Intranet Design Annual

The Best Intranets of 2008

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Executive Summary

The winners of the award for 10 best-designed intranets for 2008 are:

- Bank of America, US
- Bankinter S.A., Spain
- Barnes & Noble, US
- British Airways, UK
- Campbell Soup Company, US
- Coldwell Banker Real Estate Corporation, US
- IKEA North America Service, LLC, US
- Ministry of Transport, New Zealand
- New South Wales Department of Primary Industries, Australia
- SAP AG, Germany

Most of the winning designs are traditional, company-wide intranets, but IKEA won for its regional intranet covering North America. Also, Coldwell Banker's intranet works somewhat like an extranet: it connects 3,800 independently owned and operated residential and commercial real estate offices, while appearing to users as a local office intranet rather than a corporate intranet.

Half of the winners are from the US, closely matching the nation's long-term performance average of 53%. The remaining five winners hail from five different countries. The southern hemisphere is strongly represented this year, including the first-ever winner from New Zealand. Australia has had many winners over the years, as have the UK and Germany. Spain seems to be an up-and-coming country in terms of quality intranets, collecting its third award this year (earlier awards went to Amadeus Global Travel Distribution in 2003 and Banco Español de Crédito [Banesto] in 2005).

In terms of industry sectors, the financial sector is strongly represented with three winners (two banks and one real estate company). This, too, follows tradition: earlier design annuals have typically had a disproportional number of winners from the financial sector (2007 was an aberration, with only one financial winner, JPMorgan Chase).

Financial institutions probably have disproportionally good intranets for two reasons:

- The companies tend to be big and have a lot of money resting on optimal performance. They therefore invest more heavily in IT than companies in most other sectors.
- The companies typically have a long tradition—often going back a decade or more—of taking usability seriously. After all, home banking is doomed unless the user experience is exceptionally approachable. Similarly, the financial sector deals in complex transactions, and training costs for internal applications can skyrocket if the design team fails to truly understand the needs of users in local and remote branches. Intranets clearly benefit from the financial sector's above-average attention to user-centered design.

Usually, the technology sector also produces many winners, since—obviously—its companies tend to have above-average sophistication in using technology. This year, however, the only technology winner is SAP.

Of course, it might be increasingly unreasonable to view technology companies as more sophisticated than other industries in the use of technology. This year, for example, the retail sector shines with two winners, beating its average performance as it becomes ever more tech-driven. Barnes & Noble might be a bookstore, for example, but it's also an e-commerce site. And, as the case study of the B&N intranet shows, the company certainly uses technology to the max.

As with the previous two years, most of this year's winners are big companies, employing an average of 50,000 employees. Still, this year's list includes the first small organization since 2005: New Zealand's Ministry of Transport, which has only 200 intranet users. Once again, we have proof that size isn't everything, and that a small but well-focused effort can produce a great intranet.

COMPANY NEWS

It's not exactly new for intranets to offer company or industry news. But this year, companies seem to be taking news much more seriously: most winning intranets give it major homepage real estate, and many invest significant resources in editing and maintaining their news areas.

The Campbell Soup Company has an interesting approach to news. Its intranet features an area across the top of the homepage with cells that represent the main business units and corporate functions, letting all users browse each unit's news. While this would be too much functionality for a smaller company's intranet, it can help manage the complexities of bigger companies—especially ones like Campbell that contain multiple strong brands.

Barnes & Noble spends almost all of its homepage on various news areas. Among them is a large central area, *Barnes & Noble Today*, that features stories from different stores and regions and helps build community among the widely dispersed bookstore staff. A smaller area lists *Store Alerts* that contain practical information, ranging from when a runaway bestseller will be in stock to recommendations for the gift fixture in bookstore cafés. The intranet team is committed to posting the *Store Alerts* by a certain time each day, which is critical to its success. News that isn't new gets old quickly, which is why a B&N-like commitment to intranet news is necessary for it to truly attract traffic and interest employees.

Intranet multimedia use has been growing steadily during the last few years, and reached a new high this year. SAP dedicates an entire homepage section and intranet section to *SAP TV*, with videos on topics ranging from the SAP Cup soccer finals to doing business in Russia.

INCREASING QUALITY AND POLISH

As with news, many of the winning intranets' other key features are also old favorites. The big distinction is that such features keep getting better and better. The quality level is high, which is appropriate given how many employees use basic intranet features on a daily basis. The productivity gains from polishing the user experience are well worth the cost of going beyond the first design that comes to mind.

Take, for example, the employee directory. This is a feature of virtually all intranets, and its basic design guidelines are well known. To go beyond the basics, Coldwell Banker emphasizes finding employees by geography—an enhancement that completely makes sense for a real estate company. Coldwell Banker's employee finder also includes a special *Referral* feature to help agents find colleagues for

referral purposes. The directory's structure of tabs and labels emerged from usability research that revealed how company users think about seeking out their colleagues.

Most of the winning intranets have strong support for single sign-on, which we know from our studies of intranet portals is a strong determinant of employee satisfaction and productivity—and yet something that's hard to achieve and rarely works as well as promised. This is definitely an area where the extra work to get it right improves the experience (and productivity) of users every day.

In general, integration was a strong theme: the impetus for many a winning redesign was to create a single intranet information architecture (IA) with a consistent navigation scheme and consistent user experience. Such redesigns typically replaced hundreds of individual sites that lacked unified navigation and presented a highly inconsistent user experience. This chaotic state remains the norm on many intranets, which suffer reduced usability and lowered employee productivity as a result. In contrast, the new intranets are invariably based on content management systems with special interfaces designed to increase usability for content providers. The CMS interfaces also strongly emphasize the importance of sticking to a few templates with a standardized design.

In an effort to preserve their autonomy, individual departments sometimes resist the move toward a single, unified intranet design. The Campbell Soup Company provides a striking counter-example here. The company's employees are strongly attached to the specific brand they work for, which would seemingly doom any attempts to unify the intranet. However, the design team wisely provided ways for the intranet design to reinforce users' brand connections through customization and "skinning" (changing the appearance to reflect, for example, branded color schemes).

At Coldwell Banker, the company's franchise model resulted in the introduction of "co-mingling" rules in the CMS to blend corporate-level content with content from the local (franchise or office) level. This approach requires some added features, such as an extra CMS field for tagging the importance of each piece of corporate content so it could be appropriately prioritized relative to local content. However, the approach also creates a vastly more consistent (and thus productive) user experience than the free-for-all that's found in many other companies.

Updated content is a major contributor to intranet quality. The Department of Primary Industries brings two related trends together here. First, it increases usability for content providers to the limit, providing a tool that lets all users submit news items. This, of course, ties in with the second trend—to prioritize company news—because editors need a steady stream of news items from all organizational areas if they're to keep the news fresh and thus engaging.

PRODUCTIVITY FOCUS

Many of the most important features on the winning intranets directly support everyday work. At British Airways, employee self service is the intranet's main focus and the team backs it with a profusion of tools.

While advanced applications can boost productivity, smaller tools sometimes do the trick. For example, at the Department of Primary Industries, employees (such as mine safety inspectors) often need a department vehicle for offsite assignments. Historically, employees booked vehicles by calling their location's receptionist, who took the information over the phone and entered the details into a fleet management system. Now, a simple, one-page form serves the same purpose, saving time and increasing booking accuracy. (The same intranet also contains an advanced application for geospatial visualization, helping employees manage emergencies like

floods, droughts, and exotic disease outbreaks. Thus proving the point that sometimes high tech is appropriate, and sometime it isn't.)

SAP's intranet offers an interesting twist on the productivity focus, providing special personalized pages for the company's Executive Board members. Top-level executives are busy, and their time is expensive, yet they're often among the least-trained users as their duties are focused elsewhere. It thus makes perfect sense to dedicate special attention to improving usability for this small but important group of users.

KNOWLEDGE MANAGEMENT

In previous years, "knowledge management" was a much-discussed buzzword for intranets. This year, most of the winners emphasized the same goals as the knowledge management movement, but with a rather different approach: they recognized that knowledge resides with people. As a result, many designs focused on improving access to the people who have the needed knowledge.

Bankinter probably had the most impressive expertise finder, with a profusion of graphical tools for visualizing the distribution and location of knowledge across employees.

DIVERSE TECHNOLOGY PLATFORMS

The 10 winners used a total of 41 different products for their intranet technology platforms. As with every year, we again conclude that intranet technology is an unsettled field with no clear winner.

The most-used products were SharePoint and the Google Search Appliance. Other frequently used products were Red Hat Linux, Lotus Notes and Domino, and Oracle databases.

No single product made the list of most-used products for all of the four most recent Design Annuals (2005–2008). This simple fact reinforces the point that intranet platforms still have a long way to go. That said, the following products made the most-used lists more than once during this four-year period:

- 3 of 4 years: Google Search Appliance, Microsoft SQL Server
- 2 of 4 years: Apache, Documentum, IBM WebSphere, Java 2 Enterprise Edition (J2EE), Lotus Notes and Domino, Oracle databases, SharePoint

In addition to these widely used intranet technologies, we constantly see new ones applied. For example, the Ministry of Transport is already using Microsoft's Silverlight technology to add interactivity to one of its intranet areas.

INTRANET BRANDING GETS A LIGHTER TOUCH

In previous years, slightly more than half of the winning intranets have been branded to the extent that they had a separate name. A slightly smaller number of intranets have had no name, but were simply referred to as "the intranet" or some such.

This year's winners again include generic intranets and several traditionally branded intranets, with names like Discover, InSite, and Flagscape. However, we also have a prominent showing for a third option: give the intranet a name, but one that's not a strong brand in itself. Such names can borrow strength from the organization's main brand and typically include a plainspoken description the intranet's function. These

names include Employee Self Service, my Campbell, Coldwell Banker Works, and US Retail Inside.

Whether or not an intranet is branded, it needs internal marketing to familiarize employees with its many features and new areas (particularly if it's a big intranet). Several winners this year had attractive and effective ways of promoting intranet features.

INTRANET TRENDS

In addition to the issues discussed above, the following trends were apparent this year:

- Increased personalization
- Integration of information sources, often resulting in a single "one-stop shopping" page
- Emphasis on mission-critical applications and information (such as sales targets)
- Improved event and project calendars
- Special sections to help orient new employees
- Prominent display of stock quotes and other financial information
- Integration of external and company news, often in the form of customizable feeds
- Integration of alerts with the main intranet to inform users of important messages
- Redesigned and improved search features, which often went from horrible to good and generated ecstatic user feedback

ROI FOR INTRANET USABILITY

Once again, the winning teams focused their efforts on producing a great intranet and not on justifying their work by measuring the return-on-investment (ROI). This makes sense in companies where the intranet team has the required executive support, and such support is certainly necessary in the long term. But teams in less ideal circumstances might still need ROI data, and at this point it's thin on the ground.

Bank of America collected detailed measurements of the time required to navigate from the homepage to 11 different intranet destinations. After the redesign, the average time decreased from 43.6 seconds to 21.7 seconds, cutting the navigation time in half. This corresponds to a 101% increase in post-redesign productivity, because users can get slightly more than twice as much done in the same time.

In our research testing a large number of intranets, we found that the productivity gains from a major improvement in intranet usability were likely to be 72% on average. How does this research result square with the 101% increase measured at Bank of America? The difference in findings is easily resolved with two observations:

- The 72% productivity increase is an *average*; some redesigns will experience smaller improvements, others higher.
- Bank of America has an award-winning intranet, so it stands to reason that its ROI will be higher than average.

In addition to measuring ROI for intranet redesigns, it's also worth setting measurable goals in advance for what you want to achieve. British Airways is a good example, with goals such as getting a 75% increase in online training days and eventually having all staff travel booked online. In total, the BA redesign achieved cost savings of £55 million. But even before the results were known, it was obvious that the intranet project was big enough and had enough potential to be worth taking seriously.

At Campbell, the number of intranet visits per day increased by 727% after the redesign, but the number of actual pages viewed per visit decreased from 9.12 to 1.43. As a result, the number of page views only increased by 30%. Overly simplistic use of Web analytics might focus on this latter number and conclude that the redesign had been only a modest success. On the contrary, it's wildly successful, as the two other statistics show:

- Employees get many more things done with the intranet, as shown by the 727% increase in visits.
- Employees are much more efficient each time they visit the intranet, corresponding to increased task productivity. Ideally, productivity is measured as time on task, which directly translates into the amount of work done per hour. We can't quite claim that the decrease in pages per visit corresponds to a 538% productivity increase because people might spend more time on each page. Still, there's no doubt that intranet efficiency—and thus employee productivity—increased immensely after the redesign consolidated, on personalized homepages, the information that users need.

Overview of the Winners

As in past years, the 2008 Design Annual winners emerged from widely different backgrounds and had diverse development experiences.

SIX COUNTRIES

The 10 winning intranets serve organizations based in five countries: The United States (US) had five winners, while Australia, England, Germany, New Zealand, and Spain each had one.

SEVEN INDUSTRIES

The winning designs span various industries and specialties, including financial services, air travel, government, retail, real estate, food, and technology.

For the first time, not one but two government agencies are among the winners: New Zealand's Ministry of Transport and Australia's New South Wales Department of Primary Industries.

Each year, we have at least one winner from the finance industry and one involved in technology. This year is no different: among the winners are Bank of America, Bankinter S.A., and SAP AG.

LARGE AND SMALL WINNING ORGANIZATIONS

In 2006, a new trend emerged: we saw much larger organizations taking the lead in intranet design. In fact, the smallest winning organization that year had 8,200 employees; in previous years, winners sometimes had fewer than 100 employees.

Then, in 2007, winners included two relatively small organizations—one with 1,500 employees and another with 1,700. The next-smallest winner, however, had a whopping 20,000 employees; the largest had almost 383,000.

For 2008, the average number of people the winning intranets support is about 54,000, down from a whopping average of 90,000 in 2007. This year, only one winning intranet—from Coldwell Banker—supports more than 100,000 people. The British Airways intranet follows closely behind, supporting 45,000 employees and 40,000 retired staff. The next largest intranets support 45,000, 40,000, 24,000, and 12,000 people, while the two smallest support 3,500 people and 200 people.

As previous Design Annuals show, very large organizations can obviously create winning intranets. But the smaller guys might be coming into their own, balancing the challenges of collecting and maintaining content and styles, while managing fewer pages, sections, and developers than the huge guys.

LARGER TEAMS (THOUGH STILL RELATIVELY SMALL GIVEN THE WORK THEY DO)

Across last year's winners, intranet team sizes ranged from 20 people to a single person. In 2008, there are no lone-wolf winners; the smallest in-house intranet team is two people, while the largest is nine people strong. On average, the number of internal employees who work on winning intranets (with or without outside help) is 6.4. Given that our winners' list contains smaller organizations overall, it makes sense that the intranet teams would also include fewer people.

For highlights on individual intranet teams, see the ***Intranet Team*** section in each company profile.

INCREASED IN-HOUSE DESIGN

This year and last, we saw many more do-it-yourself intranets than in previous competitions. Six of this year's winners used only in-house resources to create their designs. Three winners (down from four last year), used some combination of in-house resources and outside firms, while only one winning intranet was designed exclusively by an outside firm.

