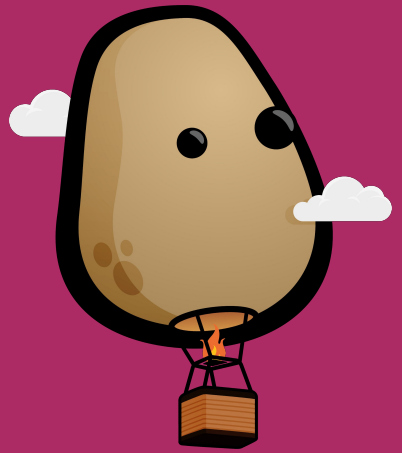
W3C website redesign proposal

Proposal from Potato

Friday 13th December 2019



In this proposal

Please see separate document for Costs and our Case Studies.

About Potato

Made better

We are Potato. We make better digital products because we work lean, test our assumptions and iterate.

Purposeful and effective products

WHAT WE DO

If we speak the language of innovation but don't get **purposeful and effective products** into the hands of users, we've failed.

Less talking, more making

WHAT WE DO

Less talking, just enough planning (but no more), and **a lot more making**.

Validate then iterate

WHAT WE DO

Always validate - upfront and with real users.

No waiting until launch to find out if it's going to work.

Deliver and launch

WHAT WE DO

Promising ideas should never die in delivery. **Let’s get to market and launch** future legends.

Meet the team

Raymond Manookian

Ray is Product Design Director at Potato. His role is focused on the development of product design standards across Potato.

Ian Reynolds

Ian is the Delivery Director at Potato, Ian's remit is to drive progressive product delivery approaches across all projects.

Mark Kitney

Mark is the Design Lead at the Potato studio in London. and has led the design for clients such as Three Mobile, British Airways and Google.

Tine Postuvan

Tine is a Backend Software Engineer based in Potato's London office. Tine has been recognized by peers and the industry for his work by having his products featured in media such as the BBC, The Independent, and TNW as well as winning a number of awards and hackathons such as TechCrunch Disrupt

Nikky Scott Holland

Nikky is Coach Community Lead at Potato London. She provides mentoring and leadership to coaches within the group. Nikky uses agile coaching methods to facilitate team collaboration and problem solving in Potato's multi-disciplinary product teams for clients such as Google, the BBC and more recently Mozilla

Stu Cox

Stu is a Product Lead at Potato with unusual breadth, having a background of 15+ years in engineering and leadership. Stu's notable success stories have been for clients like Google, Siemens, HM Government, and Amnesty International.

Luke Benstead

Luke is Potato's Technical Director, based in our London studio. In the course of our work for Google, Luke spotted an opportunity to improve the experience of running Django applications on Google App Engine and created the Django app, Djangae, which is widely used within the developer community

Wills Bithrey

Wills is a Senior Frontend Engineer based in Potato's London studio. Over the last 8 years Wills has worked on projects for a number of high profile clients such as Google and Amazon.

Reflection on the brief

It’s really exciting to have the opportunity to work with such a prestigious organisation, which does so much to ensure the Web — a pivotal component of modern society — continues to be so beneficial to all.

As the W3C takes its next big step forwards, becoming a Legal Entity in 2021, it needs to present itself as a leading representative of a modern, open and inclusive future.

Potato would love to join you on this journey. We believe our modern user-centred and collaborative methodology will help the W3C deliver inspiring results through simple solutions, keeping you in the driving seat throughout.

Objectives

We feel the aims of this project largely fall under two high-level areas:

1.

Better communicate W3C's brand

For w3.org to reflect W3C's authority, expertise, and values of openness, trust, and inclusion.

2.

Make w3.org work for everyone

A great experience for every user, whatever their hardware, software, network infrastructure, native language, culture, geographical location, or physical or mental ability — whether consuming content or contributing to it.

