

Hans Friedhoff

Website redesign with eCRM
and CMS integration

CASE STUDY

Overview

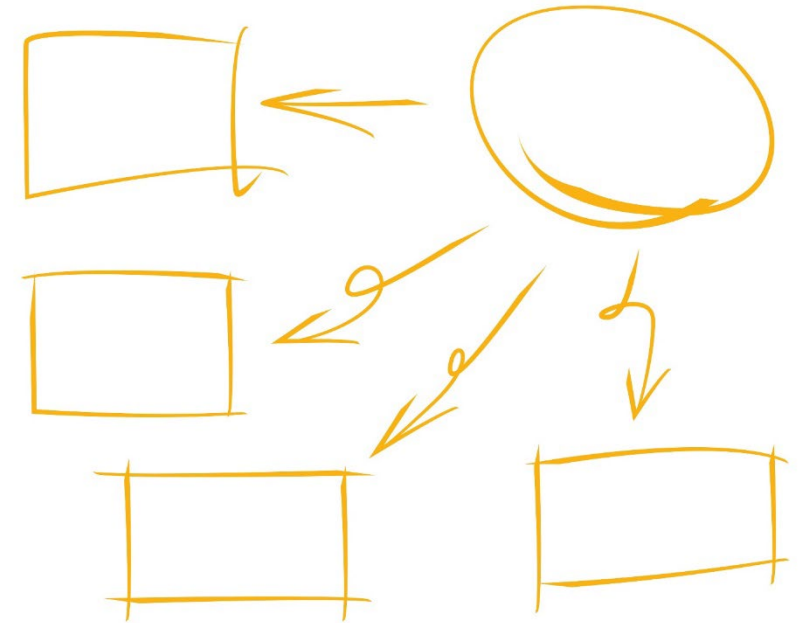
Lead complex redesign of flagship corporate website, including integration with eCRM email marketing, fundraising, and advocacy platform.

Rather than presenting a chronological project review, this presentation lifts up a selection of project milestones and explores each through the lens of my diverse core competencies.

Omnidirectional Leadership

Understanding the organizational landscape, the formal hierarchy and informal networks

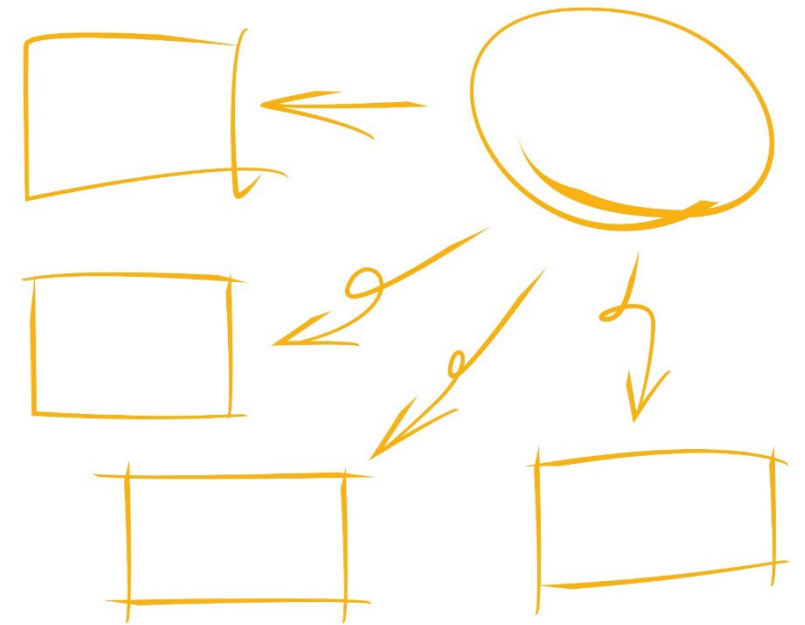
I was Bread for the World's in-house communications technology expert, but operated from a mid-level management position within the formal organizational hierarchy.



Omnidirectional Leadership

An inclusive RFP process built trust and laid the groundwork for the project's success

Selling my vision to the Managing Director was foundational to success. Engaging peers responsible for core project elements and hewing closely to the needs of members and prospects ensured coherence throughout the organizational hierarchy.



Agile Management

Website redesign proceeds as current site remains Bread's public face and email marketing program matures



Need to maintain **line-of-sight** into the work of:

1. external designers and developers working on site's Drupal-driven homepage and internal templates
2. subcontractors working on site elements connected to Blackbaud's eCRM and digital engagement platform tools
3. content authors and editors, producing materials comprising website's core value for visitors

Research & Knowledge Building

Make product buildout an opportunity for staff learning and trust building

Prioritize activities that gather information from stakeholders and educate them through participation. Card sort activities by staff were compared against similar activities by current members and prospects.

