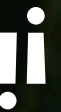




Beyond Search

REIMAGINING WWF'S DIGITAL
EXPERIENCE IN THE AGE OF AI

Prepared for the
Senior Director, Web Experience & Digital Strategy opportunity
World Wildlife Fund (WWF-US)
Sheri House



Every day,
someone decides
whether
nature matters.

A NEW ERA OF DISCOVERY

We no longer search. We ask.

The way people discover information has fundamentally changed.

People no longer search for answers. They ask questions in natural language—and increasingly, AI provides the answer before a website is ever visited.

This shift rewards organizations whose information is clear, structured, and trustworthy. Visibility is no longer earned through rankings alone. It's earned by becoming a source AI can understand, cite, and confidently recommend.

68%

OF ONLINE EXPERIENCES
BEGIN WITH A SEARCH –
BUT END WITHOUT A CLICK.

Source: Gartner, 2024



What follows isn't a website. It's where digital meets the moment someone asks.

- I THE STATE OF DIGITAL CONSERVATION
- II UNDERSTANDING WWF'S ECOSYSTEM
- III THE OPPORTUNITY
- IV FIVE STRATEGIC PILLARS
- V THE FIRST 90 DAYS
- VI VISION CONCEPTS
- VII MEASURING SUCCESS
- VIII A THREE YEAR VISION

*A strategic vision for digital experience,
discoverability, and mission impact.*



WWF doesn't have a discoverability problem. It has an architecture problem.

AI increasingly answers questions before people visit a website.

WWF already possesses the expertise these systems seek. What it lacks is a digital foundation designed to make that expertise consistently discoverable, understandable, and trustworthy to both people and machines.

This vision proposes five connected strategic pillars—*discoverability, experience, storytelling, intelligence, and governance*—supported by a shared digital foundation rather than disconnected systems.

It begins with a focused 90-day discovery phase and a pragmatic first-year investment to establish the capabilities required for long-term impact.

The following pages explain why this shift matters – and how WWF can lead it.





I The State of Digital Conservation

*How people discover information has
fundamentally changed.*

THE SHIFT

Search used
to answer.

Now it **decides**
before you click.

AI-generated answers are becoming the default experience across search. In less than two years, they moved from a niche feature to a primary way people discover information.

6%



50%

of searches showed an AI-generated answer instead of links – in eighteen months.

Two-thirds say
trust **decides**
whether they give.
Only **18%** say
they have it.

Nonprofits remain among the most trusted institutions in America. Every digital interaction either strengthens that trust—or quietly erodes it.

18%

of Americans report high trust in charities, even though 66% say trust is required before they give.

Give.org Donor Trust Report, 2026



WHO GETS LEFT OUT

Nearly everyone
builds a door.
Almost no one
checks who can
walk through it.

Digital accessibility isn't a compliance requirement.

It's the difference between a mission that includes everyone and one that unintentionally leaves people behind.

95%

of websites fail basic
accessibility standards.

5,000+

accessibility lawsuits were
filed in the U.S in 2025 alone.

*WebAIM Mission Project;
UsableNet ADA Lawsuit Tracker,
2025-2026*



We don't yet know if WWF is winning or losing the answer.

Every statistic in this chapter describes the market—not WWF.

Today, WWF doesn't know how often its research appears in AI-generated answers, how frequently it is cited, or where opportunities are being missed.

That isn't a failure.

It's the reason this strategy begins with an AI Visibility Audit instead of a redesign.

Before improving performance, we need to understand it.

[__]% – WWF's current AI citation share, once measured
vs. [__]% average among comparable conservation organizations

Baseline to be established during the Month One AI Visibility Audit.

You can't lead what you don't measure.



THIS HAS ALREADY BEEN PROVEN

Structure isn't a theory. It's a measured advantage.

Independent research consistently reaches the same conclusion: structured, well-documented content is cited more often by AI systems.

Organizations with clearly defined topical authority earn significantly more AI references than those without it.

WWF already possesses one of the world's richest conservation knowledge bases.

The opportunity isn't creating better information.

It's making that information easier for people—and AI—to discover, understand, and trust.

*The advantage already exists within WWF's knowledge.
It simply isn't structured for discovery yet.*



Every quarter WWF doesn't act is a quarter someone else becomes the answer.

