

# Building communities

## for positive change

@PaddySteen, Which? Head of Supporter Strategy and Engagement

# Which Which?

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Which? helps you pick the best washing machine, sure...



...but ever since we started in a garage in Bethnal Green in 1957, we've been campaigning to make lives fairer, simpler and safer

Which? is a commercial business with 1.5m magazine subscriptions...

...but we're also a charity with 700,000+ active campaign supporters



# Which?

including Motoring Which?

July 1968

# Which?

Which? works for you  
March 2016 | which.co.uk

**TEST LAB** Conveyer cars @ Irons  
TV Allocators @ Pricers & Resellers  
Vacuum cleaners @ Cleaning products  
Boyer's Guide: Kitchens & cooking

Which supermarket is  
**CREAM OF THE CROP?**  
7,000 shoppers name the best and worst

# Which?

Computing

Which? works for you  
April 2016 | which.co.uk

**TEST LAB** 48 Tablets with Windows 8.1 plus Android 4.4.4 smartphones  
48 Smartphones with Android 4.4.4 plus Windows 8.1 smartphones  
48 Smart TVs with Android 4.4.4 plus Windows 8.1 smart TVs  
48 Smart TVs with Android 4.4.4 plus Windows 8.1 smart TVs

**Broadband speeds**  
Is the countryside being left to wilt?

\* FTTC problems  
\* Missing scammers  
\* Connecting Avast  
\* Quarterly reviews  
\* Budgeting

# Which?

May 1971

# Which?

Which? works for you  
May 2016 | which.co.uk

**TEST LAB** Lawnmowers & grass trimmers  
Sofas & eggs @ TVs @ Turfdrills  
Microwaves & Electric kettles  
Boyer's Guide: Laundry & cleaning

**SHRINKING SHOPPING**  
When products shrink, but the price tag doesn't

**EXPLODING WASHING MACHINES**  
We investigate the reports of shattering glass doors

**HOW TO RECLAIM LOST MONEY**  
Are you aware of the cost of Britain's lost internet?

# which? travel

INDEPENDENT EXPERT ADVICE

59 travel websites rated  
The best sites for flights, hotels, travel agents and research

**DREAMING OF DOWN UNDER**  
The best airlines, flight prices and ways to travel to and around Australia

**NEW CRUISES FOR 2017**  
From recommendations from our top travel specialists

**WINTER SPORTS INSURANCE**  
Find out where to get the best policy for you

**SAVE £330 ON YOUR HOLIDAY**  
We compare half board with all-inclusive breaks

# Which?

August 1977

# IF YOU CAN'T READ THIS CLEARLY TURN QUICKLY

TO PAGE 424

Guide to correspondence courses  
How to buy at auctions  
Verdict on hair conditioners

# Which?

Which? works for you  
October 2016 | which.co.uk

**TEST LAB** Great-value round-ups @ Dash cams @ TV streaming services @ Cheese @ Turbine dryers & washer-dryers  
Boyer's Guide: PCs, cameras & phones

**THE BEST BOILER BRANDS**  
The boilers you can rely on this winter

**BROADBAND & TV BUNDLES**  
Find out who beats the Virgin and BT

**SOFTWARE UPDATES: A STEP BACKWARDS?**  
We help you fight back if an update consigns your device to the digital dustbin

# Which?

February 1971

**There's a 1 in 6 chance your house is not properly earthed**

# Which?

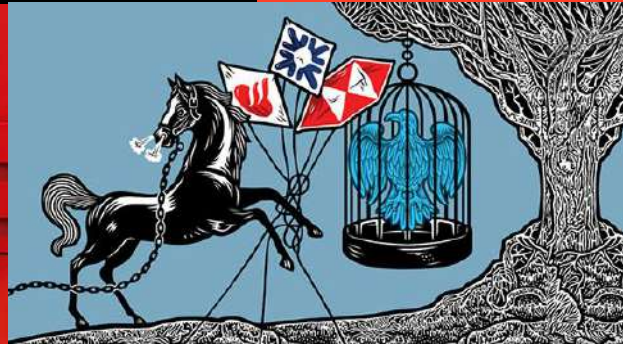
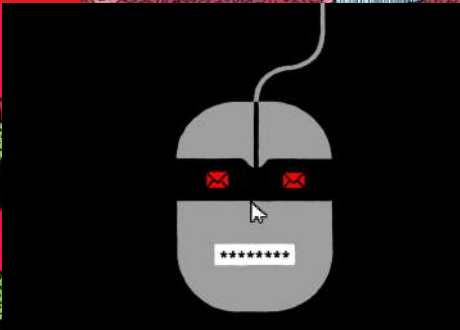
Which? works for you  
April 2016 | which.co.uk

**In this issue** Why does your car insurance keep going up?  
Email scams exposed @ How to choose mobile phone contracts

# Money

**Brexit**  
AND WHAT IT MEANS FOR YOUR FINANCES PS





# Free sites reaching new audiences

The image displays four screenshots of free websites from the 'Which' brand, each designed to reach a specific audience.