The screenshot shows the OptimalSort interface. On the left is a list of 14 items to be sorted, each in a separate box. On the right is a large light blue area with instructions for two steps. Step 1 asks the user to look at the list and sort items into groups that make sense. Step 2 asks the user to drag an item from the list to the right area to create a group.

OptimalSort
Christian values
Domestic poverty statistics
What is the role of churches in helping end hunger
Stories describing community-level responses to hunger abroad
Homelessness
Press releases
U.S. budget
Global hunger statistics
Directions for getting to Bread for the World's main office and regional offices
About the Alliance to End Hunger
Biblical basis for advocacy and Bread for the World's work
Strategies for ending hunger

Step 1
Take a quick look at the list of items to your left.
We'd like you to sort them into groups that make sense to you.
There is no right or wrong answer.
Just do what comes naturally.

Step 2
Drag an item from the left to the open space on the right to create your first group. You'll be able to label your group later.

Research & Knowledge Building

Make product buildout an opportunity for staff learning and trust building

Staff, board members, donors, and prospects completed similar surveys. This tactic fostered among staff an audience-centered mindset and an appreciation for task-driven user behavior, while gathering actionable feedback.

* Rate how easily you are able to perform the following tasks on the current website.

	Very easy	Easy	Neutral	Difficult	So difficult I gave up
Watch a video	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Read Bread blog	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Search for information about nutrition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use the search tool to find Bread for the World Sunday materials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Read Institute Notes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Donate to Bread	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Go to the store	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Find global hunger facts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Locate our Facebook page	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Read a story about someone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* What groups should be the primary targets of Bread's new website (pick up to three)?

<input type="checkbox"/> Bread board members	<input type="checkbox"/> Pastors or other faith leaders
<input type="checkbox"/> Current Bread activists	<input type="checkbox"/> People who attend church regularly
<input type="checkbox"/> Current Bread donors	<input type="checkbox"/> President or members of the administration
<input type="checkbox"/> Grantmaking foundations	<input type="checkbox"/> Prospective activists
<input type="checkbox"/> Leader activists	<input type="checkbox"/> Prospective donors
<input type="checkbox"/> Major donors	<input type="checkbox"/> Researchers
<input type="checkbox"/> Media	<input type="checkbox"/> Students
<input type="checkbox"/> Members of Congress or congressional staff	<input type="checkbox"/> Voters
<input type="checkbox"/> Other non-profit organizations	

Other (please specify)

2 / 6

Prev Next

Adapt Effectively

Importance of clear, shared, and named priorities. Pivot as needed.

Months into the project, I made the difficult decision to seek a pause in progress. Over two weeks of interviewing department leaders and staff, I produced a set of 13 business objectives, later adapted by senior leadership and reflected in our vendor's contract.

Overview

The purpose of this document is 1) to outline the areas of Bread's work best supported by the website; 2) to identify specific functions the website can perform to aid current and future programs.

Key Business Objectives

- a) Bread for the World has a clear vision for a world without hunger and the course of actions required to get there by 2030. This story must come through the website clearly. Visitors must easily understand our vision, our strategy to end hunger, and our call for them to contribute through prayer, action, and giving.*
- b) Bread for the World actively lobbies the federal government to end hunger in the United States and abroad. These efforts include grassroots activists sending personalized communications to and directly lobbying their members of Congress on Bread's issues. The website should prioritize, above all other transactions, the transmission of personalized communications from grassroots activists to their members of Congress.
- c) Bread for the World actively cultivates one-time and monthly donors (members of Bread's "Baker's Dozen" program). The website should aggressively recruit new monthly donors, retain current monthly donors, and convert one-time donors to monthly donors.

* Spanish content is available to support this requirement.

Adapt Effectively

Importance of clear, shared, and named priorities. Pivot as needed.

