gamers on 'Twitch', and GPUS's Fire Drill Fridays with Jane Fonda, are all great examples of cultural campaigning, [Read more here](#).)
- Develop collaborative guidelines to **help NROs submit** translated content
- Conduct awareness raising / education amongst staff to ensure a shared understanding of the Hard and Fast Rules and how they could be applied (and where they can be ignored)
- **Integrate communication specialists** into global project teams with the mandate to create content for communication channels.
- **Simplify sign off processes** to remove as many nodes as possible.
- Create a **format for campaigns** that allows communications to gather input and produce suitable materials.
- **Run journey mapping** initiatives within the comms department to inform communication strategy more broadly
- **Socialize** all channel strategies across the organisation
- Employ a **cross functional Web strategist** who works between teams to maintain an overview of the holistic presentation of content on the web

Platform

Intro

The relationship of stakeholders to the web platform, Planet 4, is slightly tenuous. Communications professionals seem unable to create the content they want to make. The staff attributes this to a series of issues related to the software and resourcing of the team that builds it. However in thinking about the realities of GPI and the Planet 4 platform, it is less about the platform itself and more about people committing to learning and using it. Staff must also feel a responsibility to participate in its open development.

Ownership

In the content section of this report, we've written about the empowerment of the communications professionals and helping them feel ownership over the content. Here we would like to reiterate that recommendation: Story and Comms have ownership over *content*. The functionality and UI of the international site sits with the professionals from the product and IT teams.

Finally, in terms of ownership, adherence to communication guidelines around content production on the website is necessary. As it is not feasible or practical to make digital experts out of each and every individual staff member, ensuring that the digital experts are part of the content creation process is essential.

Process

Because the Story and Comms department creates the website content, they are best placed to file bugs and functionality requests with the platform team. The staff need to submit bug reports and functionality requests to the product team each and every time they notice something amiss with the platform.

Connection

To facilitate a complete supporter journey (once GPIs supporter journeys are defined, see [Audience Pathways](#)), clear connections between various platforms is needed. This is needed from a strategic perspective (e.g. using email marketing in tandem with social media and the website) as well as from an integrated systems perspective (e.g. seamlessly moving supporters from the web platform to, for example, a community platform).

Functionality

The Planet 4 team hosts community calls, training materials, product reports and development articles that the communication specialists can utilize to both influence the direction of the platform as well as understand the realities of the product work. Accessing these offers will help the content experts learn more about *how* the platform can support their creativity.

Platform Summary

- The Story and Communications department needs continued specific, tailored training on the platform with a mandate to both focus on content and help the product team identify functionality holes.

Recommendations:

- **Clarify who** is responsible for content on the website
- **Train this/these staff member(s)** to make content on the platform
- Create a format for **comparative feedback** to help facilitate connection between what content editors want to do and the platforms ability to do it
- Encourage all staff to use the Planet 4 test site to **play with content display** in a safe environment
- **Minimize permissions** on the main site to ensure that digital expertise hold the keys to going live with a piece of content and to facilitate more collaboration within the team
- Require staff to **file bug reports** and functionality requests

Resources

Intro

Stakeholders in the GPI Comms Department are locked in ambiguity when it comes to what they can and cannot do on the international website. Because the Planet 4 team has historically seen GPI's site as its prototype, the comms department have not managed to garner ownership over it.

Staff vocalized a need for more clarity around their roles and responsibilities. Some mentioned a DARSCI document that is quite explicit in theory, but not used in practice. Others noted a concern for being responsible for everything instead of helping people have niches.

Process

The Comms professionals are aware that the 80/20 rule applies to their content in that 20% of it is producing content and 80% is marketing it. They are, however, not finding time for the marketing piece. This might be related to lack of clarity around responsibilities or it may be related to the sign-off process, which, based on the interviews, seems to be very time consuming. Trust plays an important role here.

Connection

Since the audience is spread out across multiple platforms and it is advisable for any channel strategy to create pathways between these platforms, we recommend that the small, agile hubs work cross-regionally to create communications packages for pressing themes and campaigns. These packages should include social media content, website content, email content, etc.

Resources Summary

- The Web Strategist holds the responsibility for the Greenpeace International web strategy and will guide the web editors who are responsible for its implementation.