- Which Elderly Care:** The header includes navigation links for 'Your relative's needs', 'Housing options', 'Financing care', 'For carers', and 'Care services directory'. The main content features a search interface for care services, with a text prompt: 'Use our directory to search for a suitable care service in any part of the UK'. It offers radio button options for 'Care homes', 'Support services', and 'Domiciliary care'. A search bar is labeled 'Enter postcode, address or local authority' and includes a 'Search' button.
- Which Birth Choice:** The header includes navigation links for 'Best choice for you', 'Maternity options', 'Expert advice', and 'FAQ'. The main content features a search interface for maternity services, with a text prompt: 'Find the right place for you to give birth'. It includes a text prompt: 'Use our unique Birth Choice tool to decide where you want to give birth. Understand your maternity options, get expert advice and find local places that are the best fit for you.'
- Which University:** The header includes navigation links for 'Find a course', 'University profiles', 'Get advice', and 'Teachers'. The main content features a search interface for university courses, with a text prompt: 'What to study, where to go and how to get there'. A search bar is labeled 'Philosophy' and includes a 'Search' button.
- Which Consumer Rights:** The header includes navigation links for 'Topics', 'Regulations', 'Letters', and 'Talk to an adviser'. The main content features a search interface for consumer rights, with a text prompt: 'Know your rights'. A search bar is labeled 'nuisance calls' and includes a 'Search' button. Below the search bar, a text prompt reads: 'Find simple ways to solve your everyday consumer problems'.



# Providing solutions for consumers

## Step 1 Register with TPS

The Telephone Preference Service aims to stop unwanted sales and marketing calls. It is a legal requirement that all organisations do not make such calls to phone numbers registered on TPS unless they have your consent to do so. Simply sign up to the TPS by completing the mandatory fields below:

First name \*

Last name \*

Email address \*

Mobile phone number \*

If you choose to submit your data using the button below, your data will be processed by Which? in accordance with its [Privacy Policy](#) and sent to the TPS who will use your personal information in accordance with its [privacy statement](#).

Submit to TPS

## Report a call or text today

Every complaint helps in the fight against nuisance calls & texts

This tool is powered by Which?. It helps determine who you should report nuisance calls and texts to and automatically issues a complaint on your behalf, subject to your approval.

Which Consumer Rights

Topics Regulations Letters Talk to an adviser

### Faulty Goods Complaint Tool

Use this tool to get a refund for a faulty product, or get it repaired or replaced. Just answer some simple questions and pop your name and email address in at the end and we'll email you a ready-to-go letter you can send to the retailer.

What category does your product come under?

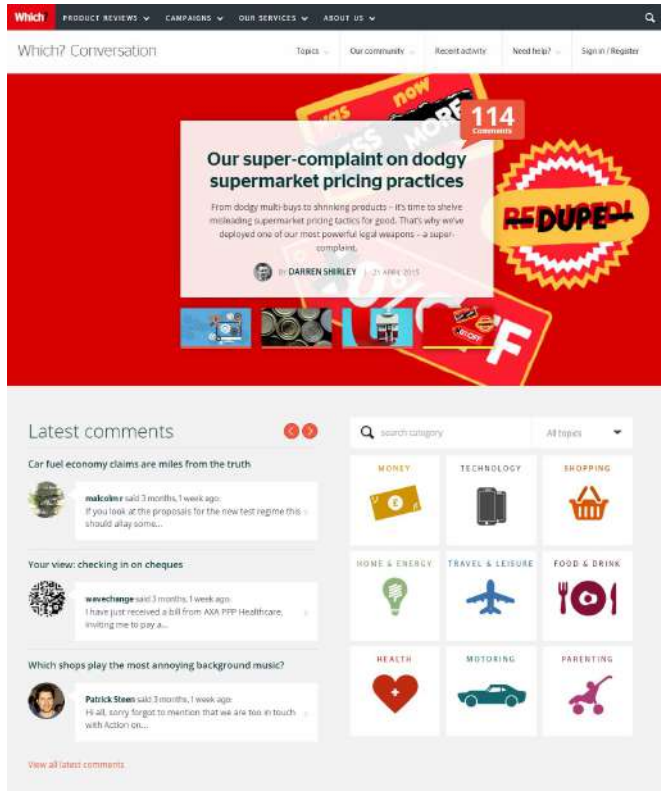
Please choose

Next Step

Which?