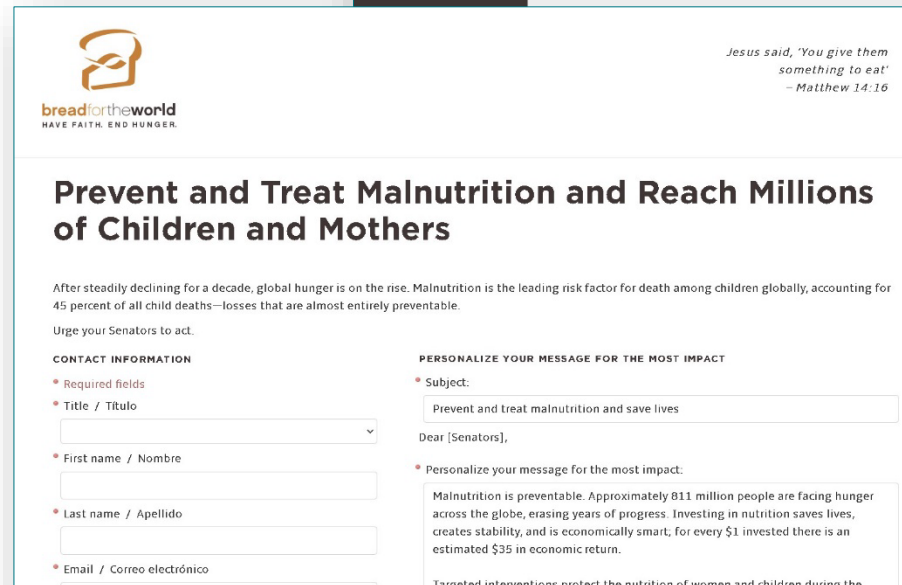
The articulation of Bread's core business objectives for the project was the most significant driver of its ultimate success. The immediate effect was to shift stakeholder focus from the redesign's aesthetics and functionality to how best the site could support core business objectives.

- d) Bread for the World actively lobbies the federal government on a broad range of hunger issues (e.g. maternal and child nutrition, immigration reform, foreign assistance). The site must offer visitors the opportunity to write Congress and take other actions on the full range of issues in Bread's portfolio (e.g. as would be possible in an "online action center"). First-time visitors and existing activists should be able to discern what specific action is most important at any given time. Bread members are often regarded as exceptionally knowledgeable about our issues; others are caring but want to know more so they can communicate comfortably about Bread issues with others, especially elected officials. The website must continue to promote the education of Bread members.
- e) Bread for the World staff manage an active planned giving program. Planned giving is a key program in Bread's campaign to raise \$75 million dollars over three years. The website should support this work with information and ways for visitors to participate.
- f) Bread for the World is building a movement of deeply engaged Christians to lobby Congress and the administration to end hunger. To cultivate highly engaged members, Bread collects and maintains a database of email addresses, and other user contact and behavioral information. The website will prioritize actions that allow users to "raise their hand" and indicate an openness to and interest in further cultivation.
- g) Bread for the World's social media community is active, engaged, and growing; it should be supported through stronger integration with the website.
- h) Bread for the World churches and para-churches represent a major vehicle for Bread's

Technology Integration & Vendor Management

Website visitors seamlessly traverse the backend technologies.

Core site content and design elements reside in Drupal; interactions with Blackbaud's digital engagement platform form the basis for organizational marketing and activation efforts.



Guidance to Writers

Ensure everyone pulls in the same direction. Principals from the federal government’s plain language guidelines helped drive consistency of the end user experience.

Editing	Approvals	Loading	Page	Word Count	Writer	Section
Stephen / Jennifer	Only as needed	Into Drupal	Actual Page Title	Recommended	Appointed	Top-Level Parent
Complete	Not started	Complete	Tax Credits	300	Amelia Kegan	How to End Hunger
Complete	Not started	Complete	U.S. Federal Budget	300	Amelia Kegan	How to End Hunger
Complete	Not started	Complete	Faith Action	500	Krisanne Vaillancourt-Murphy	How to End Hunger
Complete	Not started	Complete	Community Action	500		
Complete	Not started	Complete	Coalitions and Partnerships	500		
Complete	Complete	Complete	Our Impact	300		
Complete	Not started	Complete	Stories	200		
Complete	Not started	In progress	Letters and Prayer (Ongoing Campaigns)	500		
Complete	Not started	In progress	Bread Rising	300		
Complete	Not started	Complete	Mobilizing People of Faith	500		
Complete	Not started	Complete	Engaging Citizens	500		
Complete	Not started	Complete	Advocating for Change (Victories)	500		

Writing for the web

Write for the way people read on the web and on mobile devices.

- *We scan.* We read (take in) only 20 percent (not 100 percent) of what’s on a page. But we scan and pick out what we want to read and scroll in order to scan.
- *We scan purposefully* — finding what’s relevant to us.
- *We read deeply.* If it’s relevant to us, we comment on it, share it, etc.
- *Web writing is not linear.* People reading online are often multitasking, distracted, reading on the train, etc.