Recommendations

- Conduct **awareness raising** / education amongst staff to ensure a shared understanding of the comms department DARSCI
- Develop a **skills overview** and allow people to self identify their strengths, then use that self identification to create clearer workstreams that adhere to skill sets.
- **Expand the capacity** of the Web Strategist by giving them a team of web editors who work specifically on website content.
- **Update and consolidate** pre-existing content guidelines

Taxonomy

Given the target audience, Greenpeace International should consider a taxonomy that helps millennials make decisions about their everyday lives. From consumption recommendations to small acts of courage, the content on the site is best categorized not by campaign or meta environmental themes, but with everyday language that helps people learn, change their behaviours and spread the word. Additionally, ensuring that the taxonomy includes categories for Greenpeace as an organisation will do a lot to solve issues around findability.

Theme	Possible Terminology	Alternative Terminology	Alternative Terminology
Greenpeace	About us	Our organisation	
Biodiversity	Other species	Our neighbors	Ecosystems
Food	Health & Safety	Our bodies	Agriculture
Climate		Our climate	Climate
Toxification	Alternative energy	Our polluters	Fossil Fuels

Cities	Our health	Our cities	
Mobility			

Testing Guidelines

Before testing your website, it is important to be clear about your audience and who you want to influence by your content and design choices. Your prospective audience may differ for different parts of the website, for example the homepage may focus on directing different demographics to areas of the site they might be interested in and so needs to be a jumping-off point, whereas demographics that have already engaged with the site may be looking for deeper-dive information, and so will be looking for expert content that will keep them on a single page. It is important to be clear about the goals of each section of the website, to design appropriate content for it.

User Testing

User testing will help you determine if your site content functions as you want it to for target audiences. User testing can take various forms and may be:

- Moderated or unmoderated
- Remote or in person
- Exploratory or comparative

Key to user testing is defining your objectives and the demographics you want to test with. You may want to test the same content with multiple demographics or for some content, focus on a specific demographic, eg site returners of a particular age and from a particular country.

Simple steps you can follow for user testing are:

1. Define the test objectives
2. Define the test user demographic
3. Choose a testing method
4. Create tasks
5. Invite the users and conduct the tests
6. Analyze the findings

Exploratory Testing

Testing how easy or difficult it is for users to navigate through your site to content they are interested in will help you gather data about user journeys and inform the layout and content of the site.

Exploratory testing involves discovery, where the tester can work within wide parameters to uncover issues that might not be picked up in the scope of other tests. Test task questions should be broad enough to enable the user to explore. For example, you might want to check how long it takes for someone from Spain to find Greenpeace's stance and deep-dive content relating to a particular topic that they have an interest in locally. The task could be to see how long it takes for the user to navigate from their NRO site to the GPI site for that content. You might also invite the users themselves to set the tasks they want to conduct and feed back to you what they found easy or difficult with finding the content they were interested in.

A/B Testing

One way of comparatively testing content and its appropriateness for a particular goal is A/B testing. This is a method of collecting information and analysing responses to your content and design choices. It provides users with a design and a variant, and their responses help you gauge which design or content best achieves your goal.

1. Choose what you want to test
 - a. Choose a single element to test, e.g. a particular page or the site's menu items
 - b. Think about your audience and their needs and wants
 - c. Start with a question, such as "How easy is it for someone from Spain to find content on a topic they are interested in on the GPI site and then navigate to their local site to discover what is happening on that topic in their local area?" Or "How much detail should we go into on certain topics, e.g. wildfires?"
2. Analyze data
 - a. Analyse existing user data to see how your current site and content functions. What pages do users spend most time on? How many clicks do they make before leaving the site? What content appeals most to differing demographics?
3. Set goals
 - a. What do you want to achieve? For example, are you interested in time on page, helping users navigate to NRO sites, leading them towards responding to a call to action?
 - b. Choose one metric at a time to test, you can re-test with other variants later.
4. Select the content to test
 - a. Choose the page or content you want to test e.g. the homepage, expert content pages, the menu items.
5. Set the elements to A/B test
 - a. For example you might test whether users prefer educational content pages that provide a brief introduction and overview of the topic or longer, deep-dives into the topic.
 - b. Create a control version, which you think is most likely to appeal to the target demographic
6. Create a variant

- a. Create a challenger version of the content where you change one aspect, e.g. the length and detail of the content.
7. Design your test
 - a. Define how your test will run, for example will you use focus groups and observe user behaviour, use heat maps to discover where users focus more of their time, or some other method?
 8. Accumulate data
 - a. Test with different demographics to check if the control or challenger works better for the needs and wants of different user groups
 9. Analyze the A/B testing statistics
 - a. The data might show a clear preference across demographics or might suggest that both the control and the challenger are useful but for different parts of the site and at different points in user journeys.