# Our online community

# A community for all ‘consumers’



The screenshot shows the Which? Convo website interface. At the top, there's a navigation bar with 'Which?' logo and links for 'PRODUCT REVIEWS', 'CAMPAIGNS', 'OUR SERVICES', and 'ABOUT US'. Below the navigation, the page title is 'Which? Conversation'. There are links for 'Topics', 'Our community', 'Recent activity', 'Need help?', and 'Sign in / Register'. The main content area features a large red banner with the headline 'Our super-complaint on dodgy supermarket pricing practices' and a sub-headline 'From dodgy multi-buys to shrinking products - it's time to shelve misleading supermarket pricing tactics for good. That's why we've deployed one of our most powerful legal weapons - a super-complaint.' The author is 'DARREN SHIRLEY' and the date is '21 APRIL 2015'. There are 114 comments and a 'REDUPE!' button. Below the banner, there's a 'Latest comments' section with three comment cards. The first card is titled 'Car fuel economy claims are miles from the truth' and the second is 'Your view: checking in on cheques'. To the right of the comments, there's a search bar and a grid of category icons: MONEY, TECHNOLOGY, SHOPPING, HOME & ENERGY, TRAVEL & LEISURE, FOOD & DRINK, HEALTH, MOTORING, and PARENTING.

- We launched Which? Convo in 2010 as a place for everyone to debate topical consumer issues
- Adds a human voice to Which?, where our experts can show their personality
- Arms us with views from real people when we quiz companies or the Government
- It allows us to test ideas and unearths new investigation opportunities
- We offer guest spots to brands, MPs & celebs



## 30,000 comments

"I have been off work for two weeks due to fact that my father died and my mother is seriously ill. Every day I receive cold calls regarding PPI despite being ex directory. I dive to my phone every time it rings in case it's my mother needing help," **Caroline**

...360,000 signatures



**We amplify their voice**



**Martin Bostock**

**And create new stars**



**'I've made £2,000 from cold callers'**

**Lee Beaumont**

## Are automated services there to help or hinder?



**Richard Wilson**  
Actor

Actor Richard Wilson is investigating automated services, and finds out how frustrating it can be

## Jamie: create super-tasty meals by embracing leftover food



**Jamie Oliver**  
Chef

As the cost of food has rocketed in recent years many of us are doing our best to use leftovers in an

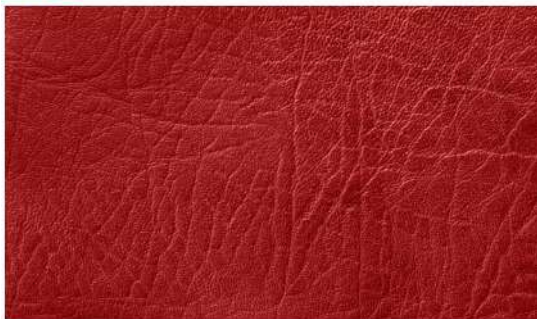
## How I, Milo the Watchdog, marched the streets of London



**Milo**  
Watchdog

Milo is the lovable face of our Watchdog not Lapdog campaign, launched to make sure the new financial

## CHOICE: Ikea's non-bovine 'leather' sofas



**Matt Levey**  
Director  
Campaigns and  
Communications,  
CHOICE

When Australia's largest consumer group saw Ikea leather sofas described as 'durable coated fabric that has the same look and feel as leather', they knew something wasn't right. Choice's Matt Levey from