Opportunity

We see a great opportunity here for **w3.org** to

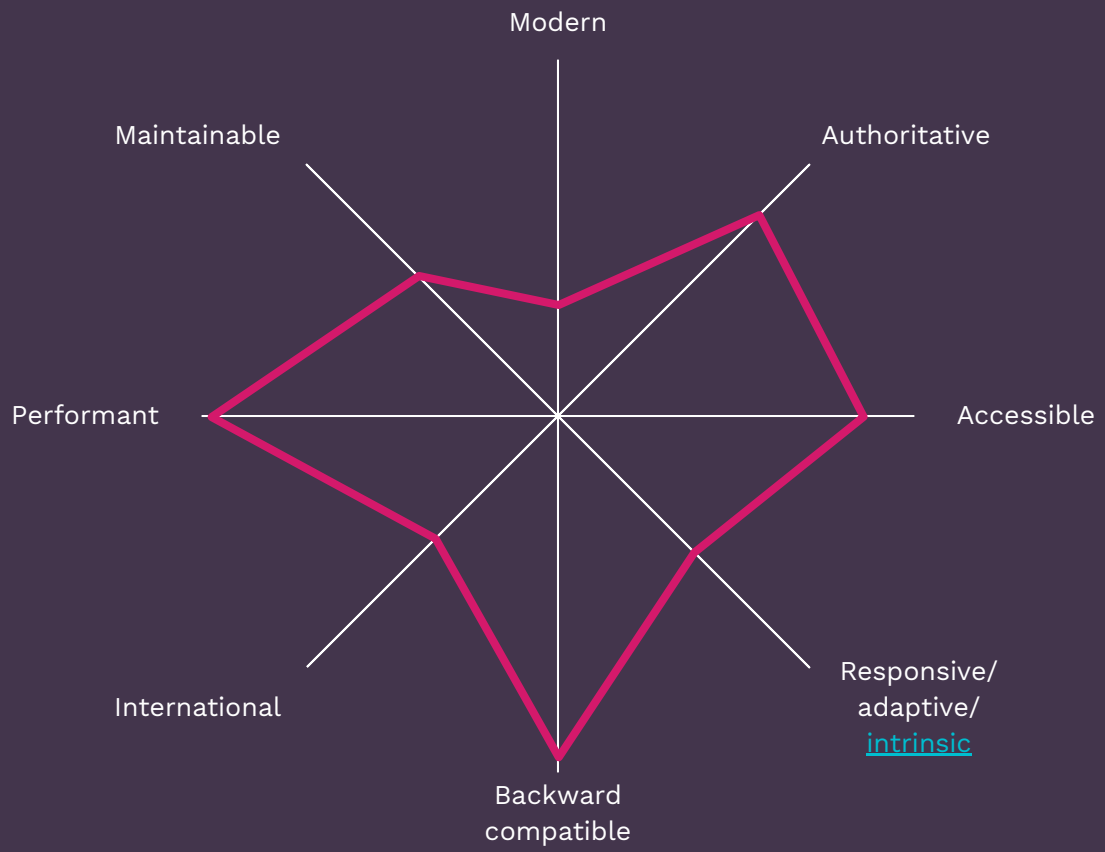
Show what the web can be.

Lead by example with a simple, ubiquitous, scalable website that serves its users well and stands the test of time.

Leverage modern styles, techniques and tools with purpose, without excluding users due to technology, opportunity or needs.

Bet on the web platform and its core technical principles, including declarative formats and progressive enhancement.

Thus let the web also continue to reap the rewards of inclusion and diversity of contributions and involvement in the W3C.



Areas for improvement

Today, w3.org has a dated look and feel, isn't fully optimised for mobile devices, and lacks a clear structure, making it hard for the W3C to get its message across. And we understand content management and maintenance is challenging.

However, the site has excellent loading times, scores well against accessibility criteria, and supports older devices very well. These must not be lost when seeking improvements in other areas.

Main deliverables

+ some initial thoughts

Scalable design system

A simple, flexible UI language that embodies the W3C brand, that is centred on human-led insight and flexible to suit all device surfaces.

We should avoid relying heavily on illustrations / photography, as this adds resource dependencies for W3C.

Modular, likely following Atomic Design principles, for consistency & scalability.

CMS selection

Helping W3C select a well-supported, reliable CMS which fits with authors' needs, working methods, expertise & expectations.

We've found that the balance between flexibility and restrictions to enforce quality is different for every team, and critical to success of CMS projects.

We understand W3C editors often author in HTML; we're keen to explore if this is a valuable skill to leverage, or a cause of challenges.

Frontend code & templates

Semantic HTML enhanced with metadata, modular CSS, robust layout rules designed to adapt to variable lengths, character sets and directionality of text.

Client-side rendering techniques are beneficial for complex apps, but the ubiquity w3.org aims for is still best achieved through server rendered or statically served HTML.

Content strategy

A plan for content production and architecture that delivers the W3C's communication objectives, informed by an understanding of the audience.

Should consider current & future communication objectives, with flexibility to adapt as needs change.

Main deliverables (2)

+ some initial thoughts

Content migration

Automated transfer of existing content to new platforms / formats, including post-migration QA, and ensuring URL persistence.

The RFP stated this as a required service, but FAQs said this would be handled by the Systems team. We're assuming our assistance may be required.

Translation-readiness

Technical infrastructure & content architecture for serving localised content.

Aforementioned layout flexibility is essential here.