AI-generated answers grew from 6% to 50% of searches in just eighteen months.

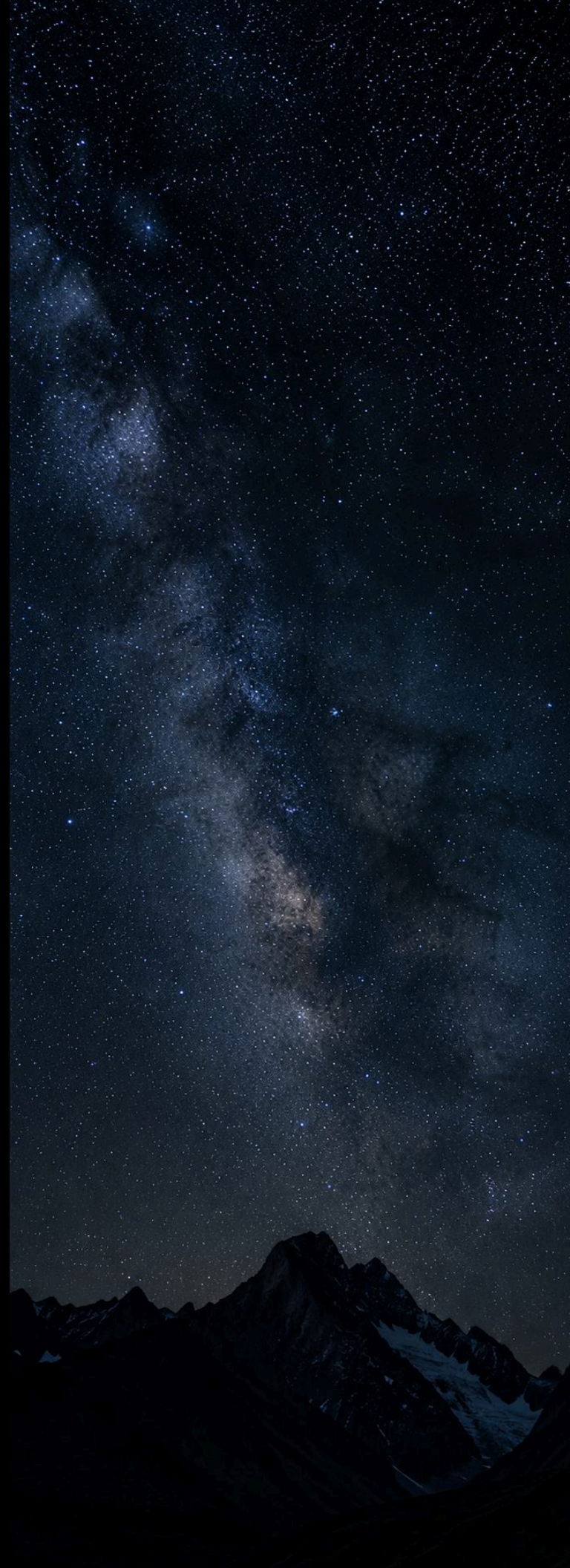
That curve won't pause while organizations decide how to respond.

Every quarter WWF waits is another quarter in which someone else becomes the first answer, the first citation, and the first impression.

Waiting doesn't preserve the status quo.

It changes who shapes the conversation.

*This isn't a chapter about urgency.
It's a chapter about arithmetic.*



The world got faster,
less trusting, and
harder to reach.

WWF doesn't need
to catch up to it.

It needs to lead it.