## 'I'm bre'



**H**  
**G**

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nad

## O'Leary: customers flock to Ryanair despite Which? surveys



**Michael O'Leary**  
Ryanair CEO

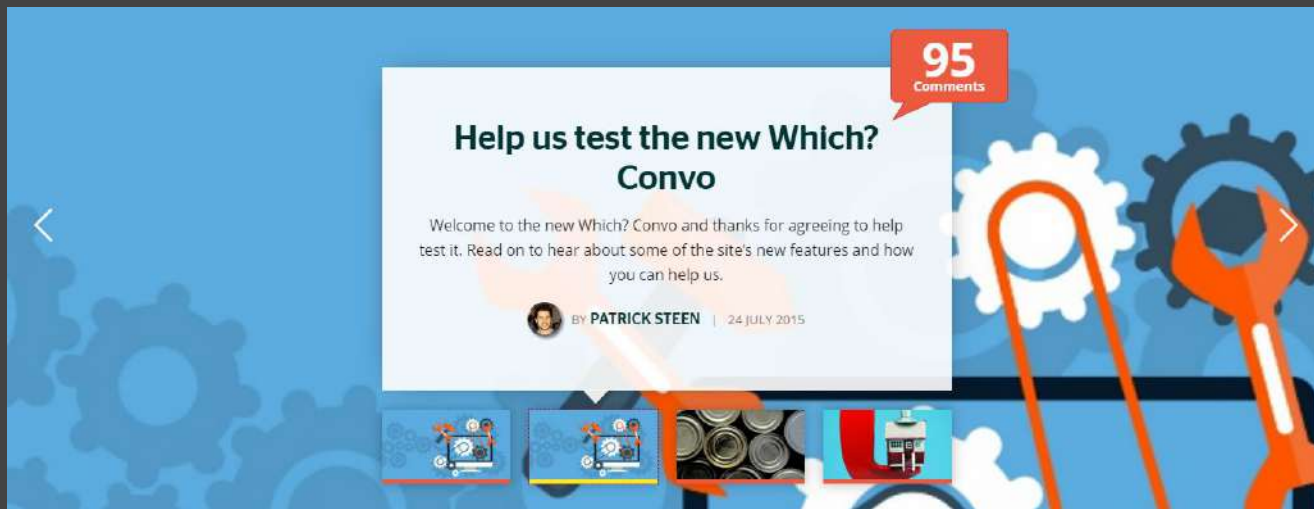
In this guest post Ryanair's chief exec Michael O'Leary argues that Which? surveys don't reflect

# Time for change



# We involved our community members at every stage

- They were surveyed before we got started, which directly influenced the priority of the website's new features
- They helped us test the site during development, leading to important fixes
- We continue to listen to their ongoing feedback post-launch, and introduce improvements regularly



# The relaunch

The screenshot displays the Which? Conversation website interface. At the top, there is a navigation bar with the 'Which?' logo and menu items: 'PRODUCT REVIEWS', 'CAMPAIGNS', 'OUR SERVICES', and 'ABOUT US'. Below this is a search bar and a 'Which? Conversation' header with sub-navigation for 'Topics', 'Our community', 'Recent activity', 'Need help?', and 'Sign in / Register'. The main content area features a large banner for 'Food & Drink' with the text: 'Hungry to talk about sugary ready meals or tainted chicken? Get your teeth into the latest food debates'. Below the banner are three article cards:

- 1st** A new Food Crime Unit to stop a horsemeat repeat (99) by Darren Shirley. The article discusses the Government's acceptance of the recommendations of the Elliott Report in full, including the establishment of a new Food Crime Unit.
- 2nd** The new Cadbury Creme Egg pack size - what a yolk (68) by Alex Topik. The article mentions that shrinking products gets people worked up, and that when it emerged that one of the nation's favourites, the Cadbury Creme Egg, had shrunk, it was no surprise people scrambled to complain.
- 3rd** My day as a food hygiene inspector (14) by Sam Kennedy. The article describes how inspectors by Environmental Health officers ensure food businesses are complying with food law.

Below the article cards is a section titled 'Latest comments about Food & Drink' with a scrollable list of comments. Each comment includes a user profile picture, name, and timestamp. The comments are:

- malcolm** said 4 months, 1 week ago: I'm still concerned that a low score implies lack of knowledge or observance of basic...
- John Ward** said 4 months, 1 week ago: I noticed today, purely coincidentally, that a slaughterhouse owner has been fined £8,000 plus legal...
- John Ward** said 4 months, 1 week ago: I am coming round to the view that it should be mandatory in England for the...
- John Ward** said 4 months, 2 weeks ago: Useful response! Sam, Waverange raised a further point at the end of his original comment...

- **No more drive-bys** - all newbies see a simple registration overlay after commenting
- **No more generalists** - the site's been restructured around clear topic areas
- **No more desktop only** - optimised for mobiles
- **No more silos** - integrating community with our Campaigns and Consumer Rights sites
- **No more control freaks** - we're handing more control over to our community. They can share ideas and write their own convos



# Their ideas at the forefront

- Community members can share their ideas for new debates and vote on others'
- Their pieces sit alongside those written by celebs, organisations and MPs

Share my idea



9

John Ward says:

3 months 1 day ago

## Charging for one-trip plastic bags

It would be interesting to hear people's views on the new regulations coming into force in October 2015.