Consultation

Advice on other software & platforms (e.g. analytics, MFA), privacy principles, and future maintenance and growth.

Potato does not provide legal advice, but we're keen to discuss points of view on privacy principles and how these are communicated, in collaboration with W3C's legal representatives.

Why choose Potato?

1.
Our thoughtful, structured methodology will ensure you not only meet your objectives, but have the evidence to demonstrate it and decide what comes next.

2.
We believe our values chime with yours, and together we will push each other to be more transparent, open, collaborative, and forward-thinking, and create something better.

3.
We have bags of experience designing, building and maintaining simple, secure, scalable, accessible things for the web.

Potato + W3C aligned

Potato believe it is critical that we work with clients and partners with whom we are well aligned. We don’t just want to be able to deliver the project - we want to partner with brands and people who share our values and ambitions.

As is clear from the next page, there is an exciting alignment between the things that both W3C and Potato hold dear.

This alignment is not inconsequential or a “nice to have”. It’s a crucial foundation to any relationship and sets us up for success as we kick off the project and when we reach tricky points of decision.

Potato + W3C aligned (cont.)

W3C Vision & Values	Further thoughts	Potato Vision & Values	Further thoughts (Copied word for word from Potato's Wiki)
Trust	"W3C's vision involves participation, sharing knowledge, and thereby building trust on a global scale." "technology design can foster trust and confidence" Source here.	Trust	We're trusted to meet the highest standards of execution in the industry.
Openness & transparency	*"It is a great honor to work with Tim and to see his continuing leadership in technology, society, and commitment to the openness of the Web."* Jeff Jaffe, CEO of W3C, 2017	Openness	Our work is produced in full view of the client and stakeholders and we pride ourselves on being open; sharing our work externally where appropriate. We make significant contributions to the Open Source community and will continue to do so.
Supporting evolution of the web	"W3C standards have supported this evolution thanks to strong architecture and design principles" Source here.	Break new ground	We're a ground-breaking digital development studio who love nothing more than overcoming challenges for our clients. We thrive on pushing the boundaries of what's possible to create innovative and exciting new products.
Freedom of all to benefit from the Web	One of W3C's primary goals is to make the benefits of the Web available to all people, whatever their hardware, software, network infrastructure, native language, culture, geographical location, or physical or mental ability. Source here.	Freedom	Flexibility and autonomy are intrinsic to Potato life Unrestricted in our thinking, we have the freedom to challenge the status-quo in order to produce better results for our clients

Potato's methodology

Insight drives decisions

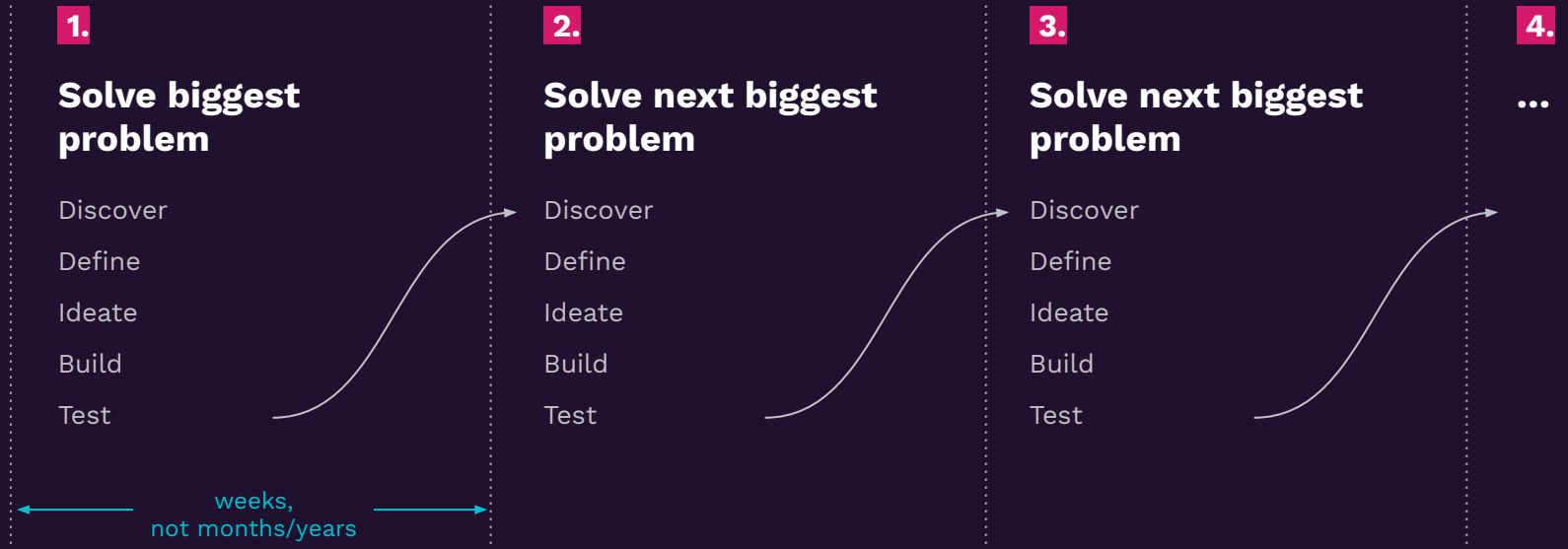
We ensure we fully understand context and rationale before making decisions or recommendations.