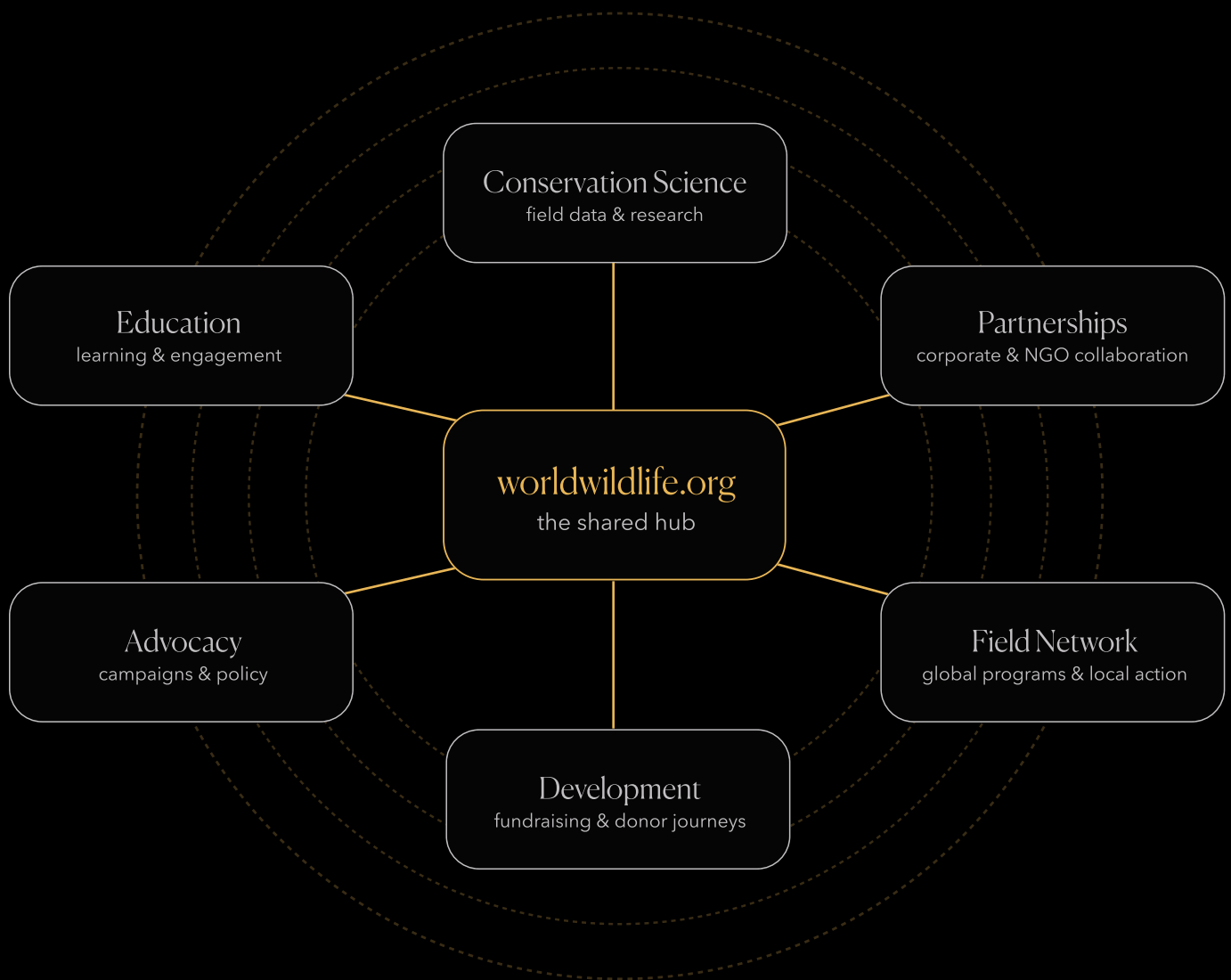


II

Understanding WWF's Ecosystem

*Not a critique of what exists.
A map of how it all already connects.*

One mission. **Six systems.** One shared digital foundation.



*The systems are different.
The foundation shouldn't be.*

One field update. Five different people, reached at once.

Every team starts with the same truth, then reshapes it for its audience.

That's not the problem.
Recreating the same knowledge over and over is.

Connected content lets one trusted source serve many audiences.

- Donation appeal
- Classroom lesson
- Advocacy campaign
- Press statement
- AI generated answer

*Same fact. Same voice.
Five doors it can walk through.*



WWF wasn't built
around a website.

Its website should finally
be built around WWF.



III

The Opportunity

*Not a funnel. A relationship,
told in seven stages.*



THE JOURNEY

Seven stages. One relationship.

People don't move through conservation in a straight line.

They enter where they're inspired, revisit what matters, and move at their own pace.

These stages are a shared language— not a linear journey.

01
DISCOVER
First spark.

03
CONNECT
Find resonance.

02
UNDERSTAND
Seek clarity.

04
Participate
Take part.

05
ADVOCATE
Raise your voice.

06
DONATE
Invest in impact.

07
BELONG
Be apart of something greater.

NOT A STRAIGHT LINE

A scientist enters at “Understand.” A donor re-enters at “Advocate.”