Unpick Idea



This idea was chosen on Fri September 2015

Edit

Share

Report

Reply

Which? 7-in-7: 1 October

7-IN-7

VIEWPOINT OF THE WEEK

## New plastic bag charges for England - are you happy to pay?

People in Northern Ireland, Wales and Scotland have been paying for plastic bags for some time, and now England is joining in. In this guest contribution to our community website, Which? Conversation, member John Ward asks 'will it work?'



JOHN WARD  
WHICH?  
CONVERSATION  
COMMUNITY MEMBER

From Monday 5 October 2015 it will become compulsory for shops with more than 250 workers overall to charge for plastic bags, so most of the high street stores are covered.

Shops that don't have to charge can do so if they want to (and can do what they like with the money) and shops can charge more if they want to.

Plastic bag charges: the finer

Which?

**MAKE RAIL REFUNDS EASIER**

Thanking you for signing our campaign!

17,876

Help us spread the word by sharing our campaign.

f t e

GETTRAINS ON TRACK

107 Comments

THE LATEST DEBATE

[UPDATED] Rail regulator confirms compensation for delays is in a sorry state

**Arthur Gilbert** says:  
I raised this with the ORR via my MP some time ago, advising whoz a nice little earner this is for the Train Operating Companies. ORR just said that there was a compensation system in place...

**Biomed28** says:  
East Midlands Trains use a PDF for their Delay Repay form. My son has no printer so cannot sign the form on his mobile phone. He could not save the form he had filled out so reappled later on 8...

**Elly** says:  
Although I obtained a voucher for delay I never used this voucher as it could only be used at a station and not online.

Add your comment >

# In the limelight

We're integrating the community on other Which? sites, including:

- Our Consumer Rights website, so people can comment when they have a consumer problem
- Our Campaigns website so that people can share their views after signing our petition
- And soon other Which? sites



# Asking their views before a campaign launch

In light of the Volkswagen scandal, should the government implement more stringent testing for car makers?

Yes (95%, 10,475 Votes)



No (4%, 403 Votes)



Don't know (1%, 150 Votes)



Total Voters: **11,028**

Sign our petition for fuel tests you can trust

104,551

Petition Signatures

Sign our petition

“This was a numbers game right across the world. It was being watched, that I am sure of. I have read Which? for some time but only recently contributed because of this subject. Thanks to everyone for putting up with me,” **DeeKay**

Which?

# Giving us the upper hand

- We quickly published a piece on the Met Police Commissioner's views on scams, resulting in 777 comments and 97% of 30,000 voters agreeing banks should reimburse scam victims
- This led to an exclusive Q&A from Commander Chris Greany of the City of London Police, allowing our community to quiz him on the police's strategy in real-time



**Commander Chris Greany** says: 2 days 9 hours ago

I will try and answer all your questions,even on the weekend ! so please keep them coming  
Best wishes,  
Chris

[Post Feature](#) [Site Feature](#)

1   [Edit](#)

[Share](#) [Report](#) [Reply](#)

## Police chief is slammed over 'astonishingly misjudged' remarks saying victims should pay for being hit by fraudsters

- Sir Bernard Hogan-Howe blames people for making themselves vulnerable
- Common failings include setting up passwords that are too easy to crack
- Banks have to compensate unless they can prove customer's negligence
- Critics accuse him of pinning the blame for financial crime on the public

By JAMES SALMON, BUSINESS CORRESPONDENT FOR THE DAILY MAIL  
PUBLISHED: 07:32, 25 March 2016 | UPDATED: 11:31, 25 March 2016



Britain's most senior policeman was last night accused of 'losing the plot' after his 'astonishingly misjudged' remarks that banks should stop refunding victims of online crime.

Metropolitan Police Commissioner Sir Bernard Hogan-Howe blamed careless members of the public for leaving themselves vulnerable to hackers.

Common failings include setting up passwords that are too easy to crack and not updating anti-virus software on computers.

Banks have to compensate customers for fraud unless they can prove the customer has been negligent – for example by writing down their password and leaving it in a public place.