This stands in stark contrast to winners prior to 2007, which were often primarily created by third-party Web design firms. Results from this year and last year indicate that while outside design firms can offer valuable expertise and industry experience, when it comes to intranet design, nothing beats inside knowledge of an organization and its employees' needs.

WINNER	COUNTRY	INDUSTRY	ANNUAL SALES	NUMBER OF PEOPLE THE INTRANET SUPPORTS	NUMBER OF IN-HOUSE INTRANET TEAM MEMBERS	INTERNAL OR EXTERNAL DESIGN
Bank of America	US	Financial	US$1,534 billion in assets.	200,000	4	In-house
Bankinter S.A.	Spain	Financial	EUR 820 million	4,225	5	In-house
Barnes & Noble	US	Retail	$5.3 billion consolidated sales (online and in retail stores)	40,000	9 (plus outside)	Combination
British Airways	England	Airline	£8.4 billion (year ending March 31, 2007)	45,000 employees and 40,000 retired staff	4	In-house
Campbell Soup Company	US	Foods	US$73 Billion	24,000	0 (all 4 from outside firm)	Outside firm
Coldwell Banker Real Estate Corporation	US	Real Estate	US $301.7 billion	126,000	4 (plus outside)	Combination
IKEA North America Services LLC	US	Retail	Not available	12,000	4	In-house
Ministry of Transport	New Zealand	Government Agency	Not applicable	200	7 (plus outside)	Combination
New South Wales Department of Primary Industries	Australia	Government Agency	Not applicable	3,500	2	In-house
SAP AG	Germany	Technology/ Computer	EUR 9,402 million	45,000	19	In-house

TAP THE WINNING DESIGNERS' ADVICE

As in previous years, all of our winning designers have one thing in common: their intranet-development experiences have produced valuable insights that other designers can use when redesigning their own company intranets. To explore these insights, see the ***Lessons Learned*** section at the end of each intranet profile.

THE 10 WINNERS *LISTED IN ALPHABETICAL ORDER*	
Bank of America (US)	Bank of America's intranet users benefit from a powerful feature set that is specifically tailored for each of them. The redesigned intranet saved more than 10,000 hours for Bank of America associates in its first year of adoption. It has also become the primary source for information and tools that drive productivity and revenue gains.
Bankinter S.A. (Spain)	Offering an informative intranet is one thing, but doing that and making it look great is far more difficult. Bankinter has achieved both. It provides content and tools that people really need, and does so in an interface that is both uncomplicated and visually attractive.
Barnes & Noble (US)	Barnes & Noble designers meld bold choices with a soft color palette to create a very useful intranet for booksellers and corporate users alike. In working to support the booksellers, designers created a community among these professionals by promoting store events, sharing best practices, and recognizing exceptional booksellers.
British Airways (UK)	Employee Self Service at British Airways is helping (and pleasing) BA employees with vast offerings of services and information online and at their disposal, at home or around the world, at any time. And the communication and cost savings are pleasing the mangers at the organization.
Campbell Soup Company (US)	The Campbell's intranet team, armed with user research and ingenuity, was able to create a large-scale, customizable intranet that communicates and unifies the whole organization while still respecting all of the brands under the main umbrella.
Coldwell Banker Real Estate Corporation (US)	Coldwell Banker designers took a practical approach to design, precisely adhering to what they know to be their users' needs. The applications and task-based navigation demonstrate and verify how very user-focused the intranet team was when they designed this site.
IKEA North America Services LLC (US)	Many small touches add up to one major upbeat success in the IKEA US intranet. The small IKEA US intranet team worked hard under strict budgetary constraints and some (albeit good) design dictations from above to turn what could be an unconstructive situation into one that fosters collaboration and communication.
Ministry of Transport (New Zealand)	The New Zealand Ministry of Transport intranet makes it effortless to communicate research work and news across the organization. The design team achieved this effortless communication by applying sound information architecture and considering user tasks and simplicity. And they were able to do this while still promoting the transportation theme in subtle and pleasant ways across the site.
New South Wales Department of Primary Industries (Australia)	NSW DPI offers a wide range of services, and its intranet helps enormously in supporting the very diverse set of workers who deliver them. With an abundance of news, plus very elegantly designed forms, workers can effortlessly give and receive information. This exchange of ideas is all made possible through InSite, NSW's robust yet simple intranet.
SAP AG (Germany)	SAP designers took deliberate steps to ensure that employees will know where they're going and will get the specific information they need on the redesigned SAP Portal. Research, innovation, and risk-taking—plus an eye toward leading the user—make the SAP intranet one that employees can use to be productive and informed no matter what their organizational role.

Common Themes among the Winners

Since our first *Intranet Design Annual*, published in 2001, we have noticed trends and themes among each year's winners. Intranets have come far since 2001, and each year a few prevalent trends emerge. This year is no different; here, we summarize some of this year's trends.

MORE PERSONALIZATION THAN EVER

If there is one feature that epitomizes this year's intranets it's personalization. We saw more of this in this 2008 Design Annual than we've ever seen before. From Coldwell Banker to Campbell Soup Company, almost all of the winning intranets know who the users are and where they need to go. And the intranets are there to help along the way.

At the very least, the intranets know the user's name, job, and location. Deeper though, some intranets keep users apprised of their goals and those of their team, and keep them driving toward achieving those goals.

By knowing who users are and what they need, intranets can send pertinent news and alerts right to the desktop, so there's no searching required. Users can, right on the homepage, get a glimpse of what's happening in their specific group, area, and industry. Maybe it's not quite as hokey or creepy as we see in science fiction movies; after all, using a login to pinpoint who employees are, what they need, and what they've said they want eliminates searching and wasted steps in those always busy work days.

CLEANING UP THE MESS: RECONCILING INFORMATION SOURCES

On the whole, managers have finally admitted that intranets are undeniably necessary tools. Intranets are a one-stop shop that helps employees find what they need—a central repository for information storage and presentation that keeps maintenance manageable, costs down, and information current (and not repeated). Intranet designers are now biting the bullet and reconciling all the different data sources and making the most of them. In the past, designers used the intranet solely to just link different applications, with the mentality that, "That stuff is not part of the intranet." But today, winners such as British Airways, MoT, Bankinter, and Bank of America, to name a few, are making links to data a seamless event—really no event at all. People can use tools and information without having to go and choose the source program. Hoorah!

A SINGLE PAGE AS "ONE STOP SHOP"

One page—the homepage or a special user page—acts as the employee's home base and is the primary source of links to important activities, schedules, tools, and news. At SAP, the *My Work* tab serves as a control center for all tasks and activities, and includes an in-box and workflow manager. Campbell Soup Company's goal was to start with a single common application, and they achieved that goal. British Airways and Bank of America offer similar one-stop-shop designs. Because teams target the information and research application usefulness and popularity, current designs are different and better than the "portals" of the past. In those earlier portals, designers simply did anything they could to make people aware of the organization's many different websites and tools.

HELPING EMPLOYEES TO HELP THEMSELVES

Organizations are becoming less and less hierarchical. Who even wears a suit to work anymore? Forget calling the boss "Mister" or "Ms." Okay, not completely true everywhere, but we've certainly seen a lot less formality than in years past, and this is reflected in the intranet designs. We're not necessarily talking about colloquial writing or jokes on the intranet. Rather, intranets are providing the means for all employees to help themselves—to become completely self-sufficient for many job-related tasks, as well as for tasks related to operations and organizational administration.

British Airways offers a plethora of online training courses and cabin crew discussion forums, enabling people to learn on their own and be self-sufficient. NSW DPI lets people book their own corporate vehicles for work-related travel. These same people also submit news and photos, acting as content providers for each other. Coldwell Banker allows people to renew their real estate license online.

With thousands of employees located around the world, forums have become a very popular feature for letting colleagues work together across time and geographical boundaries. SAP makes great use of these.

As organizations become more streamlined and less hierarchical, we are seeing virtually all tasks being pushed out to all people. The "that's not my job" attitude is fading, and people are taking on work and tasks that used to be allotted to only a special few.

SUPPORTING THE CORE BUSINESS

Over the past few years, many intranets have supported tasks that are typically common to all employees—such as making a vacation request or filling out expense reports. More recently, we've seen intranet support for more business- and domain-specific tasks. This year, that trend is even more prevalent.

Coldwell Banker shows sales agent targets, and how well they're meeting them, right on their personalized homepages; there's thus no question about what people are striving for and how far they've come.

Bankinter stores and presents personal banking information via the intranet, so workers can better serve clients quickly, efficiently, and securely.

The IKEA US intranet communicates sales targets and how well stores are meeting the targets. Intranet designers know that selling furniture is the core business and must be strong for the company to succeed. Designers consider the intranet a vehicle for assisting here; after all, as they note, "We're a retailer and our job is to sell stuff!" The features on their intranet follow this mentality.

FINDING SUBJECT MATTER EXPERTS

Intranets have long helped people find information. But what about finding people? Finding the right people to talk with—even within your own organization—can be challenging. Employee directories and other search tools are catering more to this task, especially when employee directories cover more than just name, rank, and serial number. Intranets such as that at NSW DPI offer a tool specifically to help employees search for subject matter experts, helping people make the best use of their organization's knowledge.

THEMES FROM PAST YEARS THAT REPEAT THIS YEAR

It's not uncommon to see themes recurring from year to year among our *Intranet Design Annual* entries and winners. Previously groundbreaking features are now becoming commonplace on intranets. This is not to say these features are boring or unnecessary. Rather, they are part of the ever-rising standards bar for intranet feature lists. With this year's winners, we saw a repeat of several of past year's themes, including:

- **Calendar of Events:** For years now, intranet designers have been posting calendars of corporate events right on the homage. Now that everyday intranet users—not just techies and content providers—have grown more comfortable with adding information to the intranet, intranet-based calendars are growing in popularity. We're seeing a mix of event calendars and project calendars, all of which are helpful for scheduling and communicating. Barnes & Noble, for example, offers the *Featured Events* area on the upper right side of each calendar page. This area calls out events, such as book signings at certain stores. Coldwell Banker does something similar with the *Upcoming Events* section on its homepage.
- **Multimedia:** Even a couple years ago, almost all IT managers shuddered at the mere thought of putting video and animation on the intranet. The standard-issue computer wouldn't handle them well and the network would sputter and choke under their weight. But the winds of change have been blowing, albeit gently, and this year we've seen the slow progression continue. SAP dedicates an entire homepage section and intranet section to *SAP TV*, where users can watch pertinent advertising videos. British Airways offers multimedia training, while various options are available to users through Campbell Soup Company's *Media Bar* (© 2007 Campbell Soup Company. All rights reserved).
- **New Employees:** As we saw in the 2006 and 2007 Design Annuals, most companies offer a section specifically designed to meet the needs of new employees. On an intranet, this section essentially tells new employees what to do first, which forms they need, and whom to contact, plus provides a bit of background on the organization. Some sites go a step further, helping orient employees to their office, the building, and even the geographic area, perhaps detailing local restaurants and nightlife. The NSW DPI intranet homepage offers a *New to the department? Get started with the induction program* link. In following it, users find a wide range of employment information designed for both new and seasoned employees.

- **Advertising on the Intranet:** The best, easiest, and most effective way to make users aware of an intranet feature is to ensure that the feature has a simple, seamless design. Still, users typically don't just browse around an intranet to see what they're missing. Regardless of the design quality, as more and more intranet features are added, users might need help finding them. One solution to this problem: employ creative advertising. If you do go the advertising route, though, beware: It's easy to implement this incorrectly. In particular, intranet advertising campaigns can have a negative effect on usability by distracting or annoying users, or directing them to features they don't want or need to use. So, test advertising features before introducing them. This year's winners, like Bank of America, NSW DPI, and SAP, took advantage of the intranet for advertising internal promotions and offers.
- **Intranet *Favorites*:** More and more intranets are letting users save their favorite content pages or tools to a *Favorites* location, which is often a persistent part of their user interface. This is especially helpful for users who access the intranet from remote locations with scarce bandwidth, as it lets them quickly jump to relevant intranet pages to accomplish tasks. Examples of this from this year's intranets include homepage features such as Campbell Soup Company's *my shortcuts* area, the IKEA US intranet's *My Sites*, and Bank of America's *My Favorites*.
- **Stock Quotes and other Financial Information:** Stock quotes have long been a common feature of intranet homepages. SAP and Bank of America dedicate a box to this (in the upper right and lower left of their homepages, respectively). Bankinter offers not only the stock quote, but also a simple line chart showing the progression in the upper left of the homepage. IKEA US offers a *Sales Update/Goals* section on the homepage where people can always track their progress. Campbell Soup Company displays its stock price on the homepage, along with other stocks users wish to see. British Airways displays stock quotes, along with other important data, such as its operating margin and employees' punctuality rate. Coldwell Banker shows current mortgage rates on its intranet homepage.
- **Homepage Polls:** Designers are spicing up their intranet's homepage with user polls. New Zealand's Ministry of Transportation intranet homepage features *Have your say*—an online quick poll that asks users a brief question about something relevant to most employees. Bank of America and Coldwell Banker also offer an employee poll on the homepage. Polls are a fun, small way to get people involved. Also, displaying the answer summary gives employees insight into their colleagues' opinions on various topics.
- **External News:** Today, external news (for customers) is often linked to or reprinted on the intranet (for employees). Intranets are increasingly employing RSS feeds as well, to make it easier for employees to stay abreast of corporate and external news. The *My News* section on Campbell Soup Company's homepage is an example of this.

- **Design Standards:** Using templates and design guidelines is all but standard issue these days. Rather than simply let various business units drop content into pages, many intranet teams are assigning them design responsibilities for various sections. With many people designing different intranet sections, it's very important that they have standards and templates to follow.
- **Content Contribution Forms and Training:** Increasingly, companies not only encourage content contributions, but also make it incredibly easy for people to post content. To that end, companies provide basic content submission forms that virtually anyone can fill out. Organizations are also providing content training for those new contributors who need to provide more than the occasional news byte. They are also providing ongoing instruction and simple interfaces so users can post and edit with minimal training.

Bank of America

Using the intranet:
Bank of America is one of the world's largest financial institutions, serving individual consumers, small- and middle-market businesses, and large corporations with a full range of banking, investing, asset management, and other financial and risk-management products and services. The company serves clients in 175 countries and has relationships with 99% of the US Fortune 500 companies and 80% of the Fortune Global 500. Bank of America Corporation stock (NYSE: BAC) is listed on the New York Stock Exchange.

Headquarters: Charlotte, North Carolina (US)

Number of employees the intranet supports:
200,000 worldwide

Banking facility locations: Bank of America operates in 31 (US) states and the District of Columbia. It also has associates that access the intranet and work from states without a banking center. Outside the US, associates work in an additional 27 countries.

Sales: Bank of America doesn't release sales figures, but has US$1,534 billion in assets.

Design team:
In-house, by Bank of America's Interaction Engineering Center of Excellence.