One person may spend years learning before giving. Another may donate within minutes of discovering WWF. Neither journey is more valuable.

The role of this framework isn't to force a path. It's to recognize where someone is—and help them take the next meaningful step.

*One supporter may donate after five minutes.
Another may volunteer for ten years before
making their first gift.*

Neither journey is more valuable.



Conservation
doesn't begin with a
donation.
It begins with
belonging.



IV Five Strategic Pillars

*Five pillars.
One foundation.*

PILLAR ONE – DISCOVERABILITY

Being **findable**
isn't enough
anymore.
Being **citable** is.

AI platforms increasingly decide what people see before they ever visit a website.

WWF already produces the kind of primary-source science these systems are designed to surface. The opportunity is making that expertise structured, machine-readable, and easy to trust.

STRUCTURED AUTHORITY – EVERY FACT MACHINE-READABLE

INTENTIONAL CRAWLABILITY – DISCOVERABLE BY DESIGN

TECHNICAL PERFORMANCE – FAST ENOUGH FOR HUMANS AND AI

*One bot learns from your content.
Another recommends it.
Build for both.*



The entry fee Not the differentiator.

Fast, accessible, and mobile-first are no longer differentiators.

They're the price of admission.

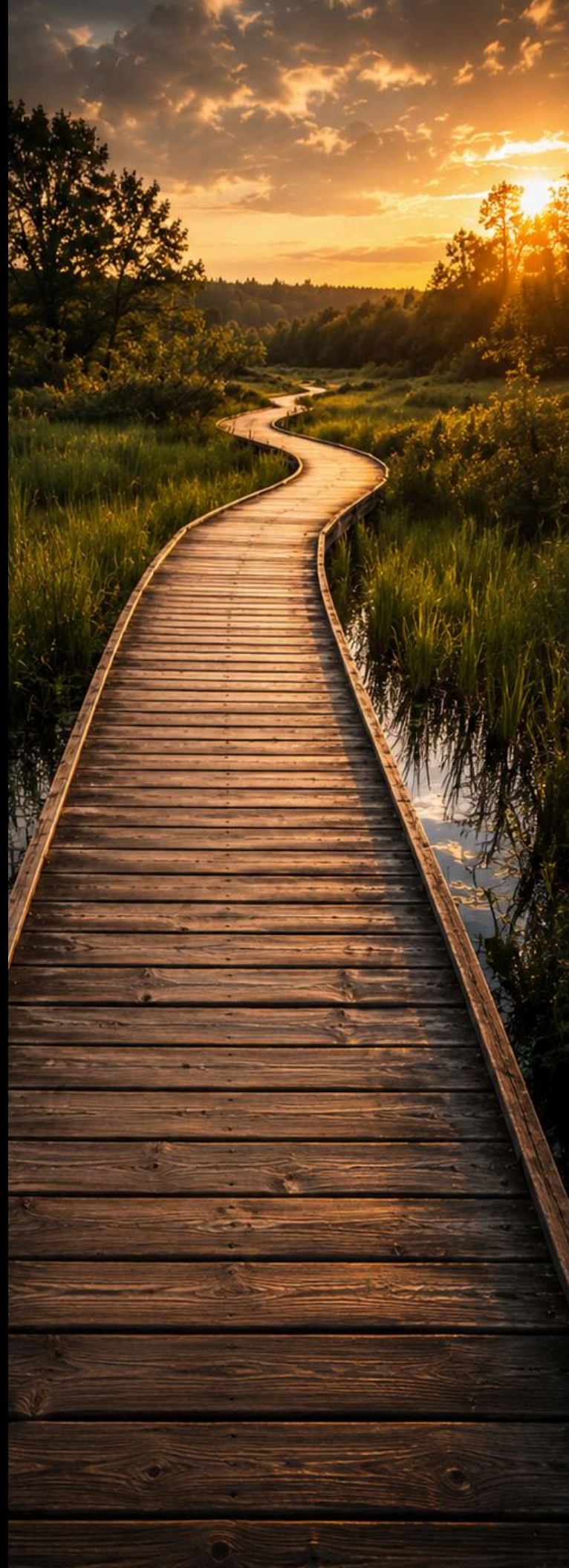
The advantage begins after someone arrives.