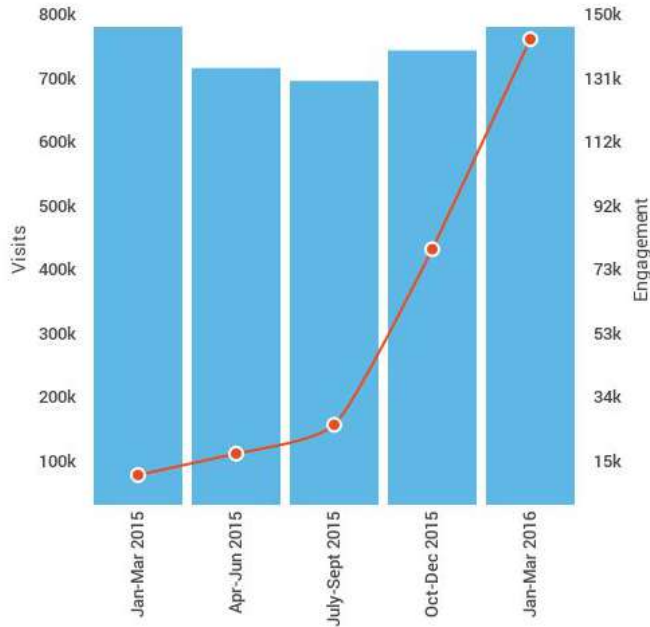
But Sir Bernard suggested the public were being 'rewarded for bad behaviour' under the current system.

He suggested lenders could refuse to reimburse fraud victims which failed to take sufficient precautions as this would spur them to take more care in future.



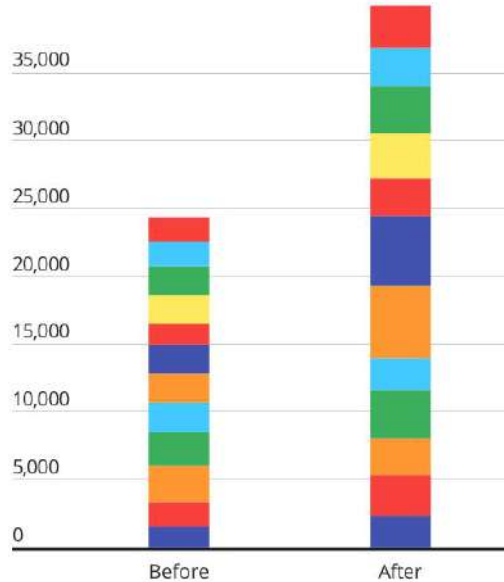
# Dramatically higher engagement

## Visits vs Engagement

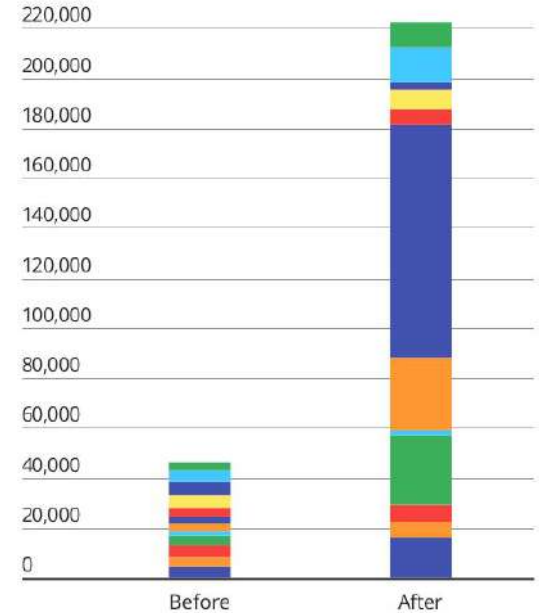


● Visits ● Engagement

## Comments



## Poll votes



# We our community



**VynorHill** says:

6 October 2016

Three cheers for the magazine "Which,"  
Set up to test and to pitch,  
Product 'gainst rival;  
Their strength and survival,  
And anything causing a glitch.

Three cheers to the magazine "Which",  
For having a moan and a b\*\*\*h,  
At practice unjust  
And firms that lose trust,  
Sewing customers up in a stitch.