Members:
Mandy Linton, VP Shared Application Services, Interaction Engineering COE; Jennifer Cooper, AVP Shared Application Services, Interaction Engineering COE; Travis Anderson, VP Shared Application Services, Interaction Engineering COE

SUMMARY

Bank of America's intranet team truly understands the savings attainable when great intranet personalization is deployed. The Flagscape intranet offers users a powerful feature set that's specifically tailored to their individual needs.

Always considering the user's experience first, the design team didn't want employees to hunt for the URL to their information doorway. Instead, everyone's browser homepage is set to the intranet homepage. Once there, users can link into the Flagscape intranet's three primary enterprise sites—Flagscape Americas, Flagscape Europe, and Flagscape Asia—as well as to any of its 150 division subsites.

Flagscape supports more than 200,000 unique users who generate a whopping 90-million plus page views a month, and their needs are bound to be different. A mortgage broker and a bank teller sometimes need the same information, but often have completely varied requirements. Prior to Flagscape's rollout, Bank of America's intranet consisted of more than 1.5 million disparate pages of information, scattered across approximately 1,000 individual sites and 4,000 Lotus Notes databases. Having completely inconsistent designs across a large organization might work on a micro level, but at some point the model will cause disruption for the users. For example, if all CD managers frequently access similar information and a specific application, a special site dedicated to them might suffice. But once they need a piece of information located on a different site (which they surely will), the CD managers will have to:

1. Find the site
2. Deal with a user interface that doesn't match what they know
3. Trust the information on a site that might be unfamiliar

This is a huge leap of faith, and not necessarily a sagacious one. The more sites that live within a corporation's intranets, the more likely it is that information is inconsistent and outdated. Even the most rigorous intranet managers know that it's simply more difficult to maintain many sites, and thus information goes stale. According Bank of America designers, this work "consumed significant resources and presented issues with content management, branding, usability, and technology."

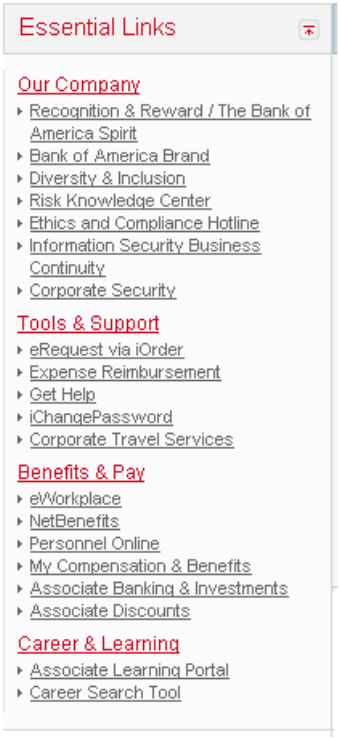
This is where the redesign and serious personalization efforts came in.

The homepage is the foundation of this work. The page obviously targets the logged-in user, greeting that person ("*hello Mary Elizabeth!"*) in the page's upper left, just below the logo and global navigation.

Because tools and audiences vary across the enterprise—human resources (HR) tools vary by country, for example—the ability to target this homepage section is deemed most critical. Based on the login, the intranet recognizes not only users' names, but also their location and level. Armed with this information, the intranet can best direct people to the links they need. For example, in the *Essential Links* area in the homepage's left-side navigation, users see 20 of the organization's most-accessed applications or information areas, including: *Recognition & Reward/The Bank of America Spirit, Bank of America Brand, Ethics and Compliance Hotline, Expense Reimbursement, Corporate Travel Services, NetBenefits,* and *Career Search.*

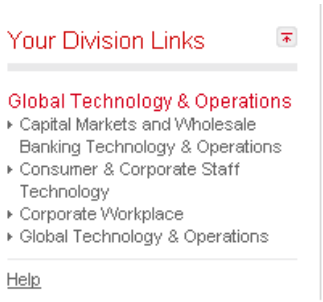
As this list of links shows, the topics people commonly need information about are quite varied. Putting somewhat unrelated menu commands together in one list can sometimes confuse users, but because this list is based on research and the designers know people need to regularly access these items, it was good to consolidate them on the homepage.

Bank of America users know that if they're trying to accomplish a common task, they should first consult this list of *Essential Links.* Designers help users traverse the list by limiting it to 20 items. The category headings—*Our Company, Tools & Support, Benefits & Pay,* and *Career & Learning*—also help keep the list manageable. The headings mirror the site's global navigation.



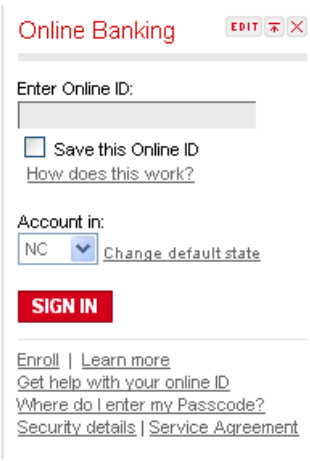
Pictured: The Essential Links list on the Bank of America intranet homepage takes users to their most common tasks.

Scrolling down a bit further on the Flagscape homepage, users find a list of *Your Division Links,* where they can access some of their division's sites that are more important. Users are one click away from their primary line-of-business sites, which contain the business-critical information and tools they need to do their jobs. This structure also helps keep people in the same wider areas connected and informed.



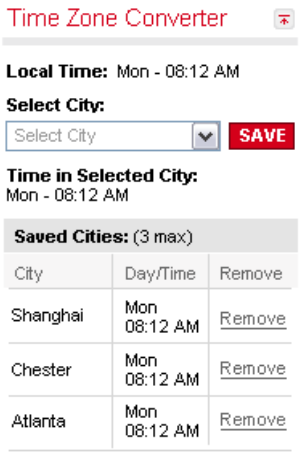
Pictured: The Your Division Links portlet on the Bank of America intranet homepage takes users to their division's most important areas.

Special employee benefits entice users to maintain accounts at Bank of America. So why not make it as easy as possible for them to access these accounts? The homepage does just that with the *Online Banking* area in the bottom right. Here, users with an account can log in or get needed help; those without an account can *Lean more* or *Enroll.*

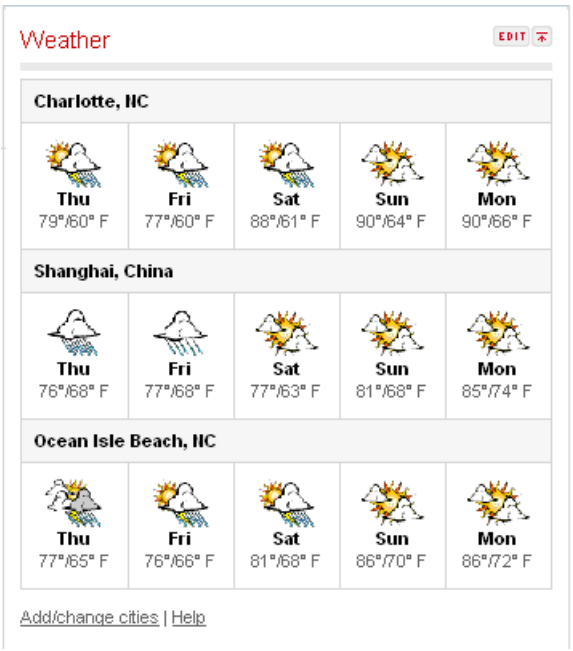


Pictured: The *Online Banking* portlet on the Bank of America intranet homepage lets users with bank accounts at the company log in and do their banking. Those without an account can enroll or get further information.

Other helpful homepage elements include weather information, a time converter, a list of bank holidays, a list of stock market quotes, and *Favorites*, to name just a few. Staying true to form and sticking with the vast personalization capabilities, users can personalize or customize each element. Users can add and remove cities they work with frequently in both the time zone and weather portlets. This lets them easily see the current local time and weather for people they're working with or offices they're traveling to.



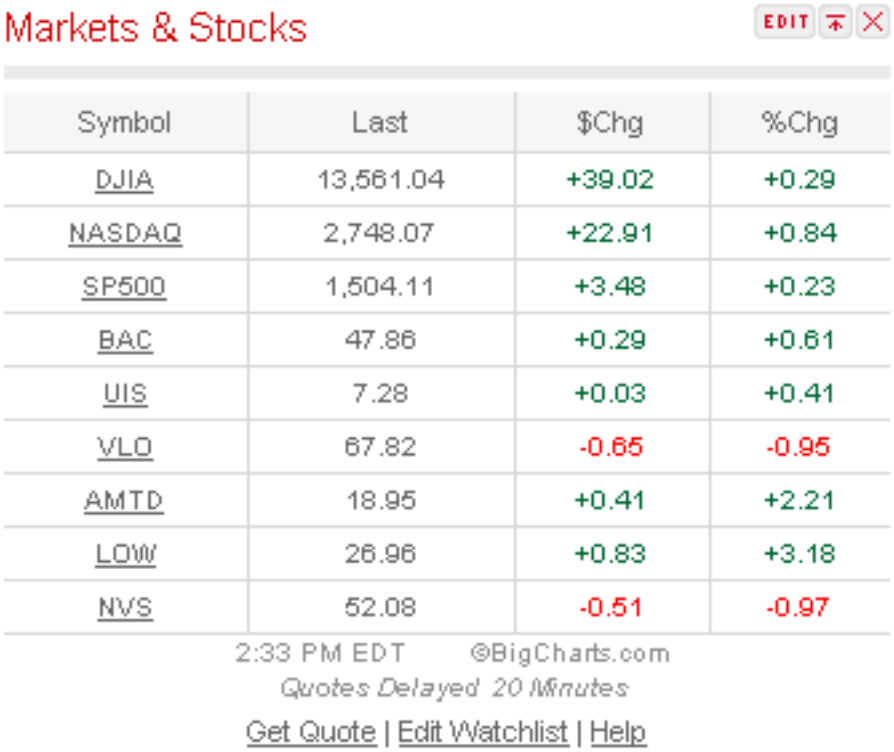
Pictured: The homepage's *Time Zone Converter* portlet lets users see the current time in cities they do business with or travel to.



Pictured: The homepage's *Weather* portlet lets users see the current weather in cities they do business with or travel to.

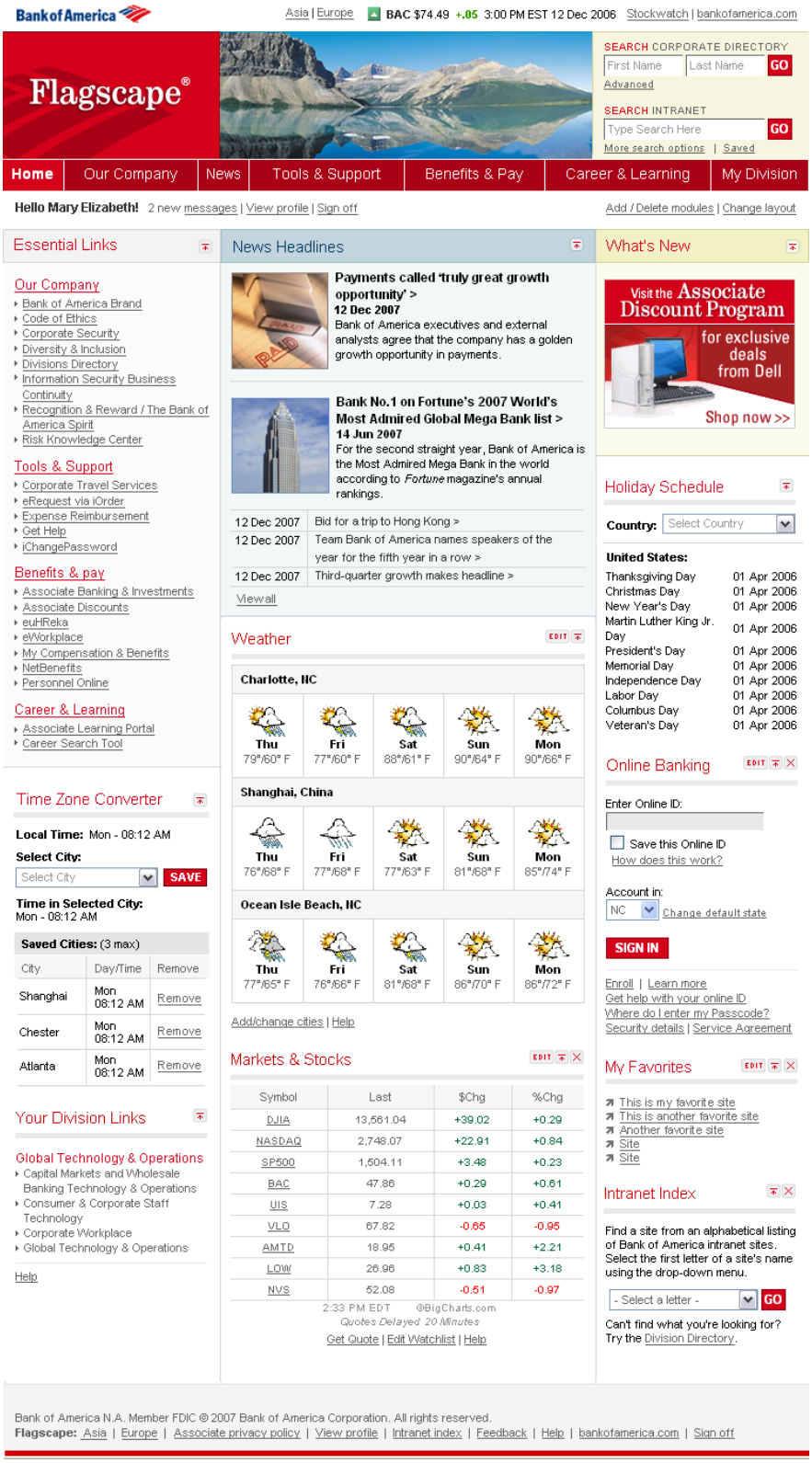


Pictured: The homepage's Holiday Schedule portlet helps users better plan and schedule meetings by enabling them to see not only their own holidays, but also those in the cities where they do work.