PERFORMANCE – EVERY PAGE RESPONDS INSTANTLY.

ADAPTIVE JOURNEYS – DIFFERENT VISITORS SHOULD NEVER SEE THE SAME FIRST STEP.

EMOTIONAL MOMENTUM – DESIGN FOR CURIOSITY– NOT NAVIGATION.

A door only matters if someone walks through it.



Stop writing about **impact**. Let people stand **inside** it.

Facts explain.
Stories create memory.

The role of digital isn't simply to
communicate conservation.

It's to let people experience why it matters.

IMMERSIVE STORYTELLING – PEOPLE EXPLORE, NOT SCROLL.

LIVING DATA – EVIDENCE PEOPLE CAN FEEL.

VOICES FROM THE FIELD – SCIENTISTS AND RANGERS
SPEAKING DIRECTLY.

*The best conservation story isn't read.
It's entered.*

PILLAR FOUR – INTELLIGENCE

Traffic never protected a single **species**.

Metrics matter only when they explain behavior.

The question isn't how many people visited.

It's where curiosity became commitment –
and where it disappeared.

JOURNEY INTELLIGENCE – SEE WHERE PEOPLE STALL.

AI VISIBILITY – MEASURE CITATIONS, NOT ASSUMPTIONS.

SUPPORTER EVOLUTION – UNDERSTAND
RELATIONSHIPS OVER TIME.

*Measure the journey,
not just the visit.*



None of this **survives** without someone tending it.

Strategy doesn't fail because of ideas.

It fails because no one owns the system that keeps improving it.

Sustainable digital requires clear ownership, shared accountability, and decisions made at the pace the landscape changes.

EXECUTIVE OWNERSHIP – ONE ACCOUNTABLE LEADER.

STRATEGIC PARTNERSHIP – ONE ROADMAP.

CONTINUOUS GOVERNANCE – MONTHLY DECISIONS.
QUARTERLY EVOLUTION.

The strongest systems grow from their roots.



Five pillars.
One ecosystem.
Strength comes
from how they work
together.



V The First 90 Days

*Every migration begins with a first step.
So does transformation.*

MONTH ONE – LISTEN

Before we **build**, we find out what's true.

No roadmap survives contact with a system
nobody's actually mapped.

The first thirty days aren't for shipping. They're
for uncovering what's actually happening
beneath the assumptions.

STAKEHOLDER INTERVIEWS

CONSERVATION, DEVELOPMENT, MARKETING, TORCHBOX

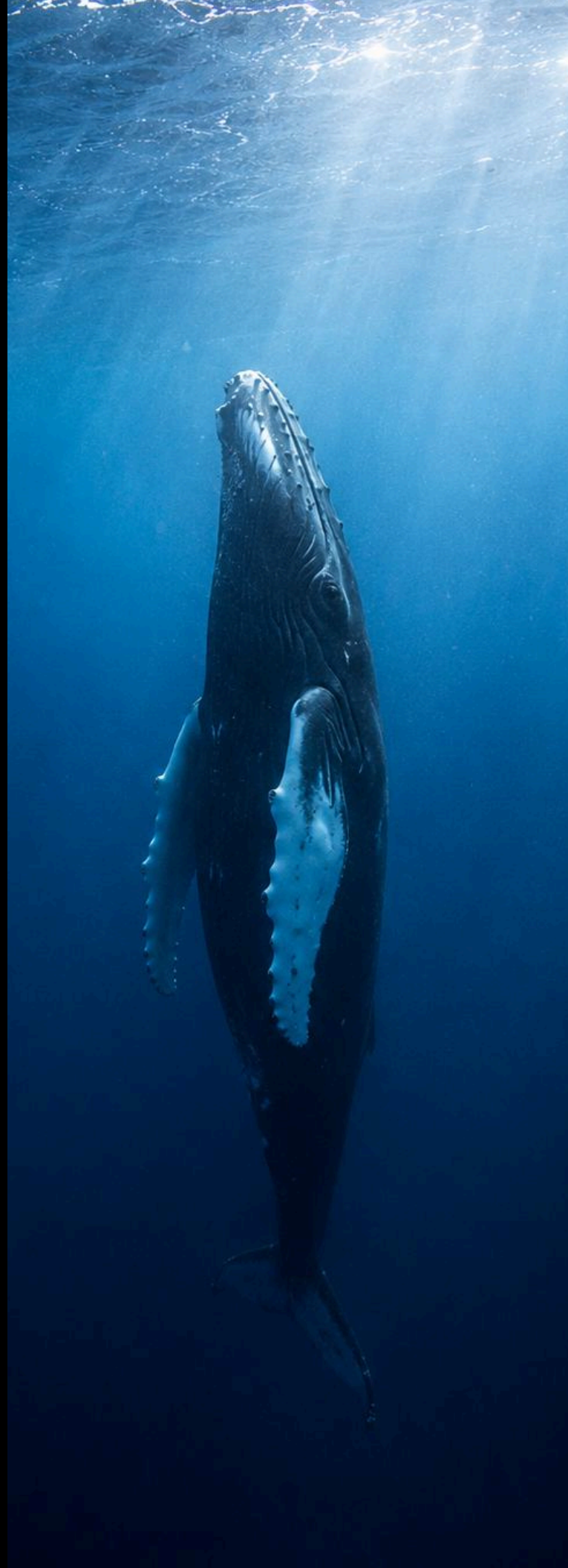
FULL SITE AUDIT – TECHNICAL, CONTENT, ACCESSIBILITY