Opinion and Expert Content Guidelines

Subject to the recommendation that testing is carried out on all types of content for the website, there are some specific criteria worth bearing in mind for writing opinion and expert content.

Writing the content

1. Know your audience
 - a. If the content is targeted at a particular demographic, ensure you write for them
2. Place your most important messages at the start and drill down into more specific information
 - a. Check if Greenpeace has taken an official stance on the topic and ensure that is represented
3. Use language and a voice that is appropriate for the audience
 - a. If you are aiming at a younger audience, avoid highly academic language or long sentences, and vice versa for a more academic audience
 - b. For younger audiences, you may wish to focus on using an active voice, eg saying “you can find out more here..”, whereas for a more academic audience, you might use “For more information, please visit...”
 - c. If you are writing for more than one audience ensure the content is understandable for the educated non-specialist
 - i. Provide background and contextual information
 - ii. Provide links to where additional contextual information can be found
 - iii. Ensure acronyms are spelled out when first used
 - iv. Avoid insider language or jargon
4. Use headers and sub-headers
 - a. Divide the content into sections with descriptive sub-headings to help users jump to sections of most interest
5. Make the content scannable
 - a. Make use of bulleted or numbered lists

6. Use examples
 - a. Provide real world examples to back up assertions, and draw on Greenpeace activities if relevant
7. Keep key terms consistent
 - a. How do you refer to services or users? Ensure you use the same terminology across your content

Content design

Thinking about how you design the content will help you cater for different user needs and improve the shareability of your content.

- Incorporate multimedia and shareable assets
 - Create an overview in the form of content that could easily be shared on social media, eg pull out interesting quotes or statistics and present them in a visually appealing way and in a graphic format that can be easily shared
- Use white space
 - Use enough white space to make the content more legible and enjoyable to read
- End with a call to action (CTA)
 - Consider what might interest users as a call to action, eg is there a petition relevant to the content that users can link to? Are there related events or topics that users can be pointed to?
 - Keep the CTA succinct, use active language (eg “sign here”, “learn more”) and provide the most relevant links to go directly to that content

Success Criteria

This section outlines some success criteria that might be used for a project such as this. GPI should discuss and rank these items in order of priority. Further work might be required on these, to ensure alignment with other GPI strategies.

The expected high level benefits of the GPI website strategy for end supporters (including staff supporters), in order of priority:

1. Staff members are better equipped to operate in their role, with direction to development content that is relevant to them, their career stage and their needs
2. Increased end-supporter satisfaction overall
3. Easier to find knowledge content
4. Easier to find inspirational content
5. Supporters understand where they are in relation to the global organisation and local opportunities.
6. Better supporter experience

7. More learner-centric content
8. Pleasing interactive and informative aesthetics
9. Opportunities to participate in GPI
10. Members are more engaged with GPI with increased regularity of interactions and perception of GPI as a people driven campaigning organisation

Expected benefits for the organisation, in order of priority:

1. Increased recognition of the value of GPI and its ability to facilitate supporter journeys towards NROs.
2. Better content to drive:
 - Insight into the organisation's collective strengths and potential development areas through holistic communication data sets
 - Holistic supporter engagement (moving supporters between channels and between GPI and NROs)
 - Ability to audit supports activities (quality and quantity)
3. Economy of scale
4. Higher staff satisfaction (including the increased perception by staff of being innovative)
5. Increased staff retention rates
6. Increased perception of being modern and innovating
7. Increased perception of value of being a supporter
8. Increase in [Net Promoter Score](#)
9. Increased revenue from donations

Recommendations for further work

- Conduct further work to define success criteria to ensure alignment with GPI strategy

Gap Analysis

This section details a range of things the Web Strategy project needs to move forward. Stakeholders recognised that an effective Web Strategy will not be possible until the areas covered by this gap analysis have been decided upon and resolved by GPI.

We are aware that concurrent work being undertaken by GPI, will have an impact on the Web Strategy and therefore is likely to impact any decisions. Examples include the digital transformation consultancy work being carried out, and work on content and taxonomy.

These gaps are NOT in order of priority.

Community / Action

As mentioned, we recommend a more complete look at the GPI community and what the GPI as an organisation wants or expects in terms of community engagement and involvement. Though documentation and interviews mentioned community, GPI's strategy relating to community is unclear and inconsistent.

Organisational / Cultural

Throughout discussion with stakeholders, and in particular in response to the pre-mortem questions about what could block the success of a Web Strategy, it became clear that certain shifts in cultural mindset would be required to support the success of this project.