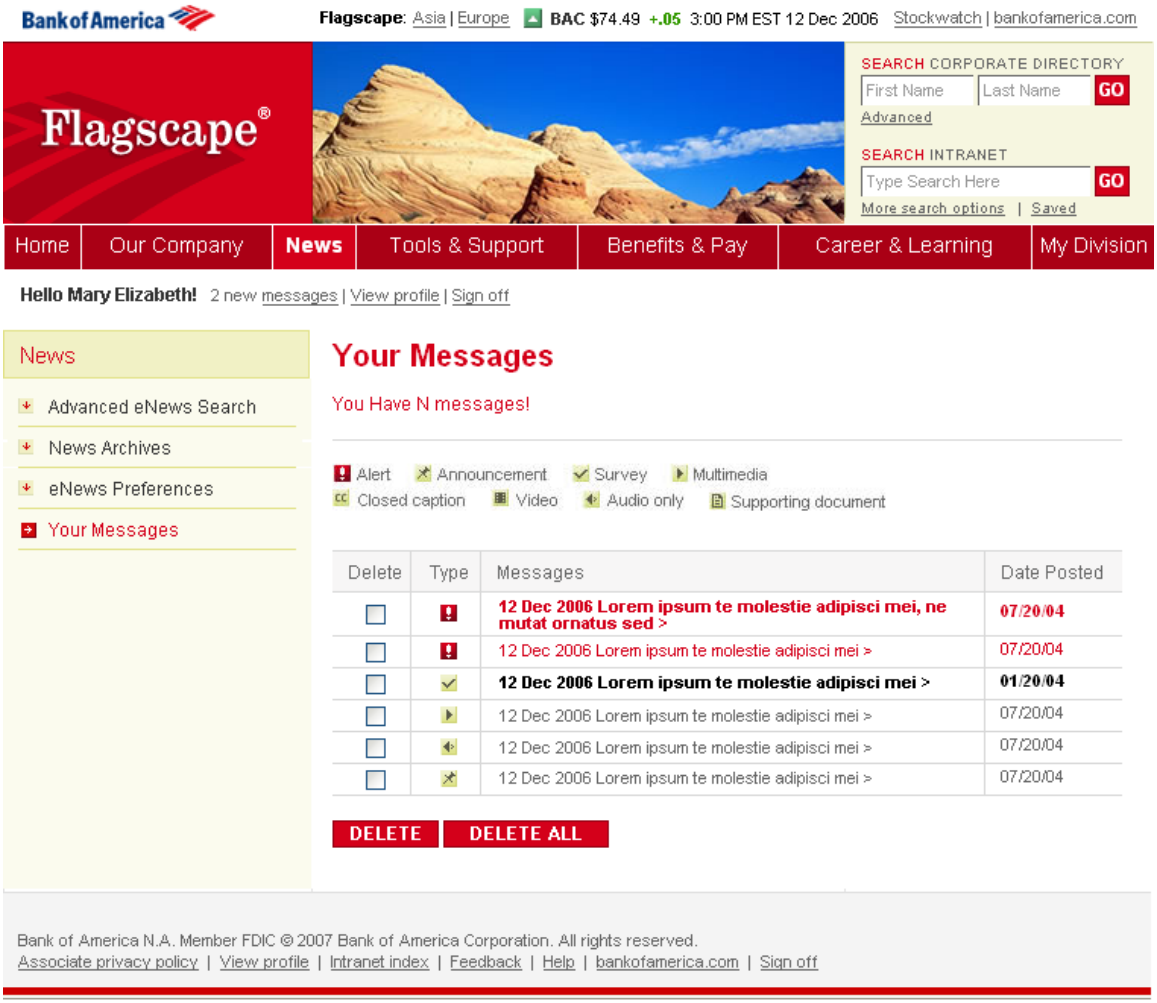
Pictured: The *Markets & Stocks* portlet lets users track stocks, add and remove stocks, and move them up or down in their list.

At the top of the homepage, just to the right of the user name, users are immediately informed when they have new messages, ranging from simple alerts to surveys requesting user feedback. These same messages appear in the upper right side of the homepage in the *Your Messages* portlet. In this case, the user is again informed that she has two messages; the alert is in subtle yet visible red text (which matches the site's color scheme, so it's not too distracting).Users don't need to click to read the crux of a message; by default, four headlines fit in the portlet. Users can click through to specific messages or click the *View All* to see the list of all current messages.



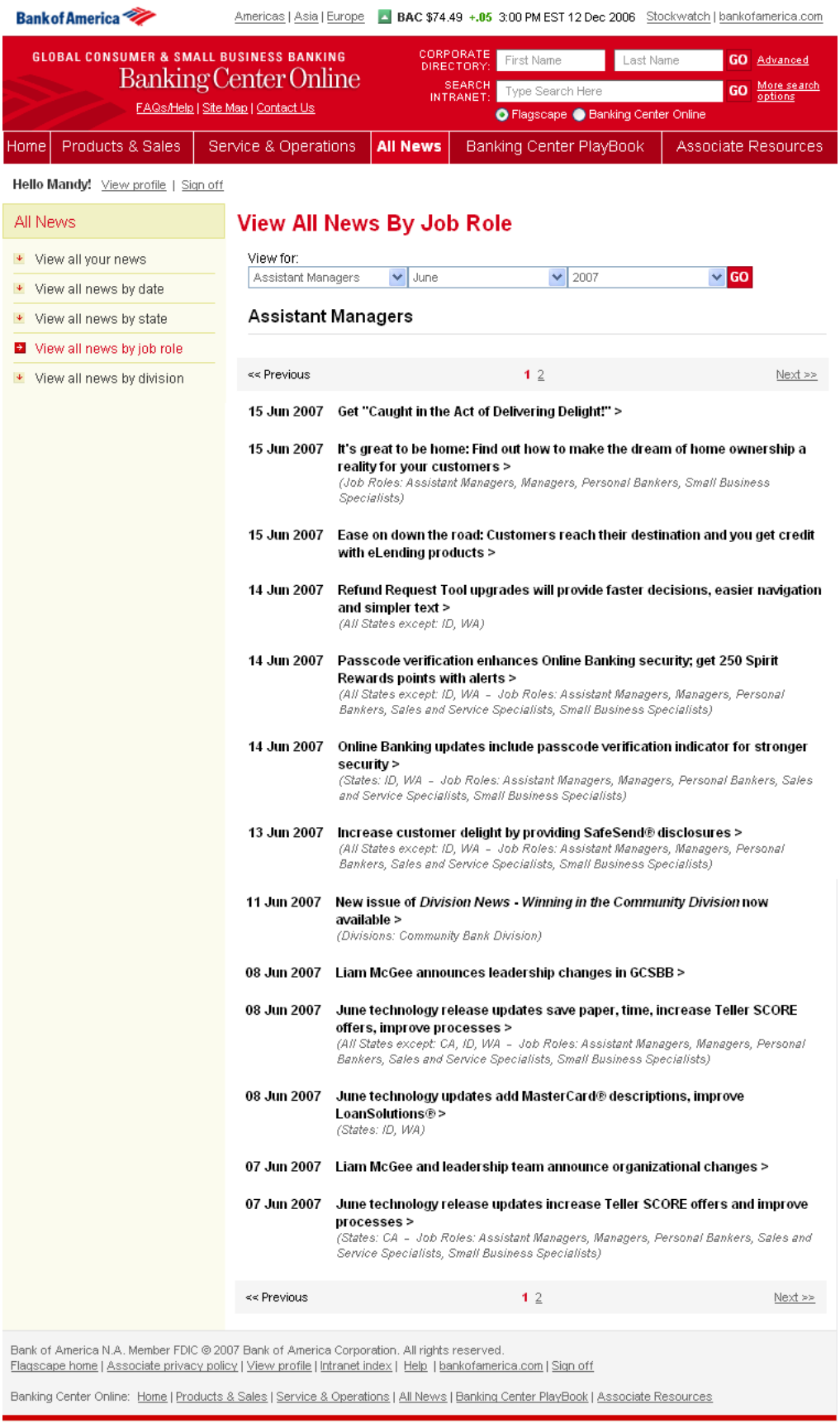
Pictured: The Bank of America intranet homepage offers a plethora of personalization features that help users find information and get work done quickly.

When users click through to read their messages, they arrive at the *Your Messages* area. A legend at the top of the page informs users of what the page's different icons mean, differentiating alerts from announcements, surveys, and multimedia elements. The icons include those for closed caption, video, audio, and supporting documents.



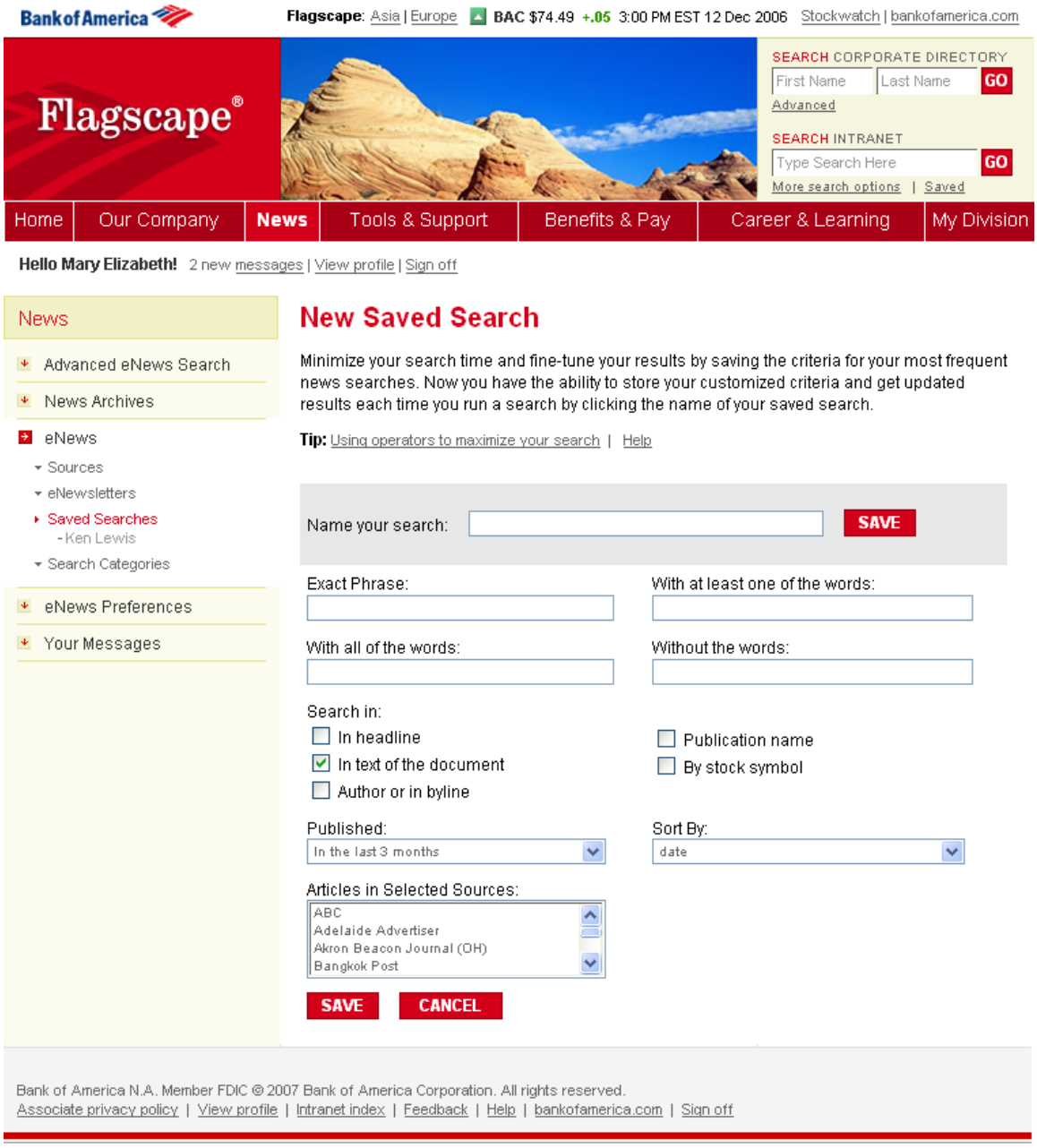
Pictured: Users can read and act on various messages and alerts in the *Your Messages* area.

In Flagscape's *Banking Center* subsite, users can click *View All* to see all the targeting attributes available for news published on the site. Users can view all news published to the site or news targeted specifically to them, and sort the news by date, state, job role, and division.


Bank of America
Americas | Asia | Europe
BAC $74.49 +.05 3:00 PM EST 12 Dec 2006
Stockwatch | bankofamerica.com
GLOBAL CONSUMER & SMALL BUSINESS BANKING
Banking Center Online
FAQs/Help | Site Map | Contact Us
CORPORATE DIRECTORY:
First Name
Last Name
GO
Advanced
SEARCH INTRANET:
Type Search Here
GO
More search options
Flagscape
Banking Center Online
Home
Products & Sales
Service & Operations
All News
Banking Center PlayBook
Associate Resources
Hello Mandy! View profile | Sign off
All News
View all your news
View all news by date
View all news by state
View all news by job role
View all news by division
View All News By Job Role
View for:
Assistant Managers
June
2007
GO
Assistant Managers
<< Previous
1 2
Next >>
15 Jun 2007 Get "Caught in the Act of Delivering Delight!" >
15 Jun 2007 It's great to be home: Find out how to make the dream of home ownership a reality for your customers >
(Job Roles: Assistant Managers, Managers, Personal Bankers, Small Business Specialists)
15 Jun 2007 Ease on down the road: Customers reach their destination and you get credit with eLending products >
14 Jun 2007 Refund Request Tool upgrades will provide faster decisions, easier navigation and simpler text >
(All States except: ID, WA)
14 Jun 2007 Passcode verification enhances Online Banking security; get 250 Spirit Rewards points with alerts >
(All States except: ID, WA - Job Roles: Assistant Managers, Managers, Personal Bankers, Sales and Service Specialists, Small Business Specialists)
14 Jun 2007 Online Banking updates include passcode verification indicator for stronger security >
(States: ID, WA - Job Roles: Assistant Managers, Managers, Personal Bankers, Sales and Service Specialists, Small Business Specialists)
13 Jun 2007 Increase customer delight by providing SafeSend® disclosures >
(All States except: ID, WA - Job Roles: Assistant Managers, Managers, Personal Bankers, Sales and Service Specialists, Small Business Specialists)
11 Jun 2007 New issue of Division News - Winning in the Community Division now available >
(Divisions: Community Bank Division)
08 Jun 2007 Liam McGee announces leadership changes in GCSBB >
08 Jun 2007 June technology release updates save paper, time, increase Teller SCORE offers, improve processes >
(All States except: CA, ID, WA - Job Roles: Assistant Managers, Managers, Personal Bankers, Sales and Service Specialists, Small Business Specialists)
08 Jun 2007 June technology updates add MasterCard® descriptions, improve LoanSolutions® >
(States: ID, WA)
07 Jun 2007 Liam McGee and leadership team announce organizational changes >
07 Jun 2007 June technology release updates increase Teller SCORE offers and improve processes >
(States: CA - Job Roles: Assistant Managers, Managers, Personal Bankers, Sales and Service Specialists, Small Business Specialists)
<< Previous
1 2
Next >>
Bank of America N.A. Member FDIC © 2007 Bank of America Corporation. All rights reserved.
Flagscape home | Associate privacy policy | View profile | Intranet index | Help | bankofamerica.com | Sign off
Banking Center Online: Home | Products & Sales | Service & Operations | All News | Banking Center PlayBook | Associate Resources

Pictured: A line-of-business homepage where users can view their targeted news by date, state, job role, and division.

Another interesting personalization feature on Flagscape is the ability to save search criteria. This lets users set up customized news searches from selected sources ranging from the Internet to Factiva/Dow Jones. Users can name the search and choose other elements—such as specific words in the article, when it was published, and whether to search in the title, body, or elsewhere.



Pictured: The *Saved Search* functionality lets users set up customized news searches from selected sources such as the Internet and Factiva.

Even site administrators' information is personalized using roles that define their capabilities. The Bank of America intranet has three defined roles for intranet site administrators: content contributor, content contributor plus publishing, and content supervisor.