ANALYTICS BASELINE – WHERE PEOPLE ACTUALLY GET STUCK

AI VISIBILITY AUDIT

WHERE WWF ALREADY DOES, OR DOESN'T, GET CITED

*You can't fix what you haven't measured.
You can't lead what you haven't listened to.*



Now the landscape becomes a roadmap.

Patterns become priorities.

Not everything gets fixed at once – some things
get fixed first, because they matter more, or
because they're finally possible.

PRIORITIZED ROADMAP – BUILT JOINTLY WITH TORCHBOX

CONTENT ARCHITECTURE – ONE SOURCE OF TRUTH, MAPPED

THREE TO FIVE QUICK WINS – CHOSEN FOR IMPACT, NOT EASE

GOVERNANCE DRAFT – WHO DECIDES, AND HOW

*A roadmap isn't a wish list.
It's a sequence someone's willing to defend.*



MONTH THREE – LAUNCH

The plan **stops** being a plan.

Quick wins ship. The first dashboard goes live.

Governance stops being a draft and starts being how decisions actually get made.

QUICK WINS SHIP – AND GET MEASURED

EXPERIMENTATION BEGINS – FIRST TESTS, FIRST DASHBOARD

GOVERNANCE GOES LIVE – ROLES, CADENCE, VENDOR RHYTHM

THE VISION GOES TO LEADERSHIP – CHAPTERS SIX THROUGH EIGHT

*Ninety days in, this stops being a proposal.
It starts being how WWF works.*

*Full 90-day plan already sequenced day-by-day in
Asana – 42 tasks, named tools, governance artifacts,
ready to execute from Day 1.*



BEING HONEST ABOUT RISK

A plan that names its risks is more credible than one that doesn't have any.

No roadmap this size moves in a straight line. Naming the likely friction points now means they get managed as expected, not treated as failure when they appear.

DATA READINESS – Field and research data currently lives in five separate systems. Consolidating it accurately will take longer than any single quick win.

VENDOR AND INTERNAL CAPACITY – This plan assumes dedicated time from Conservation Science, Development, and Marketing simultaneously – not sequentially.

ORGANIZATIONAL CHANGE – Five teams currently own their own version of the truth. Asking them to share one will meet resistance before it earns buy-in.

*None of these are reasons not to start.
They're reasons to start with eyes open.*



The measure
of a strategy isn't what
gets approved.
It's what **changes**
in the wild.



VI

Vision Concepts

*Not a redesign.
A glimpse of what becomes possible.*

Every question deserves WWF's answer, not just an answer.

A visitor asks why monarch butterflies are disappearing. Today, that question gets answered by whichever AI happens to be listening – using whatever it scraped, credited to no one.

The Wildlife Guide answers it first, in WWF's voice, backed by WWF's science, with WWF's name attached.

GROUNDED ENTIRELY IN VERIFIED WWF RESEARCH.

EVERY ANSWER CARRIES A NAMED SOURCE.