Key amongst these were embedding a more open approach, which would help GPI bring your audience with you and help you to leverage your community in ways which would significantly augment, and in some cases, enable key business opportunities.

An open mindset is not something that can be delivered by an Openness team but should be embedded across the organisation.

We recommend work is carried out by GPI to develop principles regarding having an open mindset and approach, and how this will be embedded across all aspects and roles within GPI.

Running this project would help GPI educate staff on:

- The principles of open
- How to design for engagement
- How to facilitate community

An effort should be made to develop a common language, agree on terminology so everyone understands what is meant across the organisation. Defining the requirements for considering yourselves "a digital organisation" and promoting the digital skills you outline will help the GPI ensure that staff are able to contribute to the vision of the organisation as a whole.

We strongly recommend additional work is carried out in the areas highlighted in this Gap Analysis section. We Are Open would also be happy to help GPI scope / deliver any of the work highlighted in this Gap Analysis.

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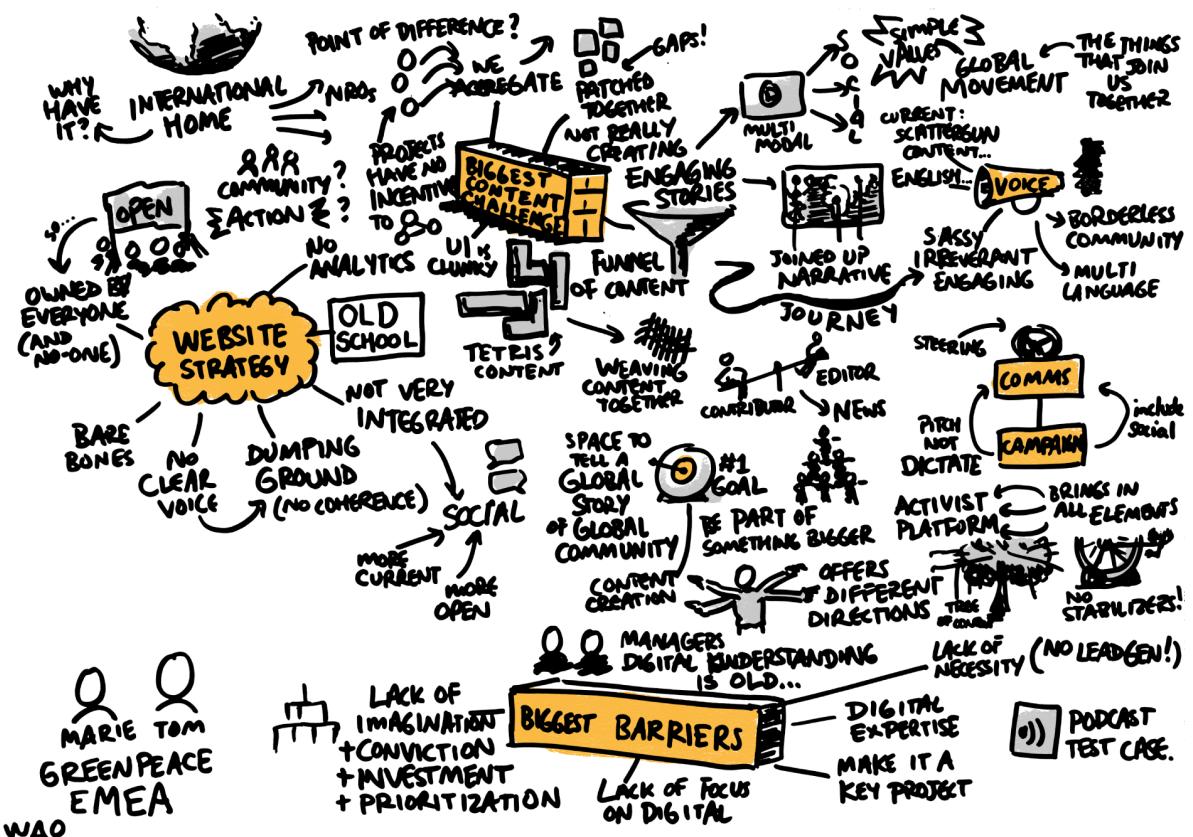
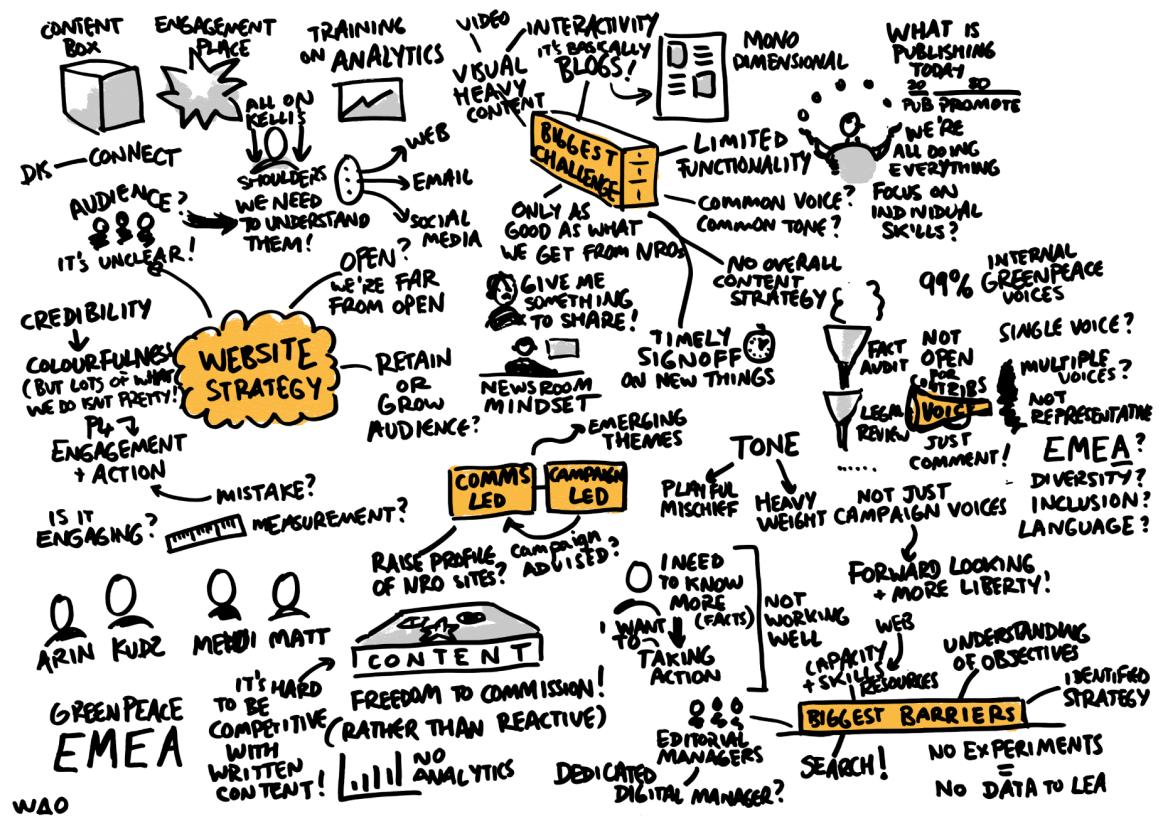
Appendices