The redesigned intranet saved more than 10,000 hours for Bank of America Associates in its first year of adoption (October 17, 2003 to October 17, 2004). Flagscape has also become the primary source for information and tools that drive these productivity and revenue gains. The marvelous personalization features facilitate the intranet's simplicity. And the site has become a reliable corporate foundation that employees consult when performing their jobs, learning integral information about their company, and striking a more efficient balance between their work and personal lives.

URL AND ACCESS

Bank of America's intranet, Flagscape, is the employee's start-up page. The site cannot be reached from outside the corporate LAN.

The homepage URL is: http://flagscape.bankofamerica.com/portal/site/flagscape.

TECHNOLOGY

Flagscape is built on Vignette Application Portal 7.2.2 (VAP) with Vignette Content Management 7.3.1.1 (VCM) and Dynamic Portal Modules (DPM) to communicate between VAP and VCM. "We use VBIS for automated content migrations," says Mandy Linton, Bank of America VP Shared Application Services. "Sun servers running BEA WebLogic application server and Oracle databases serve the data."

The design team uses Adobe products to design and build the site, and Visio for wireframes. The team also uses Test Director/Quality Center as the QA software.

CONTENT MANAGEMENT

CMS Technology

The organization uses Vignette as its CMS. Version control is managed through Discovery, Bank of America's enterprise document repository. Discovery has built-in version control capabilities.

The CMS is aligned with roles-based permissions within the bank. "Roles are labels we have assigned in Vignette that define the capabilities of our administrators," says Linton. "We have three defined roles for our line-of-business intranet site administrators: content contributor, content contributor plus publishing, and content supervisor." Employees in each of those roles access various publishing capabilitities within the CMS and permissions for content management and administration are broken down according to the roles.

Managing the Data

The enterprise sites (Americas, Europe, and Asia) are handled by Associate Channels team members (business owners who sit in Corporate Communications).

"From the enterprise sites, the user can access sites specific to their line of business," says Greg Jung, SVP Business Support Manager. "The main line-of-business sites include: Global Wealth and Investment Management, Global Consumer and Small Business Banking, Global Commercial Investment Banking, Global

Technology and Operations. From there, we break down to the next level of sites, such as our Card Services site that is accessed from the Global Consumer and Small Business Banking site."

The 150-plus Flagscape division subsites are managed by more than 500 site administrators, who typically sit in that particular line of business (for a line-of-business-specific site) or who are affiliated with the specialty or group (for a specialty site).

The distributed content administration model lets the bank's numerous content contributors and site administrators leverage a common toolset. This results in a consistent look and feel across all Flagscape sites and subsites.

To manage the subsites' vast content needs, the administrators utilize 18 different content templates and are guided by standardized page and layout design standards. "Our standards reside on the Administrator Support site and were rolled out in December of 2006," says Linton.

These standards determine seven main categories of site development:

- Content management usage
- User interface
- Branding
- Use of custom code
- Content
- ADA guidelines
- Internationalization

Compliance

Ensuring compliance with CMS guidelines can be challenging with so many sites to manage. "It has been difficult to enforce and maintain the standards over the 150-plus division subsites," says Linton.

In addition to the difficulties of policing individual sites and their adherence to the style guide, it's also difficult to manage the migration of subsites into the enterprise network. At one time, there were more than 1,000 intranet sites within the Bank of America family. Over the last several years, the intranet team has "rationalized" these sites into the Flagscape platform, but it hasn't always been easy.

"Most sites will naturally fit within the templates," says Linton, "but when you get large sites with a great deal of custom work, it gets hard to fit them into the mold. We originally started out with 12 templates when Flagscape launched, and we only had four division sites migrated."

The complexity of migrating differing subsites into the global platform raises several issues for the team in terms of design, usability, and—most of all—technology

"Situations like our transition efforts for sites like the MBNA intranet and its migration presented a challenge simply because MBNA was using a different technology solution as well as design from Bank of America," says Jung.

INTRANET TEAM

Team Members

The team managing Bank of America's intranet is comprised of associates from two main groups within the organization: Associate Channels (business owners who sit in Corporate Communications) and Shared Application Services (technology owners).

Three members of the Shared Application Services team are currently responsible for the Flagscape user experience. The initial team that developed Flagscape included Linton, who was hired to redesign the Associate Portal (the precursor to Flagscape), two information architects, a usability engineer, a manager who did some IA work, and a contract developer.

Linton has been working on the platform for nearly five years. "When I started at the bank in 2003, the Bank of America intranet was called 'Associate Portal,'" she says. "I was hired as the visual designer to redesign the entire site to more closely align with the brand platform. As a team, our goals for the first redesign (of the Associate Portal) were to do some usability work to identify how we were going to completely re-architect the entire site and also completely redesign the look and feel of the entire site."

The team's work resulted in release 5.0, which was in place just a few months before brand executives at the bank decided that the intranet needed to have its own brand identity. To achieve the branding goals, the team was charged with the site's visual rebranding and its migration from table-based HTML to a CSS layout. The result was essentially the design that is in place today on Flagscape 6.0.

Intranet Oversight and Staffing

As with nearly all intranets, the management of the Bank of America site has changed hands as the intranet has evolved. The Associate Channels team, which resides in the Corporate Communications Group, currently owns Flagscape. Associate Channels is responsible for managing all communication going out to bank associates via the intranet, email, and Bank of America's video broadcasting channel, Knowledge Channel. According to Jung, the site has benefited from this positioning.

"We are responsible for the primary channels of communications to our associate population," says Jung. "We are closely tied with our brand and marketing function through our reporting structure up through Global Marketing and Corporate Communications. Due to this positioning, we have been able to expand the traction of Flagscape to capture all associates."

Prior to being managed by the Associate Channels group, the site was owned by Global Human Resources (then Global Technology & Operations).

Site Evolution

A period of fast-paced mergers and acquisitions in the banking industry during the 1990s drove the company's first attempt at an intranet. The bank needed to share enterprise information—specifically, information related to bank culture, business objectives, and news—with new associates. Bank of America's first enterprise-wide intranet, Oasis, was launched in 1996 to fill that need.

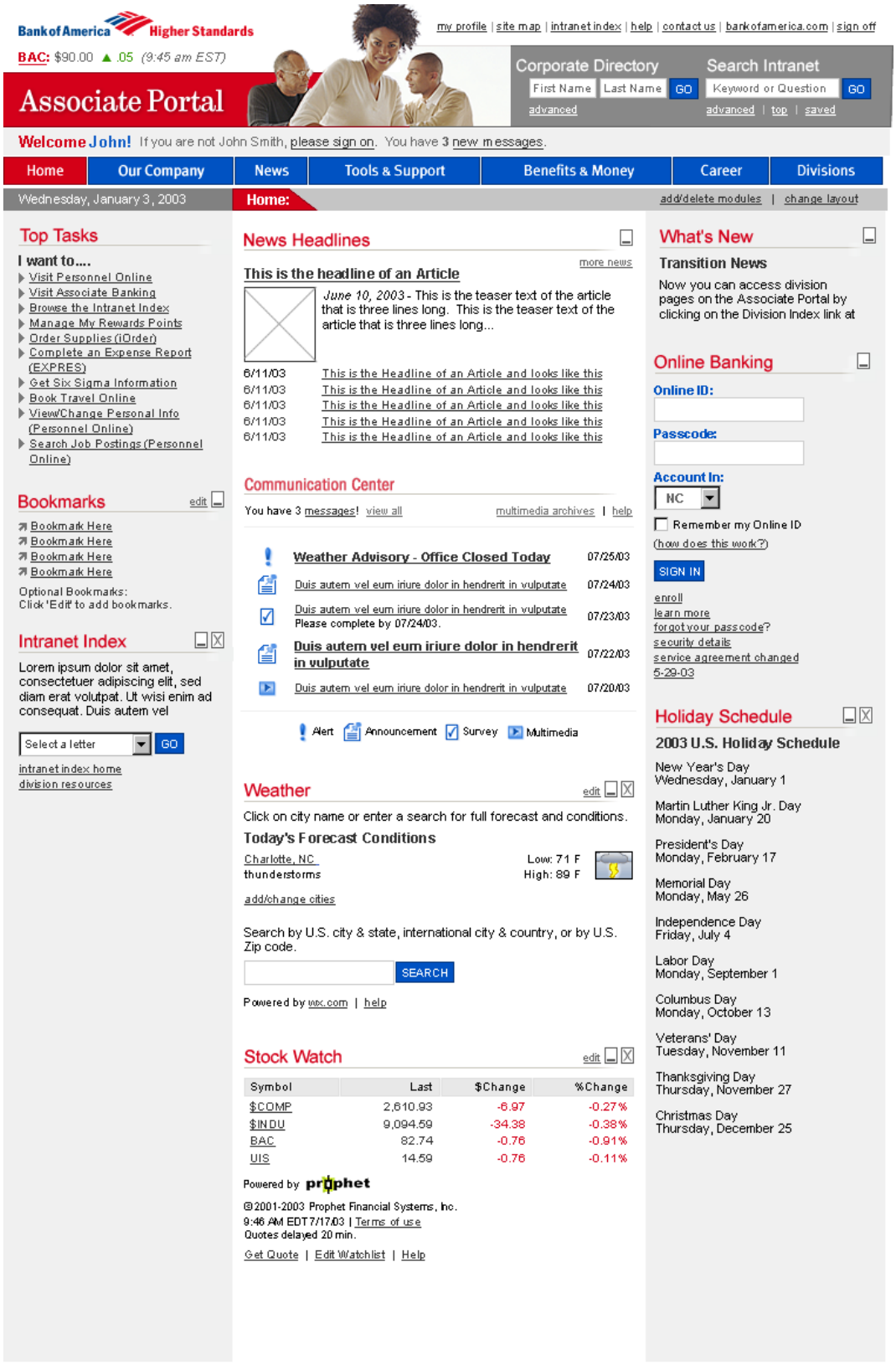
"This was a very small connector page that collected, in one place, links to news and the few other intranet sites," says Tracy Bell, SVP Change Management Executive. Corporate Communications owned and managed the site, which was launched to only

a small group of users, most of whom were in technology and among the first to have Internet access.

"The few other sites at the time were small and mostly tech-focused," she says. "They were the type of site developers created in their spare time and hosted on a server under desks with no branding or standards."

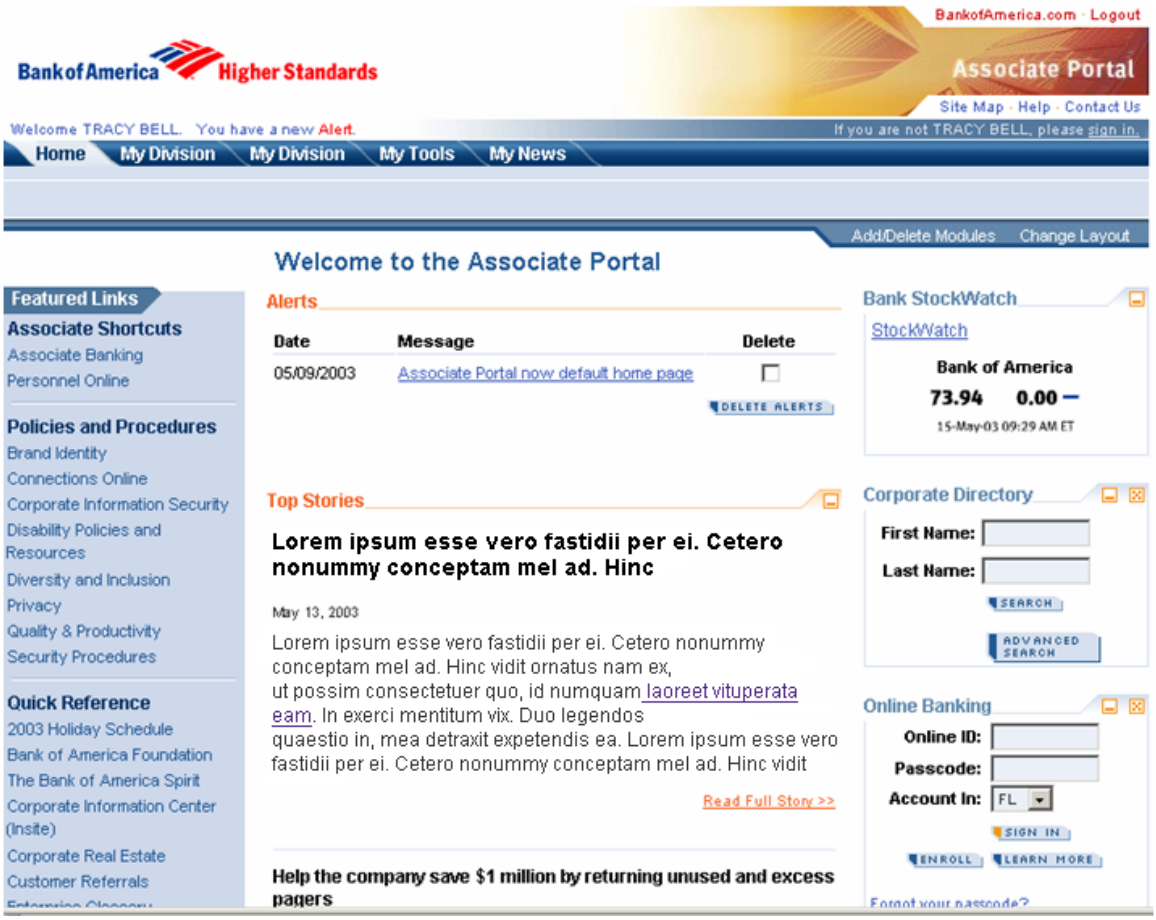
Over time, as more users gained Internet access, the Oasis content and readership grew. With this growth came demands for more information and better tools. To address this, the bank adopted a tool called Insite when it merged with NationsBank.

In 2002, after 18 months of development, a pilot site went live to just one line of business within the bank. "This was the first step in a many phased, multi-generation plan," she says. "We started with a framework and a single line-of-business site. Voice of the Customer (VOC) research and best practices were woven into every subsequent phase. It was a very massive series of improvements and adjustments, each step building on a larger vision. We now have a very robust enterprise portal, with over 150 line-of-business sites, which includes representation around the globe."