We test and measure what we build, and act on what we learn.

Insight drives decisions

DISCOVER	DEFINE	IDEATE	BUILD	TEST
Business context	Design principles	Best-in-class review	Asset creation	Usability testing
User research	Success metrics	Design sprints	Coding	Measurement
Content audit	Priorities	Prototyping	Release	Feedback
Tech context	Content strategy	Sketching		

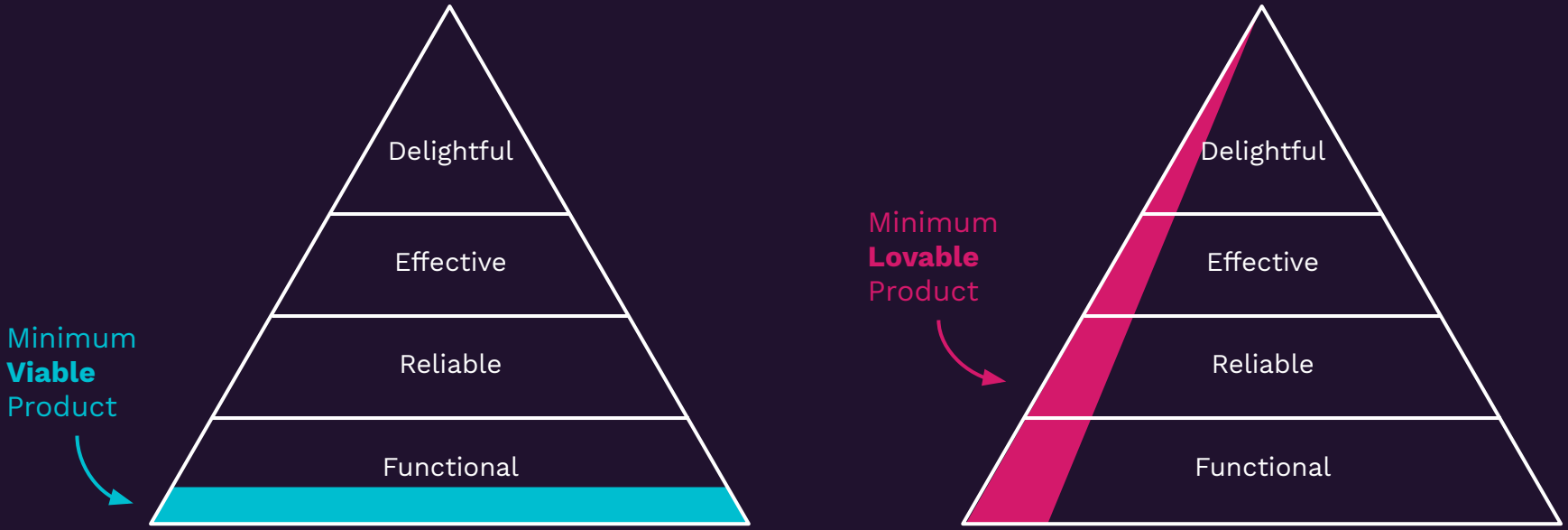
Agile: work in short cycles



In a traditional *design-build-test* approach, mistakes such as misunderstanding user needs are only discovered after months of work.

We believe in Agile methodology: iteratively delivering small objectives, testing the output, and feeding that into the next iteration, which accelerates learning and reduces risk.