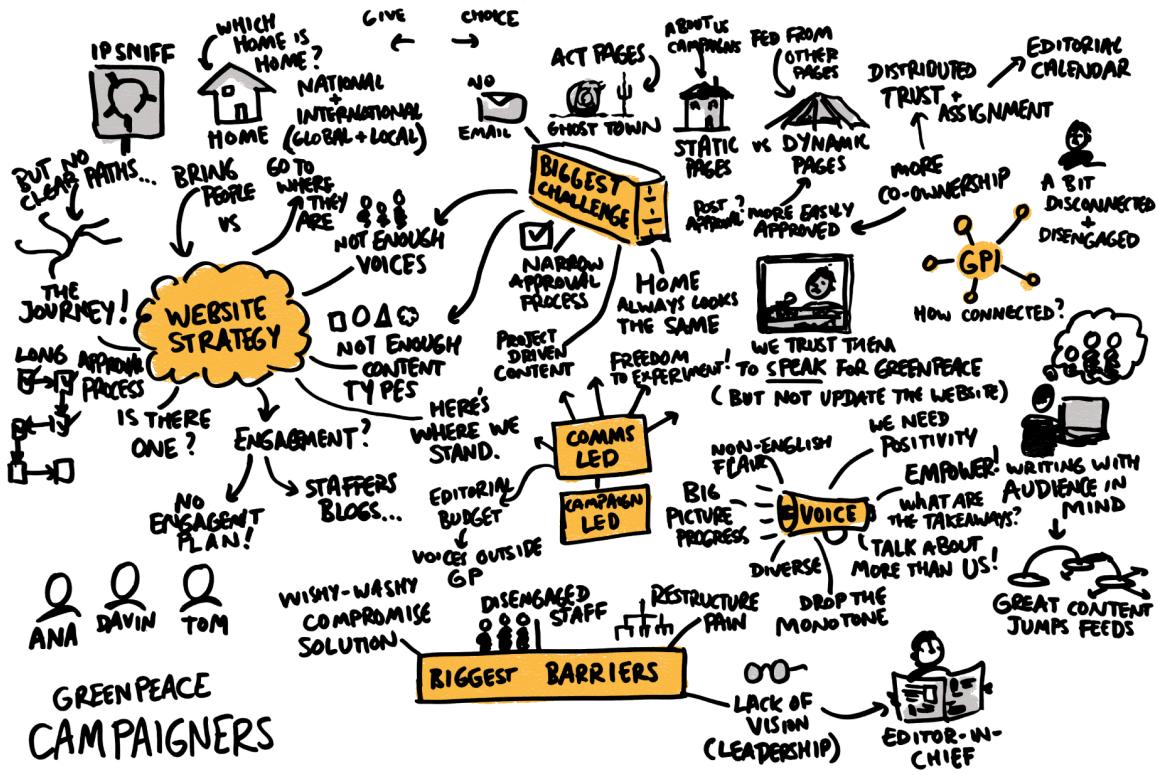
Appendix 1 - Link to project documentation