Bank of America Higher Standards
BAC: $90.00 ▲ .05 (9:45 am EST)
my profile | site map | intranet index | help | contact us | bankofamerica.com | sign off
Associate Portal
Corporate Directory
First Name Last Name GO
advanced
Search Intranet
Keyword or Question GO
advanced | top | saved
Welcome John! If you are not John Smith, please sign on. You have 3 new messages.
Home
Our Company
News
Tools & Support
Benefits & Money
Career
Divisions
Wednesday, January 3, 2003
Home:
add/delete modules | change layout
Top Tasks
I want to....
Visit Personnel Online
Visit Associate Banking
Browse the Intranet Index
Manage My Rewards Points
Order Supplies (iOrder)
Complete an Expense Report (EXPRES)
Get Six Sigma Information
Book Travel Online
View/Change Personal Info (Personnel Online)
Search Job Postings (Personnel Online)
Bookmarks
edit
Bookmark Here
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Bookmark Here
Optional Bookmarks:
Click 'Edit' to add bookmarks.
Intranet Index
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News Headlines
more news
This is the headline of an Article
June 10, 2003 - This is the teaser text of the article that is three lines long. This is the teaser text of the article that is three lines long...
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Communication Center
You have 3 messages! view all
multimedia archives | help
Weather Advisory - Office Closed Today 07/25/03
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Alert Announcement Survey Multimedia
Weather
edit
Click on city name or enter a search for full forecast and conditions.
Today's Forecast Conditions
Charlotte, NC
thunderstorms
Low: 71 F
High: 89 F
add/change cities
Search by U.S. city & state, international city & country, or by U.S. Zip code.
SEARCH
Powered by wx.com | help
Stock Watch
edit
Symbol Last $Change %Change
$COMP 2,610.93 -6.97 -0.27%
$INDU 9,094.59 -34.38 -0.38%
BAC 82.74 -0.76 -0.91%
UIS 14.59 -0.76 -0.11%
Powered by prophet
©2001-2003 Prophet Financial Systems, Inc.
9:46 AM EDT 7/17/03 | Terms of use
Quotes delayed 20 min.
Get Quote | Edit Watchlist | Help
What's New
Transition News
Now you can access division pages on the Associate Portal by clicking on the Division Index link at
Online Banking
Online ID:
Passcode:
Account In:
NC
Remember my Online ID
(how does this work?)
SIGN IN
enroll
learn more
forgot your passcode?
security details
service agreement changed 5-29-03
Holiday Schedule
2003 U.S. Holiday Schedule
New Year's Day
Wednesday, January 1
Martin Luther King Jr. Day
Monday, January 20
President's Day
Monday, February 17
Memorial Day
Monday, May 26
Independence Day
Friday, July 4
Labor Day
Monday, September 1
Columbus Day
Monday, October 13
Veterans' Day
Tuesday, November 11
Thanksgiving Day
Thursday, November 27
Christmas Day
Thursday, December 25
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privacy policy | intranet index | my profile | site map | help | contact us | bankofamerica.com

Pictured: The 2003 Associate Portal redesign (homepage release 5.0). The redesigned site saved Bank of America associates more than 10,000 hours in its first year of adoption.

BANK OF AMERICA INTRANET TIMELINE			
	2002	**2003**	**2004**
	v.4.0: Associate Portal	**v.5.0: Associate Portal**	**v.6.0: Flagscape**
Release Notes	The site in place before the User Experience team was formed.	This redesign included two card sort studies, server log research, a design survey, and VOC/VOA feedback. The redesign also included a baseline user study (referenced below), which consisted of several time-on-task measurements.	This release included a visual design survey and a visual rebrand of Release 5.0 to the new Flagscape brand platform. The team made only a few minor interaction updates with this redesign.
Redesign Goals		▪ Design a completely different site architecture based on user feedback and usability testing ▪ Rebrand the site to be brand compliant	▪ Redesign the navigation layout to accommodate more pages and a deeper site ▪ Completely rebrand the site, changing it from the "Associate Portal" to "Flagscape"



Pictured: Bank of America's intranet homepage, the Associate Portal (version 4.0), as it looked in 2002 prior to any usability improvements.

GOALS AND CONSTRAINTS

The Bank of America intranet team has a clear goal for the site: to enhance the relationship between Bank of America and its associates. The team's efforts are aimed at increasing efficiency and productivity by simplifying access to the information, processes, and tools that associates use on a daily basis. The team executes on this vision by providing user-targeted news, information, and tools within the wrapper of a consistent user experience for all associates throughout the company.

According to Jung, the primary ongoing challenge is prioritization. "Prioritizing our product roadmap is the biggest challenge we face internally," he says. "The demand for new capabilities and enhancements to the platform outpace our ability to deliver. We also clearly understand the value of managing the amount of change given the impact it has on our end users. Our associates' ability to efficiently and effectively serve our customers are always top of mind in our prioritization processes."

Prioritization efforts contribute to the creation of the product road map, which consists of two components. The first component is tactical execution, which focuses on projects slated to be delivered within the next six to 12 months. The second component focuses on a longer-term three-year strategy that is shared with the executive leadership team.

Jung says that when the team works on prioritizing site initiatives, they try to answer two questions: "What are the business strategies that can be facilitated through the intranet channel?" And, "What do we (Corporate Communications) need to more effectively communicate to our associates?"

USERS

Bank associates who serve in a wide variety of roles—from CEO to bank teller—and use the intranet on a daily basis. Every associate (and contractor) has access to Flagscape.

"This means that we have customer facing associates as well as back-room operations associates that are leveraging Flagscape for their day-to-day working needs and information," says Jung.

USER TASKS

Users should be able to do the following tasks efficiently on Flagscape:

- Use enterprise tools
- Access news and information
- Search the corporate directory

FEATURES

Basic features of Flagscape include:

User productivity functions
- Integration with corporate directory
- Direct access to online banking
- Search functionality featuring line-of-business-specific search capabilities

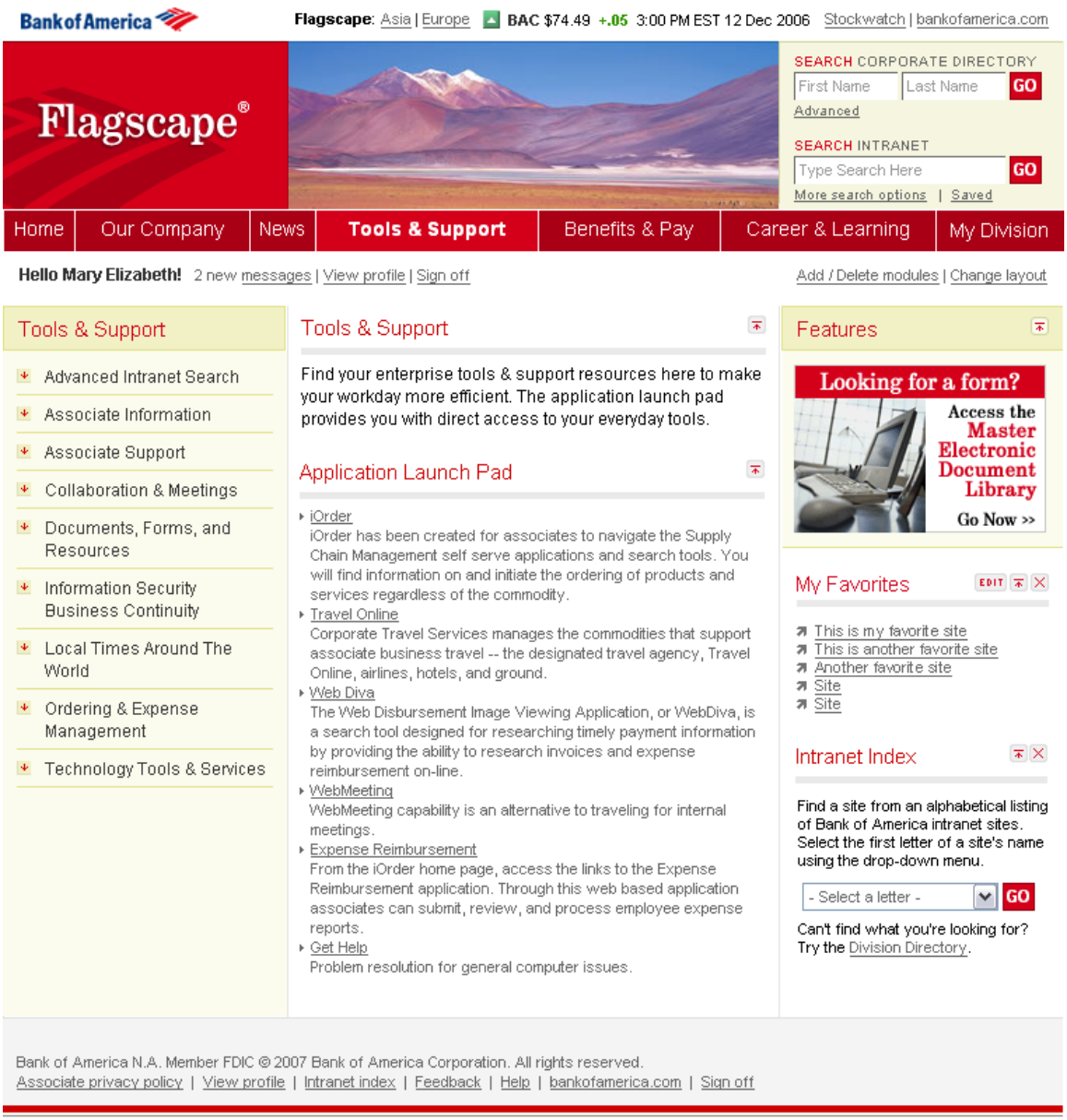
User-driven customization
- *My Favorites* portlet region
- Five-day weather forecast
- External news and search capabilities from Factiva/Dow Jones

Targeted content

Targeting is based on the associate's demographic information. Targeted modules include: primary navigation, news content, banners, alerts and announcements (such as *Your Messages*), a time-zone converter, and holiday schedule.

Industry news and information
- Market data
- Stock quotes
- Interest-rate feed
- RSS news portlet region
- Regional and enterprise news

Information capture
- Integrated polling and survey functionality



Pictured: The *Tools & Support* main top-level page on the current Flagscape site includes an application launch pad for easy access to key applications that associates need to do their jobs. It also includes the *My Favorites* and *Intranet index* portlets for quick access within this section.

Tools for Collaboration

Web 2.0-type collaboration tools, such as blogs and wikis, offer significant opportunities for more effectively managing knowledge, but they also pose unique risks for an organization such as Bank of America. The company therefore approaches this type of innovation with caution to avoid introducing unwanted risk. "One of the main requirements (for collaboration tools) will be around moderation of content and approval," says Jung. "Due to the potential risk this can pose for the corporation, we are being very diligent in our requirements definition to ensure that

we capitalize on the value these new capabilities bring, while also mitigating potential risks inherent with these types of collaboration tools."

As the bank works to define its strategy and expand opportunities for enterprise-wide collaboration support, associates across the bank have embraced SharePoint to fill the void. Within the last year alone, associates created more than 7,000 SharePoint team sites.

Jung explains the popularity of these sites: "The growth of SharePoint has been explosive within Bank of America. These team sites grew out of a need to easily collaborate within work teams (typically 200 associates or under) where a presence on Flagscape was not the best avenue." Jung says associates use SharePoint sites to collaborate on documents across a project's lifespan, as well as to track project milestones and provide access to customized lists and status reports.

"SharePoint is not where the final project artifacts are stored—we have another system for that—but they are meant for team collaboration on projects while the projects are in-flight," says Jung, adding that they expect Flagscape to have wiki capabilities within six months. "We are currently defining requirements and looking at avenues of integration."

Search

After convening a cross-functional team to evaluate search vendors, Bank of America's intranet team chose a new search technology to replace its existing technology in the fall of 2007.

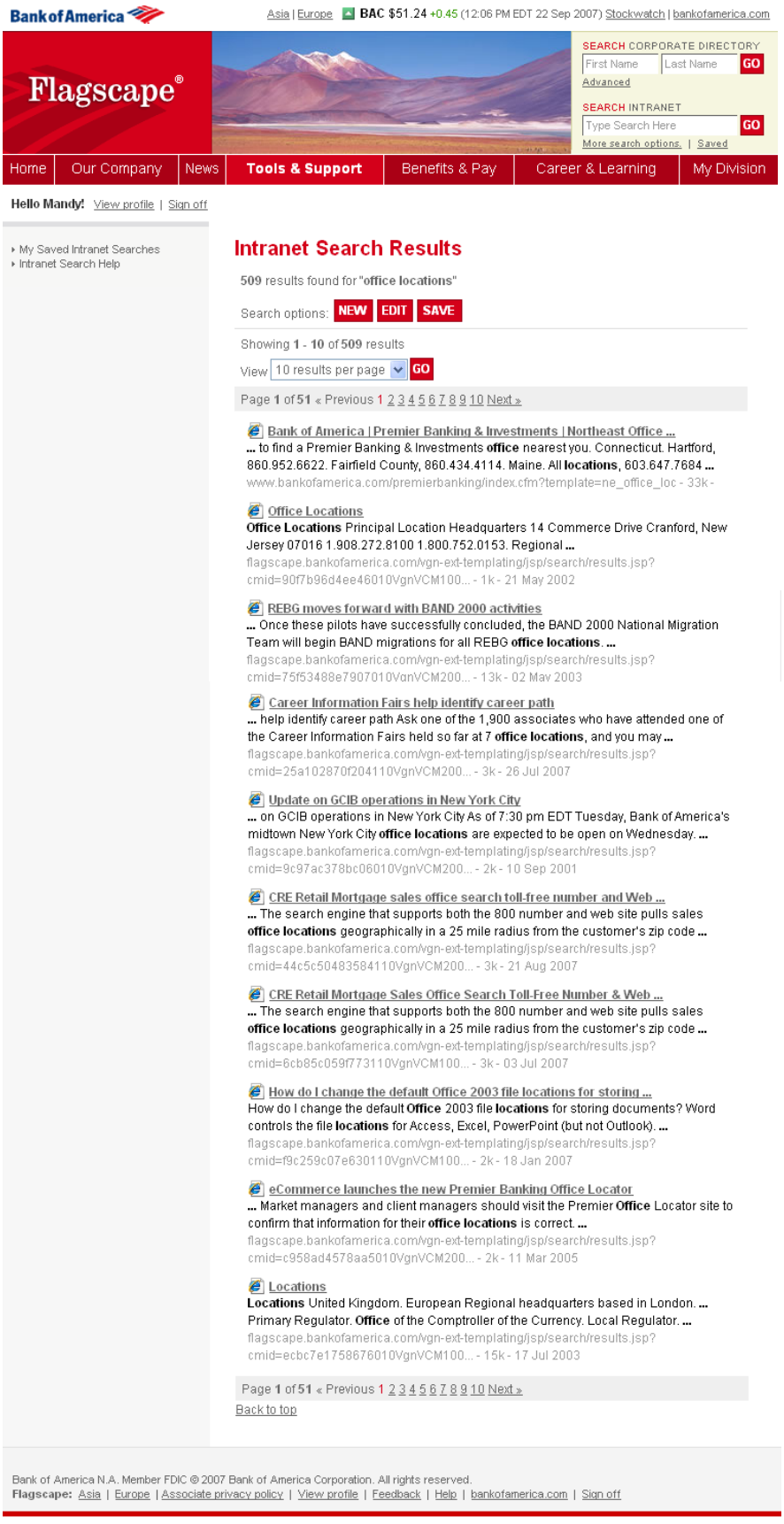
"Relevant search results have been challenging," says Linton, "And have been a source of frustration within our user community. This is a big issue for our intranet, one that we hope to improve with our new search engine."

As an interim step, the team implemented related-links functionality to enhance the existing search application. Once it chose the new search appliance, the team's first project phase consisted of replacing the search engine and making some minor usability improvements.