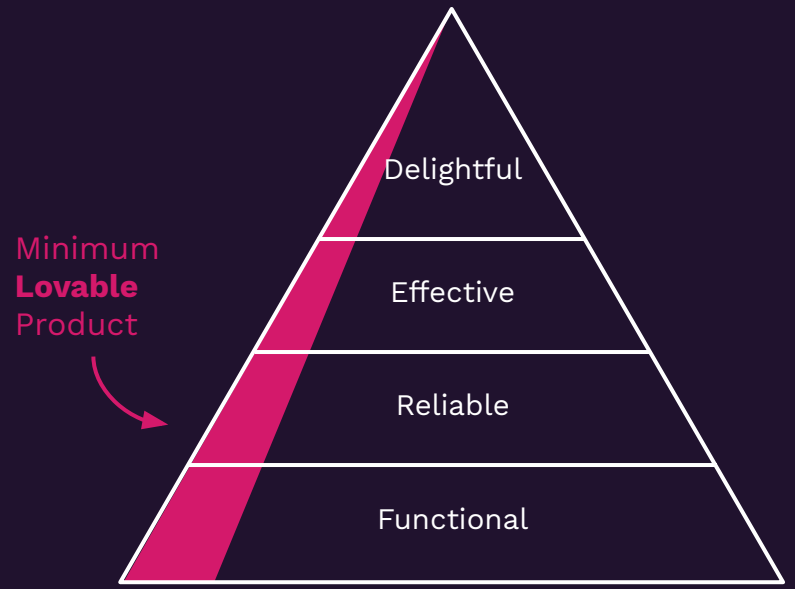
Minimum Lovable Product (MLP)



We often aim for the first iteration to deliver a **Minimum Lovable Product (MLP)**:
the smallest scope that provides the greatest value in a way that delights by staying true to brand and vision.

Minimum Lovable Product (MLP)

- ✔ Solve a single, specific high-value need
- ✔ Constrain to a timebox, to ensure we learn fast
- ✔ Do it well: delight users



Metrics drive clarity

We apply modern product development techniques to projects of all kinds.

Defining clear, measurable objectives (e.g. in OKR form) creates alignment, and makes prioritisation less subjective.

Being aware of the assumptions we're making — and treating ideas as hypotheses to be tested rather than final answers — ensures we avoid inherent biases and mitigate risks early. We always look for the most lean way to test a hypothesis, and prioritise testing the riskiest assumptions.

Collecting measurable data unearths opportunities, and helps demonstrate the value of what we deliver.

Ways of working

W3C + Potato collaboration

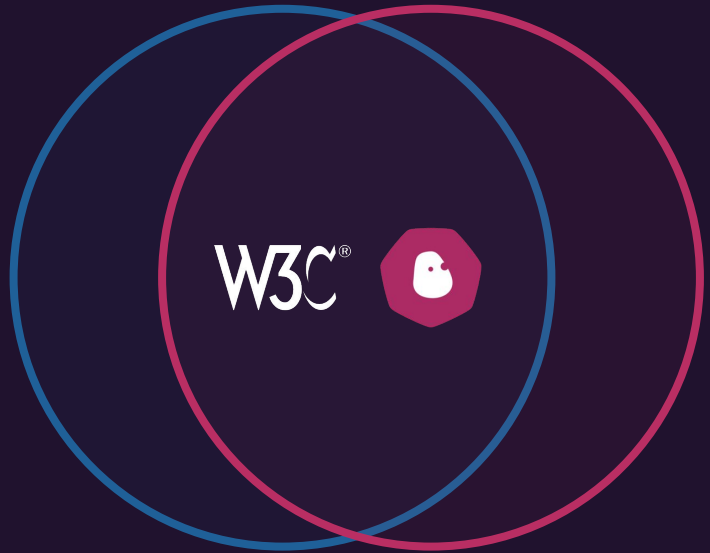
We like to form a single collaborative team.

We co-locate whenever possible (environmental impact considering).

We communicate continuously, not just in periodic meetings.

We're fully transparent with each other: sharing progress, context, risks, mistakes, learnings, goals, short and long-term strategy.

When Potato leaves the engagement, we ensure W3C has complete handover and everything they need to continue.



Team structure

Based on what we know currently

Product Lead

Agile Coach

Content Strategist

Oversight team

Web design task-force

User Researcher

Visual Designer

UI Engineer

Full-stack Engineer

Systems team

Accessibility expert

Product Lead + Agile Coach

A pairing for successful teams

Product Lead

Accountable for ensuring value is delivered to users and to the business.

A Potato Product Lead works side-by-side with the product owner in our client's organisation. They support in defining the strategy, roadmap and KPIs for a product or service.

They support design and development activities by providing clarity of goals, priorities, success criteria, and ensure the team is equipped with necessary information.

Agile Coach

Accountable for ensuring the team works effectively.

A Potato Agile Coach supports the team — including client stakeholders and other collaborators — to becoming as effective as possible, by consulting on processes, facilitating activities, supporting team members one-to-one, and assisting in removing impediments.

Tools & documents

We've named the tools/formats we usually use, but we're happy to adapt to suit you.