4



Edit

Share

Report

Reply



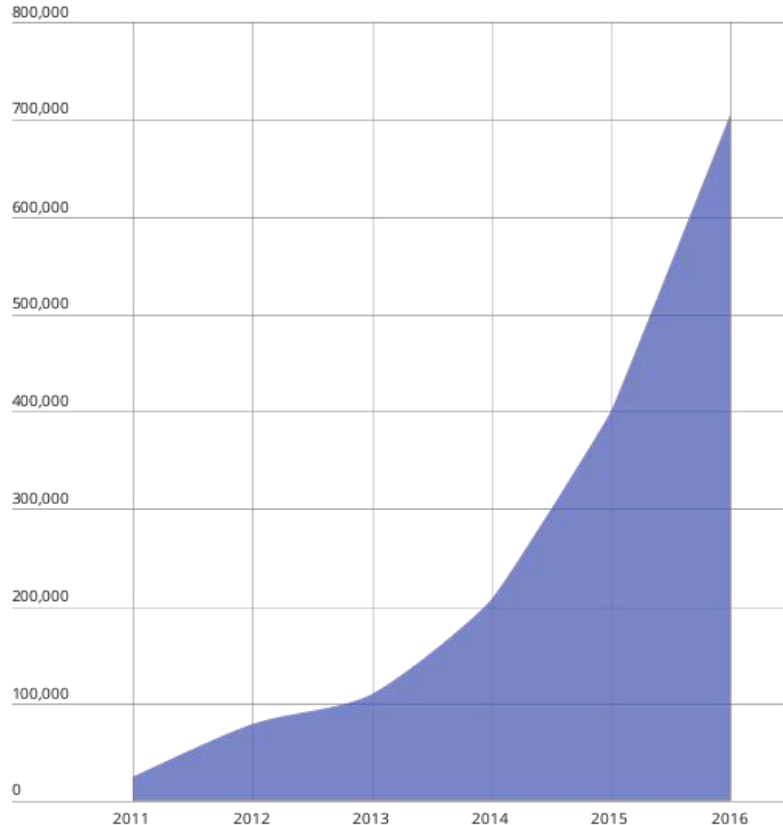
# Online community takeaways

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- Your community needs a shared purpose and they need to know what that is
- Show your community's achievements back to them. Prove we're more powerful together
- Your community should have a leading hand in its direction. And don't be afraid to let go
- Your biggest advocates can be your biggest critics, but your biggest critics can also become your biggest advocates
- Don't let data go to waste - the more you leverage what you know about your community members, the more success you'll have
- You don't need the latest software to build a strong community. Give them the features *they* want, not just the ones *you* want
- Don't hide your community away - it's a huge asset to your brand, so surface it on your most important websites

# Our campaign supporter base

# Our growing supporter base



We've grown our active supporter base from 100,000 to 700,000 in three years

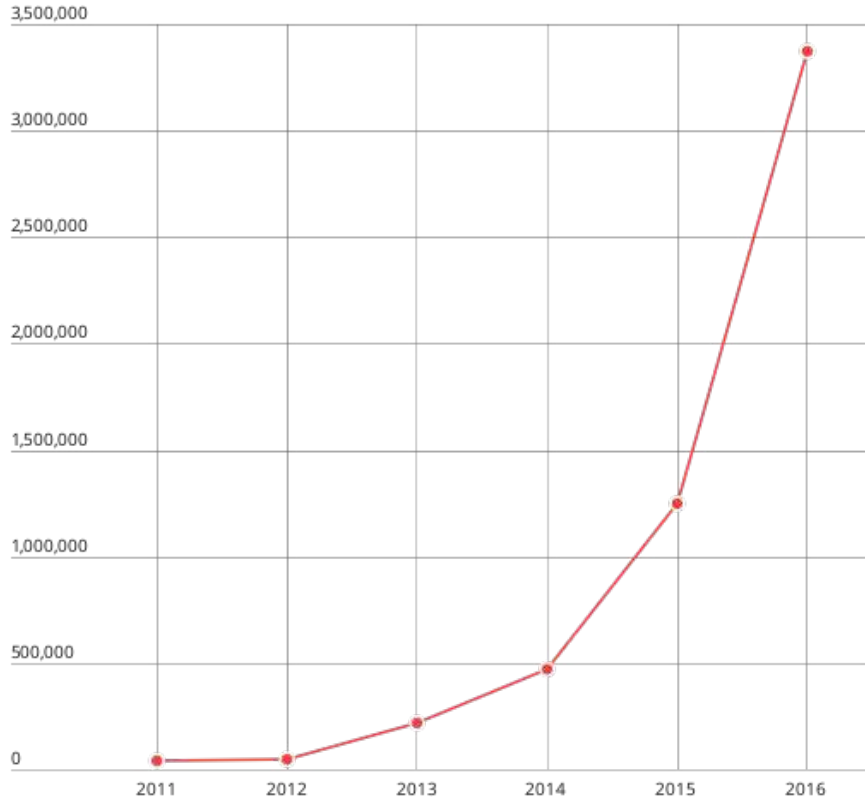
How did we do it?