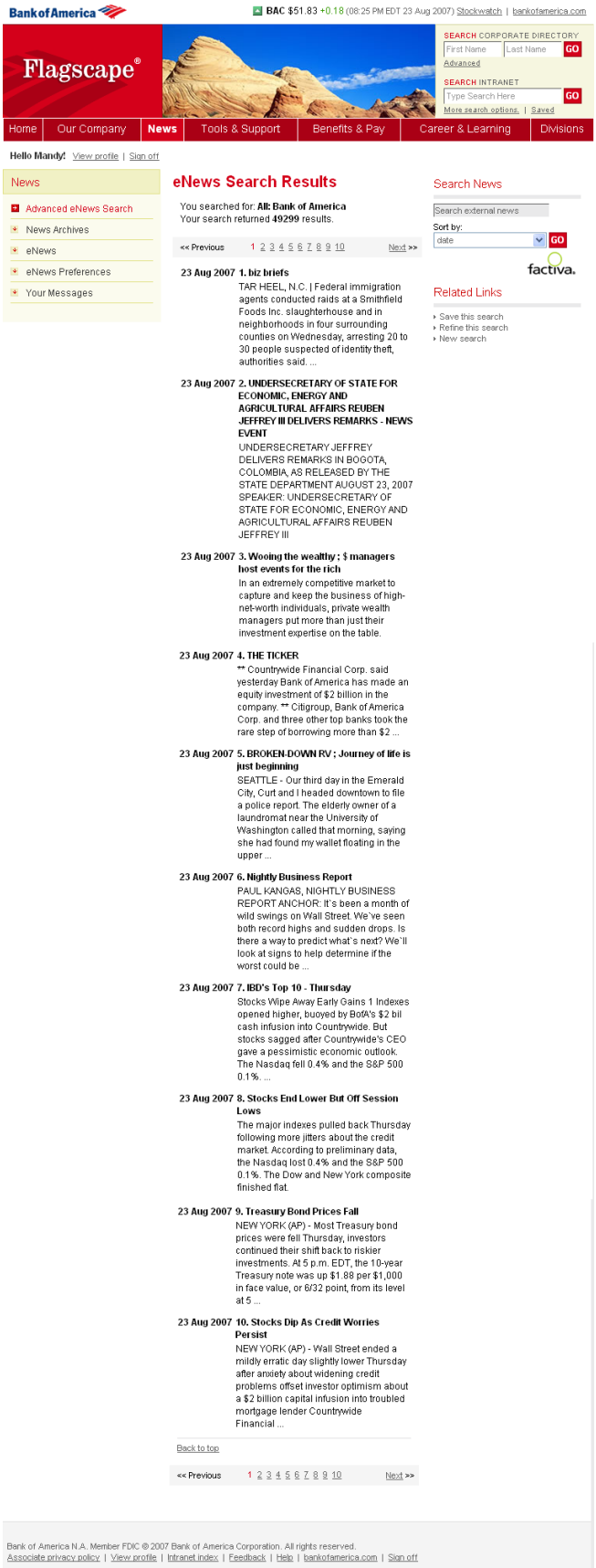
As of this writing, the team has not announced the new search technology changeover to the general bank population. "We are being very careful not to start promoting this until we feel 100% comfortable with the relevancy of results we are getting," say Linton. "We still have some refinements that need to be made and already have two more phases planned for the first of the year to further enhance the usability and relevancy."



Pictured: A search for office locations using the site's old search engine.



Pictured: The 'office locations' search using the new search engine, which returns more relevant results.



Pictured: A search for mentions of Bank of America in the news using Factiva/Dow Jones search. The bank currently uses eNews for Internet news search. As the screen shows, it works very well and returns relevant results.

DESIGN PROCESS AND USABILITY ACTIVITIES

Usability Methods Phase I: Release 4.0 to Release 5.0

When the User Experience team formed in 2003, members were immediately charged with overhauling the site. They inherited a complex site with an enormous amount of assets. "We faced the challenge of an intranet at Bank of America that comprised more than 1.5 million disparate pages of information across approximately 1,000 individual sites and 4,000 Lotus Notes databases," says Linton. In deciding what to change in the redesign from Release 4.0 to 5.0, the team took a research approach. They narrowed their methods down to the following: card sorting, heuristic evaluations (informal), surveys (email), user testing of new design prototypes, user testing of the old intranet, and studying the server logs.

"We decided what to do using the research we uncovered," says Linton. "We knew we had to completely redesign the navigation structure of the site—we used the card sorting exercises and time-on-tasks measurements to determine the approach for that. We knew we had to completely redesign the site. We used the new branding guidelines and surveys from users to determine the final design. We knew we wanted to move to a more task-based navigation structure, so we used metrics and end-user input for that as well. We had definite goals for each redesign, it was very clear to us what we needed to achieve with each release."

Linton outlines the redesign's research methods:

User Testing: Participants were asked to perform 20 tasks on the site, without assistance, in a one-hour session.

Card Sort Studies: Associates were tested to gain insight into how they would sort the site's content into logical groupings. These groupings provided a foundation for the architecture and navigation of the new Associate Portal. According to Linton, "The response/results we got from the several card sorting activities were extremely helpful. That study determined our site navigation that we still use to this day."

Design Survey: Hundreds of associates responded to an Associate Portal survey, providing valuable feedback on five proposed homepage designs. Also, in a later visual design survey, participants were asked to evaluate five possible site design prototypes.

Voice of the Customer (VOC) Feedback: An overview of the VOC feedback collected from the Associate Portal's *Contact us* section was categorized and distributed to the User Experience team weekly throughout the design process. Linton estimates that 80% of the redesign was based on this feedback.

Server Log Research: The new design's task-based navigation (top task module) utilized Web Trends reports to identify the most commonly performed intranet tasks.

Card Sort Studies

Linton explains the two types of card sort exercises used in the Release 5.0 project as follows.

Open Card Sort

"In the open card sort studies we performed, participants were asked to sort cards into logical groupings and then name the groupings," says Linton. "Participants were able to create as many card categories as they felt were appropriate. During the card

sort exercise, participants were asked to order the cards' groupings by importance. If participants were uncomfortable sorting a card under one of their groups, they had the option of creating a group referred to as 'Unsorted.' Several reoccurring themes were identified based on the participant-defined headings."

User Testing

During the user testing session, the team asked users to complete a series of tasks (without assistance). The following variables were tracked for each task:

- **Time on Task**—the time required to perform a task.
- **Number of Clicks**—the number of clicks required to complete a task.
- **Completion Rate**—frequency with which users successfully completed the task within the allotted time.
- **User Difficulty Rating**—subjective difficulty rating that users provided for each task.

Results of User Testing

"The time-on-task measurement started as soon as the participants maximized their browser to the Associate Portal homepage, and was stopped as soon as they reached the desired page," says Linton.

EXAMPLE TASK MEASUREMENT RESULTS

ID	Task	Average Time on Task		
		4.0	5.0	Difference*
1	Stock Quote	16	23	7
2	Retirement Options	25	23	-2
3	Redeem Rewards	72	43	-29
4	Technical Support	54	18	-36
5	Expense Report	45	9	-36
6	Meeting Room	69	13	-56
7	Contact Information	12	7	-5
8	Travel Arrangements	44	22	-22
9	Order Supplies	50	17	-33
10	Job Postings	23	22	-1
11	Associate Discounts	70	42	-28

* The Mean Difference is the difference between the average times on task measurements for each version of the intranet design.

Usability Methods Phase II: Release 5.0 to Release 6.0 (current site)

When the team decided to update the site again (moving from release 5.0 to the current 6.0 redesign), it once again had many usability challenges to surmount. "With release 5.0, there were too many different places for users to look for navigational information on the Portal's secondary pages," says Linton.

"Users were not sure where to look first. There were four different types of navigation [see image above] and over 50 links above the fold. As a result, the *Top Tasks* and the secondary navigation links are often missed and users spent an exorbitant amount of time reading through all the links."

Linton continues, "In addition, most users did not use the Portal's secondary navigation headings, which made it very difficult to scale the site. Placing the secondary navigation in the top navigation bar restricted the number of headings that could fit across the top of the page. At that time, most of the external links were displayed in the *Resources* area, which was already filled with links. If users typically were not sure which global tab contained their desired information, they oftentimes would mouse over the tabs to read their descriptions. This type of functionality was not available on the Portal at that time."

According to Linton, the release 5.0 site architecture was developed primarily to link to external content. "Very little of the content was actually housed in that site," she says. At that time, the team estimated that they might have to add up to 500 additional pages to accommodate the next four major sites slated for integration on the road map. As Linton notes (and the image below shows), they were also "lacking the page real estate to devote to promote individual initiatives within the site."

RESULTS

To get the site from release 5.0 to 6.0, the User Experience team compiled a list of the navigation-related issues that were documented through the user studies and VOC/VOA. They then conducted another closed card sort on over 100 of the proposed content items to identify potential overlaps and gaps in the current headings.

"Next, we discussed, as a team, the advantages and disadvantages of several different navigational approaches," says Linton, adding that they focused on an approach's ability to push business initiatives; meet scalability, ease of use, and ADA compliance requirements; and pass trunk tests (Where am I? How did I get here? What can I do? How do I get home?)

Follow-Up Activities

Specific activities that resulted from the research include:

- Based on results from the card sort, the team changed the *Benefits & Money* tab to *Benefits & Pay*.
- Also based on the card sort, they changed the *Career* tab to *Career & Training*.
- Because they found overlapping content items, the team conducted a quick survey to determine the best location for the content, and then provided adequate cross-links from within the other menu heading.
- The team moved the secondary navigation (which had been underneath the global navigation), to the page's left side.
- Adding rollover menus gave users direct access to content that was two or three levels into the site architecture. The rollovers also offered an overview of a tab's contents.
- They added ALT text descriptions to all global tab headers, briefly explaining the information under each tab.

- Adding drill-down menus provided navigational context, helping users understand their location within the site architecture. Users can also access the lower-level pages by first clicking a tab heading, and then drilling down through the headings. The team says this approach is especially useful for novice Web users and for users with disabilities.
- Incorporating the *Resources* links into the site architecture left considerable real estate available to highlight promotional initiatives.

Surprise Findings

"The time-on-task measurements were the most surprising when you looked at the differences between the measurements of Release 4.0 to Release 5.0," says Linton. "Some minor adjustments we made to the look and feel and placement of some links gained huge rewards. In addition, the card sorting activities yielded some surprising results in that the categories that most associates placed some tasks in were not what was expected."

LESSONS LEARNED

Lessons learned from Mandy Linton:

Establish and circulate standards early. "Not having our UE/Design/Branding standards together to roll out to our administrator community until this past December has been very difficult. We are now being forced to go back and audit all the sites that are out there and communicate to administrators that they need to make updates to their content or files. This has become incredibly time consuming."

Carefully consider fixed width vs. liquid layouts. "When we launched Release 5.0, we decided to go with a fixed-width layout for the whole site. Going with the fixed-width approach allowed us to more quickly/easily create templates within our content management system. Now that the standard resolution has switched from 800 wide to 1024 wide within the bank, it makes sense for us to move to a liquid layout. Also, with the rollout of ADA (Section 508) guidelines, this will allow users to control their font sizes within the browser, which they couldn't do with the fixed-width approach.

Bankinter S.A.

Using the intranet:

Bankinter is a commercial bank, ranked as one of the top six Spanish banks. Its success can be attributed to its commitment to technology, specifically its multi-network and multi-channel strategy for distributing financial products and services. In the 1990s, Bankinter was one of Spain's first banks to launch several alternative banking channels (telephone, virtual banking, and so on). Today, these innovations are an essential part of its multi-channel network.

Headquarters: Madrid, Spain

Number of employees the intranet supports: 4,225

Locations: throughout Spain

Sales (2006): EUR 820 million

Design team:

In-house, by Bankinter's User Experience team

Members: Sonia Colino Merino, Director of Knowledge Management; María Pilar de Terán Temprano, Director of User Experience; Julian Raúl Martínez Márquez, Technical Systems; Manuel Pallarés Alvarez, Director of Internal Communication; Francisco Vicente García Ramos, Director of Internal Clients Projects Management

SUMMARY

Employees at Bankinter appreciate the intranet; their use of it has progressively grown over the years as its designers have become increasingly in tune with users' tasks and needs.

The predominant color, orange, was selected for the site because it's the corporate color and thus matches the branding and organizational culture. The other reason the designers chose such a bold color is that they say it communicates "vitality, energy, and youth." And the site is indeed contemporary and a leader in intranet design. It offers the usual necessities, plus applications that fully help people get their jobs done.

The homepage looks clean and inviting, but still has much-needed information and acts as a conduit to the entire intranet. The homepage offers links to almost everywhere, and is reciprocally available from every page.

The top area of the homepage offers a search, and users can choose to search the entire site or subsites. When offering this kind of scoped search, the designers understood that it's best to make the default the simplest and most-used selection, which is typically the *entire site*.

Also in the header area, breadcrumbs help users navigate and acclimate within the design.



Pictured: The Bankinter intranet's header offers a search for the whole site or subsites.

The banner at the top of the page offers links to various types of assistance and feedback. Among them are: *Who can help me?*, which links to a list of the most important contacts in each department; *Suggestions*; and even a simple way to register *Confidential complaints.*



Pictured: The banner at the top of the page offers links to *Who can help me?*, a list of the most important contacts in each department; *Suggestions*; and *Confidential complaints*.

The top left-side navigation area displays a line chart of the Bankinter stock price so employees can keep abreast of their investments. Below this, designers grouped the left-side menu links into categories to make it easier for users to make a selection. Items in this menu include:

- ***Work*:** *Information Center, Client Operations, Manuals, Products, and Software Installation Center*
- ***Human Resources/Employee's Site***
- ***Communication*:** *Directories, Internal Forum, News, Online magazine*
- ***Library*:** *Corporate Presentations, Multimedia Center*
- ***Information*:** *Social Activities, Environment, Public Relations, VoIP telephones, Union section*

In addition, the page footer offers links to bank circulars, official tariffs, and the branch's bulletin board.

As we see on many intranets, the page's main content area features current news and corporate information. High-quality graphics liven up this information and support the messages. The section's lower part highlights the bank's products and its positioning. This helps employees stay well aware of Bankinter's offerings.

Most designers are somewhat anxious that the homepage's look will quickly become stale and boring to users. In our experiences watching intranet usability tests and doing fields studies, we don't find this to be true so long as the actual content changes. But, to keep things dynamic and exciting, the Bankinter designs have two different homepage formats that have a few small but noticeable differences.

One format is more graphical than the other. In it, a large banner with a message and graphic appears at the top of the content area. The headlines appear in bold orange below that, each with a supporting graphic. Subtle gray boxes separate each news item. Links are bold and underlined.



Pictured: The first of two possible formats for the Bankinter homepage has a content area with a large graphic and message at the top. Smaller, high-quality graphics accompany the individual news headlines.

In the second format, headlines are still orange and links are underlined and (typically) black. A large graphic and message dominate the right half of the content area, and the news headlines appear without graphics. This is a rather small change from the first homepage's style, but it's enough to keep things interesting. Even if you want to vary the homepage by having a few different styles, it's important that user interface elements such as fonts and typefaces for headlines and links remain consistent.