Code hosting & issue tracking

We usually use: GitLab

Code hosting, issue tracking & discussion, bug reporting, backlog management, prioritisation, and view of current progress.

Continuous integration

We usually use: GitLab

Automated testing & code linting. This may include unit tests, end-to-end tests, automated accessibility checks and more. Lighthouse is often part of this.

Design & graphical editing

We usually use: Sketch / Adobe Illustrator

Mock-ups, wireframes, page layouts, component definition, illustration, high-fidelity design, and asset creation.

RAID log

We usually use: GitLab or Google Sheets

Tracking project risks, assumptions, issues, dependencies, and decisions.

Tools & documents

We've named the tools/formats we usually use, but we're happy to adapt to suit you.

Document repository

We usually use: Google Drive

A single location for all documents, spreadsheets, slide decks, reports, and files relating to the project.

Video conferencing

We usually use: Google Meet

We always use video calls over phone calls when we can, as it aids empathy and understanding. We know W3C uses Webex, which we're happy to use too.

Quality assurance

A structured approach helps us ensure we consistently deliver high quality.

1.

Define acceptance criteria

Ensure that every ticket has a user story, appropriate acceptance criteria and test plan to be referred to throughout the process.

2.

Design & code reviews

Peer reviews of designs during both the design & development stages, and peer code reviews to ensure an optimal implementation.

3.

Manual testing

Manual testing including cross-browser and device testing, accessibility testing (using WCAG 2.1 guidelines) and security/performance audits.

4.

Automated testing

Unit & end-to-end tests, performance testing, accessibility audits and dependency vulnerability scanning.

Thoughts & ideas

CMS selection

Choosing the correct CMS is important, especially for a content-focussed platform.

Things we look for

Secure

Well maintained

Open Source

Highly adaptable/customisable

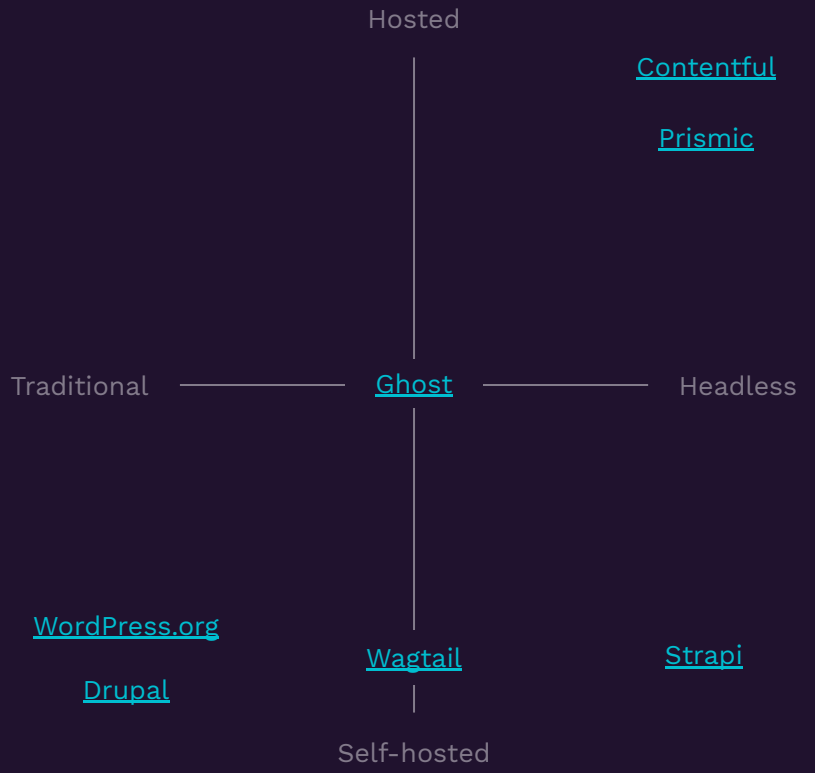
Support for plugins

Easily updatable

Solid community

Good match for content authors' working processes

Customisable permission structure



Publish a living style guide

As part of our design & development process we'll create a living style guide to serve as documentation and to promote consistency. This should include branding, design tokens, a component library, tone of voice, and content strategy.

We'd love to make this publicly viewable, in order to:

1. Increase transparency

2. Showcase best practices

3. Improve brand awareness

Examples

GOV.UK
design-system.service.gov.uk

BBC
bbc.co.uk/gel

salesforce
lightningdesignsystem.com

developers.google.com/style

Release the w3.org source code

We're building for the open web, so why not publish the source code in the open too?

1. Allow code contributions from external developers

2. Opportunity to promote community inclusion

3. Potential to take advantage of CI tools at a reduced cost

4. Potential to catch more issues due to increased visibility of code

Example

We recently did this with Mozilla's new Developer Portal where we worked in the open and published the code on GitHub.