Instructions for writing this way:

- Most, but not all, pages on the new Bread website have pre-determined sub-sections — several sub-topics per page. This is essentially your outline for the page. This makes it easier to write a scan-able page. For each sub-section, write 2 to 3 paragraphs. Each paragraph should be 3 to 4 sentences.
- Do not try to develop a long, linear argument. (Be very mindful of how focused the topic for your page is and that it’s a piece of the whole.) Content needs to be in stand-alone chunks. These chunks can certainly be linked/related, but don’t expect people to read them in a certain order.

Writer: Michele Learner
 Length: 300 words
 Filename: About Hunger - Michele Learner.doc

The following pages appear in **section 1**:

1. **What is Hunger**
 This page is intended to introduce and define the concept of hunger and food insecurity to an audience new to the issue. It also explains the tremendous harm that hunger and malnutrition do, especially among children.

This page should include discussion of the following subheadings, being careful to explain technical terms like “undernourishment” in plain language:

- 1.1. Malnutrition
- 1.2. Undernourishment
- 1.3. Developmental Risks [to people who experience hunger]
- 1.4. Who is at Risk

Writer: Michele Learner
 Length: 1,000 words
 Filename: What is Hunger - Michele Learner.doc

Content Design & Gap Filling

High touch as needed

I handled each piece of content visible at launch to ensure a coherent user experience; and built custom components when budget limitations arose.

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Bread for the World has a team of organizers across the country to help you find the regional organizer assigned to your state and connect you to local resources.

Massachusetts In Massachusetts, email Dr. [Name]

Global challenges require global solutions. The worst thing in a crisis is when we act in isolation. Many countries have acted quickly to close borders. This has led to consequences for food security and nutrition. The global food system is a complex of national and local systems that touches everyone. If countries cut one another off, it can cause major disruptions in food supply chains. It is critical to ensure the world's food systems are resilient and able to provide for all.

WEBINAR SERIES

Climate Change is a Hunger Issue

Watch "Climate Change is a Hunger Issue" Recorded September 24, 2020

VIEW ALL RECORDINGS >

The world saw the trade as recently as prices soared due to political leaders in nations set a moratorium on food prices, threatening institutional countries with the together to offer support. The U.S. government providing emergency assistance to established food security and hunger agriculture to this crisis. The response should include critical health guidance from the Organization and economic support to the poorest countries through the Monetary Fund, and other international financial institutions. The World Bank is a critical part of the response.

How does the simulation break down barriers?

There are many ways of talking or thinking about race. Feeling uncomfortable with the topic can be a barrier to engaging in conversation.

Yet these conversations are essential, especially if we are going to end U.S. hunger and poverty. This is one reason the simulation calls for participants to randomly select cards that assign them a racial identity that may be different from their own. This helps break down some of the barriers.

At Bread for the World, we have seen the simulation change people's hearts and minds and inspire them to become committed to applying a racial equity lens to their work.

Ready to get started? Watch [Bringing the Simulation to Your Community](#) and learn how.

How did the simulation come to be and where can it be used?

The Racial Wealth Gap Learning Simulation was a joint effort from Bread for the World and NETWORK. The concept and design of the simulation was co-created by Marlysa D. Gamblin, a policy expert on the racial hunger, income, and wealth divide. Marlysa worked closely with Emma Tacke and Catherine Guerrier with NETWORK to pilot the simulation at Ecumenical Advocacy Days (EAD) in April 2017.

JOIN PRAY ACT

Key Takeaways

Wins:

- Seamless user experience across organization's technologies
- Online revenue improves by 12 percent annually
- Staff adoption of audience-centered lens benefits future digital products and campaigns
- Clearer stakeholder understanding of internal process blockers
- Sustainable content design and processes

Key Takeaways

Lessons learned and missed opportunities:

- Better online-offline interaction and data flows
- Centralize knowledge from data streams (card sort, google analytics, stakeholder surveys)
- Name core priorities at project outset, revisit and recommit as needed

Recognition

“ Hans was my right-hand person while I directed communications at Bread for the World. All the years I have worked with him, I have been impressed by his work ethic, his capacity for work, his dedication, and his innovative approach to helping non-profits transition to the digital sphere. He has a curious mind and is an exceptional problem-solver.”

Adlai Amor

General Secretary for Communications

FCNL

Thank You

HANS FRIEDHOFF

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