[Project documentation](#). This folder contains:

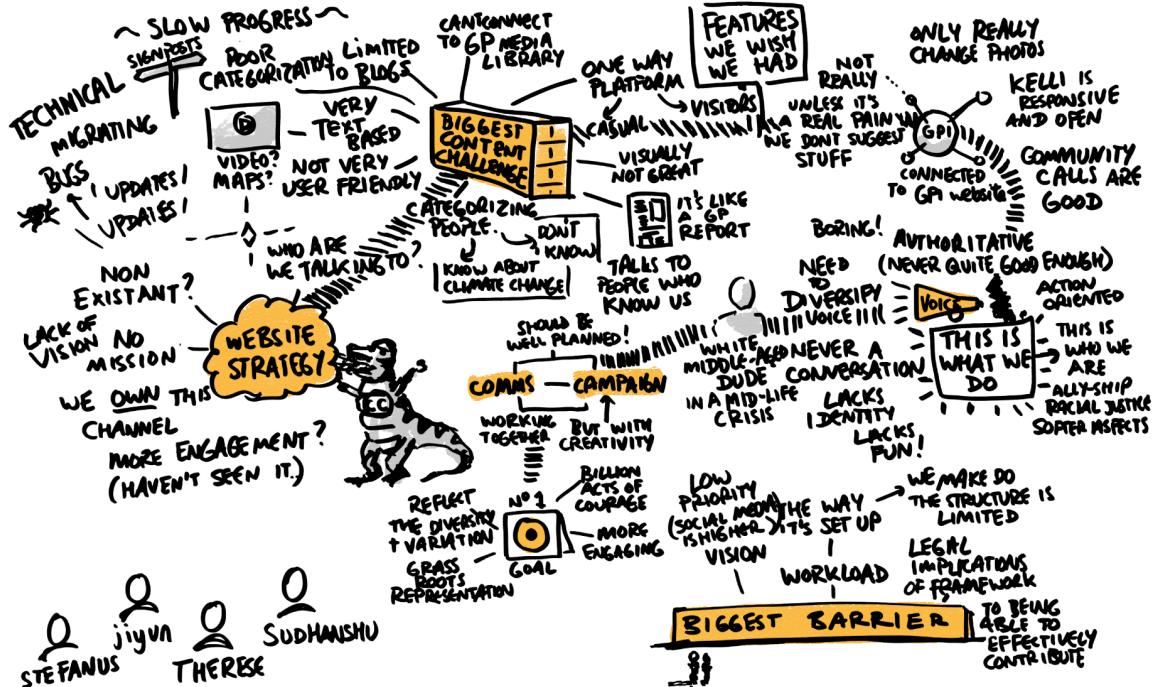
- [GPI's project documentation](#), which was reviewed by We Are Open to create this report
- The [GPI stakeholder interviews](#) created by We Are Open and Comms department staff
- The [contextual framework](#), which collated and categorized interview responses
- Other [note and working documents](#)
- Website [DARSCI](#)

Appendix 2 - Stakeholder interview visual stories





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