- Testing of broad acquisition sources
- Investing in successful sources
- Understanding our supporters
- Best-in-class emails
- And developing our websites

But we need to get to 1 million

**Which?**

# And they're pretty active



- Our supporters are taking more actions than ever before
- They took 3m+ actions last year
- That's an average of 5 actions per supporter
- They've helped us gather 2.3m signatures in the past two years
- 180,000 supporters are 'hot', taking more than 8 actions in the past year



# Different strokes for different folks



## 1. Family first (Jeremy)

- Strong opinions
- Low level of trust in the system to deliver
- Better deal for my and my family
- Optimistic about future



## 2. Community glue (Emily)

- Caring and concerned
- Hands on making things better
- Practical solutions, dislike bureaucracy
- Worried about their and others' future



## 3. Problem solvers (Charlie)

- Take leadership roles
- Professional, logical – want to fix things for others
- Trusting of institutions
- Optimistic about future



## 4. Progressive warriors (Lisa)

- Passionate with strong opinions
- Progressive, liberal, see the big picture
- Happy with own lives, want to help others
- Worried about our future



## 5. Self sufficient (Ron)

- Look after themselves
- Financial security top goal
- Not into campaigns
- Pick and choose where they get involved

# Campaigning across the country



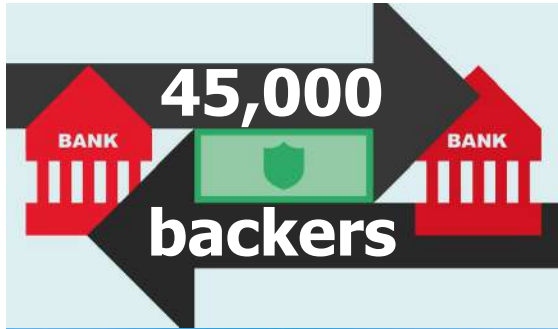


# More wins than ever before

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Unlock phones for free **Cap on claims management fees** **Cap on payday loan fees** **CMA banking shake-up** Tesco changes chicken suppliers **Nuisance call fine threshold lowered** Supermarket infected chicken action plans Dental complaints tackled Unis comply with consumer law **Clear balance transfer fees** Car hire fuel policies changed **Mandatory caller display** Early exit pension fees scrapped **Misleading supermarket promos removed** Automatic broadband compensation **New rail passenger rights** Simpler mobile contract switching **Penalty-free exit for poor broadband speeds** Secondary-ticketing sites under the spotlight **Last year's premium on insurance renewals** **Police super-complaint powers** Optical Express changes T&Cs **Pricey customer service lines banned** Pensions dashboard **Government action on food fraud** Coca-cola front of pack traffic light labelling **Hefty nuisance call firm fines** Retailers named and shamed for Campylobacter **Takeaway restaurants prosecuted for food fraud** **Simpler mortgage fees** Child car seat training improved **Scotland nuisance calls commission** **Major energy market reforms**

# Friday - scams super-complaint launched



**BBC NEWS**  
Protect bank transfer scam victims demands Which?  
22 September 2016 - Bureau

**WHICH? TAKES ON TRANSFER FRAUD FIGHT**

**DAILY Mirror**  
SCAMMERS STAY ONE STEP AHEAD

**THE Sun**  
Banks for nothing  
CYBER FRAUD VICTIMS CAN'T GET CASH BACK

**Jeremy Vine**

**Watchdogs told to probe bank transfer scams**

**CITY.A.M.**

The collage consists of several overlapping news snippets. It includes a BBC News article about a Which? report, a Daily Mirror article titled 'SCAMMERS STAY ONE STEP AHEAD', a Sun article titled 'Banks for nothing CYBER FRAUD VICTIMS CAN'T GET CASH BACK', a snippet about Jeremy Vine, and a snippet about 'Watchdogs told to probe bank transfer scams'. There are also images of a woman on a phone and a person at a computer.

**Which?**  
23 September at 16:54

We submitted our #StopScams super-complaint to the financial regulators. They have until 22 December 2016 to respond. Sign & share. <http://whi.ch/scamsupercomplaint>

We're issuing a super-complaint using our formal legal powers

12k Views  
Like Comment Share  
You, Emily Coullas, Sam Kennedy Christian and 425 others Top comments · 702 shares

The social media post features a video of a woman speaking. The text above and below the video provides details about the super-complaint and encourages users to sign and share.