Automate content quality testing

Processes & tooling to help set the project & W3C up for success for the long term.

Ensuring code quality

We usually use: Linters, Unit tests

Run code linting tools, unit tests and end-to-end tests automatically as part of the change release workflow. Could potentially also include checking the validity of the rendered HTML for pages.

Accessibility & performance

We usually use: Lighthouse, Pa11y

Automatically run accessibility & performance testing tooling to enable the team to track changes in the performance characteristics of the site as a result of code changes.

Reliability & consistency

We could use: Puppeteer scripts

Scripts to perform simple checks for potential issues and mistakes, e.g. checking for dead links, detection of commonly misspelled words, visual regression testing.

Procedurally-generated graphics

We believe that programmatically generating visuals has the potential to help scale the visual identity whilst requiring minimal future design effort as the content grows.

Benefits

Permeate brand identity without requiring significant design direction for new pages.

Provide additional context to users, helping them identify which section of the site they are viewing.

Ideas

Color

Gradients

Patterns and shapes

Iconography

Automated translation

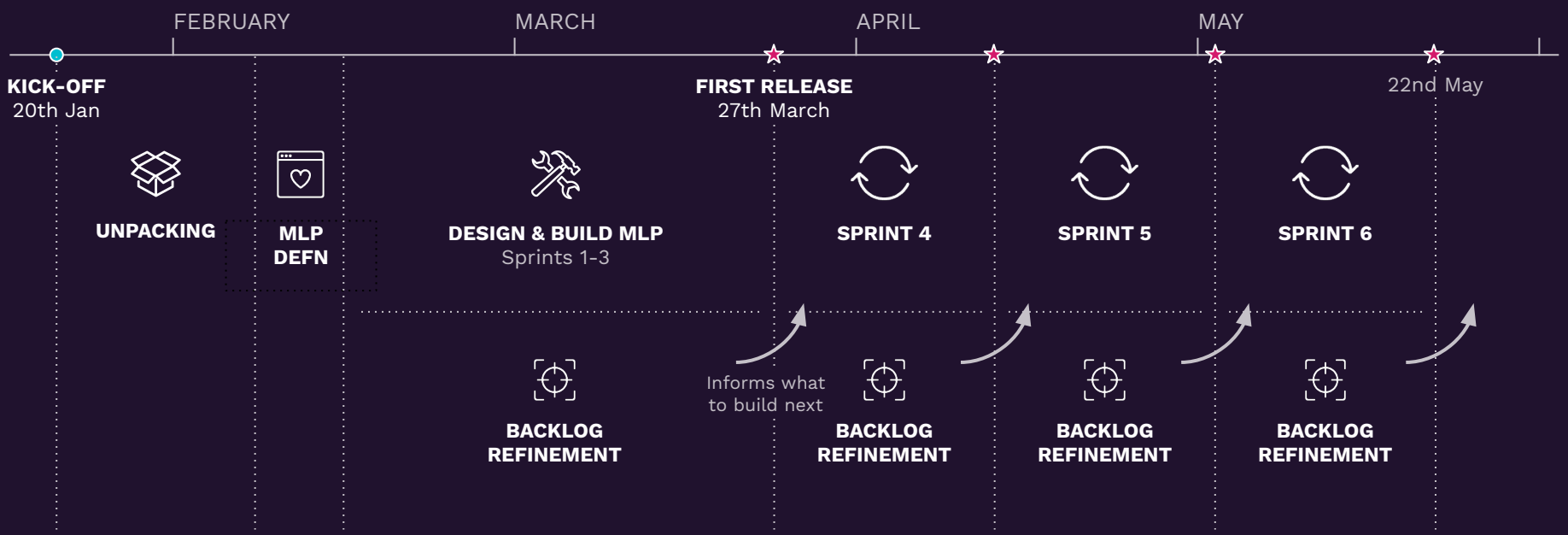
Content on w3.org should be available to any user of any language. Some content is translated into a few languages, but much isn't translated at all, and rapidly growing tech markets like the Middle East and Indonesia aren't provided for.

The resources required to translate content with human translators is huge. Some user agents offer built-in machine translation, but not all, with inexpensive devices most often lacking.

We'd like to explore automatically serving machine-translated content for which a human translation isn't available — clearly labelled — to extend the reach of W3C's communications nearer to complete ubiquity.