POWERED BY THE SAME STRUCTURED KNOWLEDGE
THAT MAKES WWF CITABLE.

*Half of all searches already get an AI answer.
This makes sure it's WWF's.*



A gift shouldn't disappear into a general fund. It should **follow** a place.

Right now, a donor gives, and mostly has to take it on faith that it mattered.

Imagine instead a donor logs in and sees exactly which forest, which species, which program their support has touched over years – a transaction history that becomes a relationship history. It's the most direct answer this entire vision has to the trust gap: don't ask people to trust blindly. Show them.

PART OF A WIDER FAMILY – LIVING CONSERVATION DASHBOARD, INTERACTIVE MIGRATION MAPS, DIGITAL RANGER PORTAL.

ALL BUILT ON THE **SAME SHARED DATA FOUNDATION** FROM CHAPTER TWO.

Trust grows when people can see their impact.



A vision is easy
to fall in love with.
The next chapter is
where it has to
earn it.



VII

Measuring Success

*Not traffic. Not clicks.
What actually changed.*

Four questions. One **honest** answer.

Mission Reach

*Are we reaching people
who'd never have found us?*

- AI CITATION SHARE VS. PEERS
- QUALIFIED REACH ACROSS CHANNELS
- NEW AUDIENCE GROWTH

Digital Trust

*Does every interaction earn
trust, or spend it?*

- ACCESSIBILITY CONFORMANCE
- TRUST SENTIMENT, TRACKED
- CONTENT ACCURACY

Engagement

*Are people moving deeper,
not just visiting?*

- STAGE-TO-STAGE CONVERSION
- DONOR LIFETIME VALUE
- RETURN ENGAGEMENT

Efficiency

Is the work worth the cost?

- ROADMAP VELOCITY VS. PLAN
- VENDOR SLA PERFORMANCE
- COST PER OUTCOME

*Traffic answers none of these.
That's the point.*

A number that doesn't change a decision isn't a metric. It's decoration.

The scorecard isn't a report that gets generated once a quarter and filed away. It's the lens every roadmap decision gets held up to – in the same room, on the same cadence, as the vendor governance rhythm from Pillar Five.

If a proposed feature doesn't move one of the four dimensions, that's not automatically a reason to kill it – but it is a question someone has to answer out loud.

REVIEWED MONTHLY – NOT QUARTERLY, NOT ANNUALLY

OWNED BY THE WEB TEAM – NOT BURIED IN A MARKETING REPORT

EVERY ROADMAP ITEM ASKS: WHICH DIMENSION DOES THIS MOVE?

A dashboard nobody opens is just a very expensive screenshot.



The first 90 days prove it works. The next three years prove it holds.

- **90 DAYS** – Roadmap set, quick wins live, governance running
- **YEAR ONE** – Structured data live across priority content; AI Visibility Audit re-run and compared
- **YEAR TWO** – Wildlife Guide and Dashboard concepts in market; donor journey measurably connected across channels
- **YEAR THREE** – One connected foundation underneath all six systems; WWF cited as an authoritative AI source

A three-year vision without the years in between is a wish. This is the sequence.



None of these
numbers
protect a single
species.

They just tell you
whether you're actually
helping.



VIII

Three Year Vision

*Not a website. A ranger's next question,
answered before it's even finished.*

THREE YEARS FROM NOW

Not a better website. A different kind of organization.

Science, storytelling, fundraising, and advocacy share one connected foundation instead of five disconnected ones – the architecture Chapter 2 first mapped.

WWF isn't just present in the AI era of discovery. It's cited as one of its authoritative sources on the natural world – the outcome Pillar One was built for.

Every visitor – regardless of device, ability, or how they arrived – finds an experience worthy of the mission, because accessibility stopped being a lawsuit risk and became a value made real.

None of this is speculative. Every piece of it already exists somewhere in this document.

What's missing is someone to build it.



Everything in
this document is
possible.
Here's what it
takes to start.

- **ONE DECISION** – Approve the First 90 Days
- **INVESTMENT** – Fund Phase One and the roadmap that follows.
- **ONE SPONSOR** – Empower a single executive owner.
- **START DATE** – Begin within 30 days.

*Everything before this page explains why.
This page simply asks whether we begin.*





Every day,
someone decides
whether nature
matters.
This time, WWF
gets there **first.**