Timeline

Timeline


FEBRUARY
MARCH
APRIL
MAY
KICK-OFF
20th Jan
FIRST RELEASE
27th March
22nd May
UNPACKING
MLP DEFN
DESIGN & BUILD MLP
Sprints 1-3
SPRINT 4
SPRINT 5
SPRINT 6
Informs what to build next
BACKLOG REFINEMENT
BACKLOG REFINEMENT
BACKLOG REFINEMENT
BACKLOG REFINEMENT

Activity detail

UNPACKING

Workshops & activities to:

Align on objectives & KPIs

Audit existing content, materials & infrastructure

Interview internal & external users

Map user journeys

Prioritise most valuable problem(s) to solve

Create roadmap

MLP DEFINITION

Storyboarding

Define experience principles

Define tech criteria

Create quick prototype

Validate with users

DESIGN & BUILD MLP

Create foundation of design system

Iterative design & development

Content migration (as needed)

QA & user testing

Documentation

BACKLOG REFINEMENT

Define & prioritise next problems to tackle

Financials

confidential

Financials

These have been submitted privately to W3C for confidentiality reasons.
Please contact us directly if you have not received them.

Expertise

Expertise

Product opportunity shaping

An injection of fresh perspective to help kick-start a new product, develop product strategy and brand architecture.

— Design sprints
— Lean canvas
— Assumption mapping
— Workshopping
— Defining a brief
— New ideas or propositions

Rapid validation

Rapidly de-risk, enhance and define new ideas or product roadmaps through a lean, user-led process of validation.

— User and stakeholder led process of holistic validation
— Lean experiments
— Prototyping
— Iteration
— Scope of first release

Iterative product development

Accelerate products to market, resurrect lines of development, revitalise stagnated products and achieve better outcomes.

— A dedicated product team
— Working collaboratively with you to release early and frequently
— Capturing real user feedback
— Improving the product iteratively along the way
— Highly secure and scalable platforms and products

Team augmentation

Rapid deployment of product specialists who are deeply familiar with Google processes & set up on Google systems.

— Engineers (FE, BE, FS)
— Designers (UX, UI)
— Product Leads (outcome & user focused)
— Coaches (Agile Delivery)

Expertise (cont.)

Over our years of work we have created, launched and maintained some of the most important apps, sites and products for the world's largest brands. We are used to the pressure and expectation that comes with launching the most high profile sites and pride ourselves on ensuring that our work is secure, scalable and of the highest quality.

UX and Design

- Data visualisation
- Data-driven design
- Content-driven design
- Mobile design
- User testing
- Visual design
- Wireframing and Prototyping
- Adobe Suite
- InVision
- Zeplin
- Sketch

Front End Development

- AngularJS
- Backbone.js
- CSS3
- HTML5
- Javascript
- jQuery
- React

Mobile Development

- iOS
- Android
- Cordoba
- Ionic

Cloud Platforms & Services

- Amazon EC2 and S3
- Heroku
- Google App Engine
- Microsoft Azure
- Cloud SQL

Back End and CMS

- Django
- Python
- Djangae
- Node.js
- Goro
- Wagtail

Commitment to inclusivity

- We will never use stereotypes of any kind, in any of our materials.
- We will work hard to turn stereotypes on their heads, actively seeking out images and examples of people who defy stereotypes.
- We will never use hypermasculine, objectifying or sexualised imagery. And we will work hard to educate our clients about why.
- We will walk our talk. Everything our business is doing will reflect that the we hold DEI as a value.
- We will talk to our customers. We know how important a fair and equal world is to our customers, and we want to make sure that we are reflecting this in everything we do and say.
- We will be careful with colours. We're tired of the use of stereotypical colours in an effort to try to attract certain groups of customers. We know our customers are tired of it too.
- We will check our text. We'll run all of our marketing, advertising and job description text through a bias indicator to make sure we are not missing anything with our own recruitment and promotion.
- We will cover our blind spots. We know that the best way to do this is to make sure that our company is as diverse as our audience, and by adopting inclusive ways of working to apply collective intelligence to everything we do.
- We will call out our belief in DEI. We want to be recognised for doing great work in this area and we want our customers to know it too.

Case studies

confidential

Case Studies

These have been submitted privately to W3C for confidentiality reasons.
Please contact us directly if you have not received them.

Born

out of the Google Creative Lab

est. 2010

9

years old

101

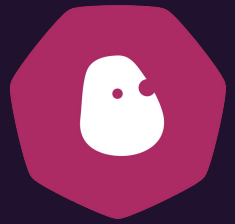
Potatoes

Product Leads
Engineers
Designers
Coaches

3

studios

London
Bristol
San Francisco



POTATO

Thank you

My name is Olly Matthews

You can reach me on +44 (0)7706 728 326

Or send me an email at omatthews@potatolondon.com