Pictured: The second of two possible formats for the Bankinter homepage's content area displays a large graphic on the right side.

Just below the top banner and in the main content area are links to *Our communities,* as well as to Bankinter's external websites.

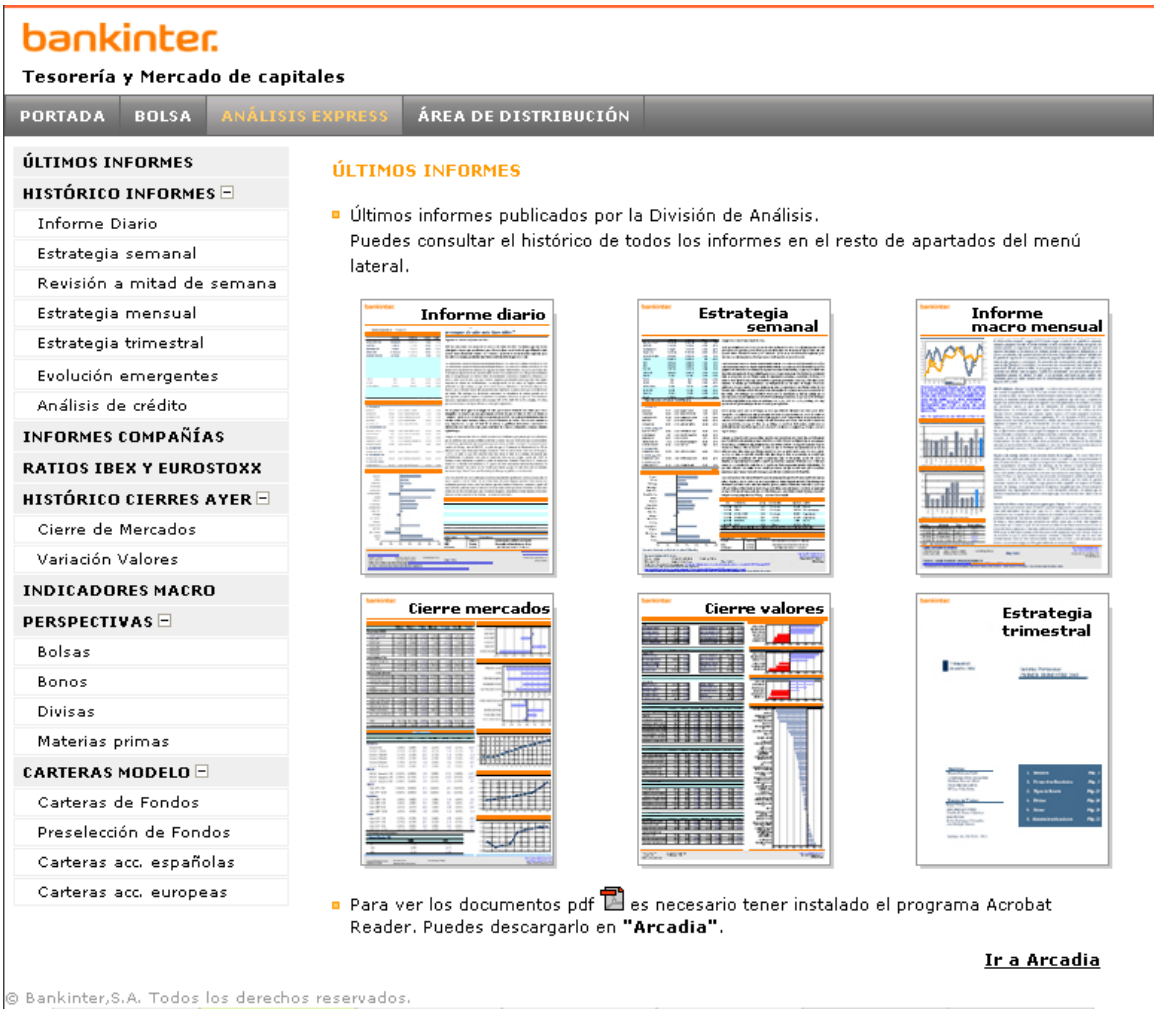


Pictured: Just below the top-level banners are links to *Our communities* and Bankinter's external websites.

The homepage is attractive to people in all the various specialized job roles—including Audit, Risks, Finance Information and Control, Financial Advising, Corporate Reputation, and Environment—as well as those in support roles, such as HR, Marketing, IT, and Maintenance. The subsites that support the varied job roles include homogeneous content and applications that the different Bankinter employee groups use throughout their workday.

Each community site focuses on a specific group of users who work in the same department or area and need the same tools and information.

Bankinter is very good at managing the information that appears on these subsites. For example, several groups need information regarding stock exchanges, historical markets reports, and investments strategies. Links to all this information are nicely consolidated on a single page. This makes it easy for IT employees to actualize information that will be presented. These data are stored in a unique place and all internal communities capture them. This guarantees that various organizational groups will see the same information at the same time, avoiding mismatching information. It also saves on costs and, on occasion, avoids duplicate efforts.



Pictured: Many different groups at Bankinter need information about stock exchanges, historical markets reports, and investments strategies. This information is consolidated on one page. The data are stored in a unique place and all internal communities capture them, guaranteeing that the same information appears at the same time across the site.

The uncomplicated calendar feature enables people to track training events or other activities. Project managers and directors can access their own calendar information and that of all collaborators. By clicking the links in the cells, users jump to the full calendar entry. Users can also view the calendar by month or week. And, speaking of view, the calendar is very simple: no fancy graphics or widgets here.

bankinter

intranet.bankinter.bk > **webpersonas** 0128-5151 BK07073

PORTADA | DOSSIER | FORMACIÓN | EVALUACIÓN | PUESTOS | INFO | RECONOCIMIENTO | TALENTO

Inicio | Mi Formación | Calendario | Dataconferencias | Aula Virtual |

FERNANDO DE PABLO MARTINEZ DE UBAG BK07378

Ver calendarios colaboradores
Ver calendarios accesibles

CALENDARIO DE FORMACIÓN

Selecciona la situación de los cursos y el periodo que quieres consultar y pulsa **Actualizar**.

- Situación: realizados
- Periodo: mes | marzo | 2006

Actualizar

Imprimir| Exportar a excel

MARZO 2006

L	M	X	J	V	S	D
		01	02	03	04	05
06	07 Nuevos teléfonos móv Convocatoria 2	08	09	10	11	12
13	14	15	16 Seguridad informátic Convocatoria 2	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Imprimir| Exportar a excel

Gestión de Personas y Conocimiento - Formación

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Pictured: Project leaders and directors can view their own calendars as well as those of the people they manage, helping everyone to stay on target.

Another feature that many people in the organization use is *Engloba,* a transactional environment where all client information is stored. Bankinter employees use this area extensively to learn about, win, and keep clients. Detecting client needs, preferences, financial culture, and economic capacity enables personalized sales campaigns and contributes to marketing strategies.

bankinter

intranet.bankinter.bk > engloba

Cliente: FRANCISCO VICENTE GARCIA RAMOS Nif: 0404040404 E
N.Persona: 21622121 Centro: 0000 División: PARTICULARES
Telef. Particular: 980 980333 Telef. Movil: 467 467467 Más Datos

Manual | Ayuda

desconectar cliente

0128-9851 BK00008

FONDOS | ACUERDO DE GESTIÓN | CUENTAS | SEGUIMIENTO | ALTA DE CLIENTES

FICHA DE CLIENTE

Datos personales

DATOS IDENTIFICATIVOS

Datos personales

- Cliente:	FRANCISCO VICENTE GARCIA RAMOS	- Sexo:	HOMBRE
- NIF:	0450776465	- Estado Civil:	CASADO
- Fecha de nacimiento:	26/09/1971	- Régimen económico:	GANANCIALES
- Nº persona:	21724724	- Nº de hijos:	0
- Centro:	9858		
- División:	PARTICULARES	- Nacionalidad:	ESPA/A
- Situación:	CLIENTE	- País de residencia:	ESPA/A
- Profesión:	LICENCIADO SUPERIOR (PROFESIONAL)	- Idioma:	ESPAÑOL
- Cotitular:	ANA LUISA SEVILLANO FERREIRA		

Ver datos del cotitular

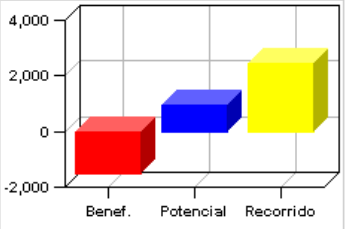
Datos de contacto

- Teléfono particular: 334 980334
- Teléfono móvil: 696 467 696
- Correo electrónico: fvgcia@bankinter.es
- Tutor:

FACTORES DE SERVICIO

Generales		Otros factores de servicio
Teléfono:	ODIADO	MOMENTOS FAVORITOS
Carta:	ODIADO	Ver momentos favoritos
E-mail:	FAVORITO	
Proactividad reactiva:	MEDIA	
Proactividad activa:	INDIFERENCIA	
Nivel de lenguaje fin:	NORMAL	CANALES FAVORITOS
Ver todos los factores de servicio		Ver Medios y canales

POTENCIAL/BENEFICIO

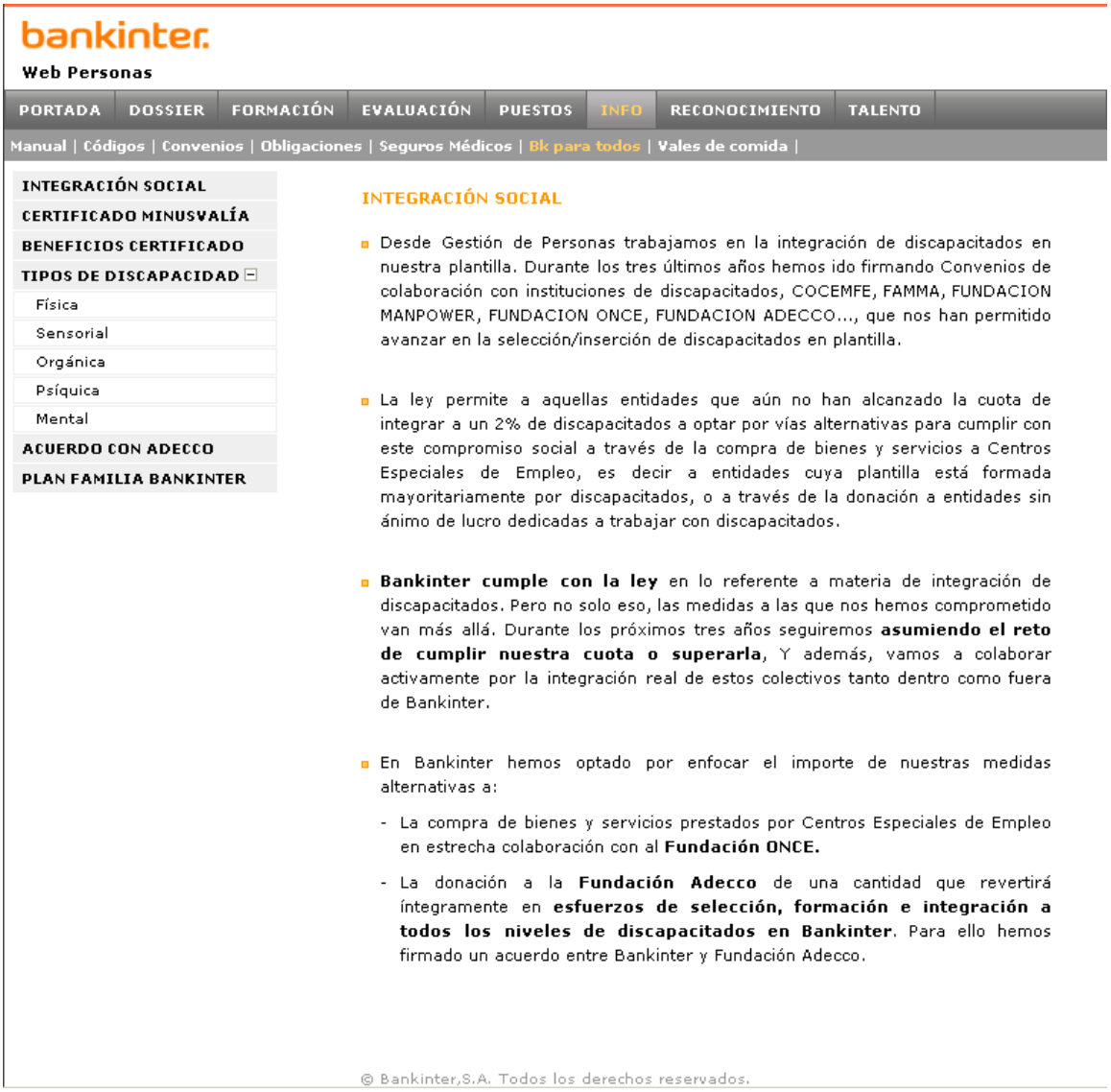
Datos	Cuota	Beneficio
Importe Potencial: 925,00 EUR Importe Recorrido: 22.437,03 EUR Importe Cuota: 925.512,03 EUR Sector: B2	Sin Cuota	

Datos transaccionales

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Pictured: The Bankinter intranet's *Engloba* feature helps employees stay on top of all client information.

In addition to offering domain-specific information, the Bankinter intranet also offers some of the basics, such as HR and policies. This offers necessary support to some 4,200 employees all over Spain, all of whom access the intranet either at work or home. The intranet's *Web de Personas* area offers extensive information about Bankinter's HR policies and benefits. For example, employees can review and edit their employee records, review and sign up for training, and review and create employee evaluations. Also, there's a special space on the site for public recognition of worthy employees. There, the recognized employee's photo is featured along with his or her email address so colleagues are reminded to send a congratulatory note.



Pictured: *Web de Personas*, the Bankinter intranet's HR area, offers policy information, training, and the possibility to conduct and review corporate reviews.

The Bank also encourages employees to contribute to the community at large in support of its Social Action Initiatives, and the intranet supports these goals. The

intranet's *Volunteer Web* section offers volunteer opportunities via national institutions supported by Bankinter.



Pictured: A section of the Bankinter intranet offers volunteer opportunities for its employees through national organizations.

In general, the site's pages are not at all cluttered. In fact, designers make very good use of space and, in particular, of active whitespace. Offering an informative intranet is one thing, but doing that and making it look great is an entirely different thing, and not at all easy. Bankinter has achieved both, providing content and tools people really need in an interface that is both uncomplicated and visually attractive.

URL AND ACCESS

The URL for Bankinter's intranet is: http://intranet.bankinter.bk. The intranet serves as the default homepage for all employees (though they are allowed to change it); it's also bookmarked. All employees can access the site remotely via a virtual private network (VPN).

Microsoft Internet Explorer 6 is the official browser for the intranet.

TECHNOLOGY

Bankinter uses Microsoft Office SharePoint Portal Server 2003 and Windows SharePoint Services technology for building and maintaining the intranet. In addition, some features on the site use:

- Lotus Notes, for manuals and guides visible from the intranet and indexed in search;
- Java—integrated with iframes and Web Services—for transactional features; and
- *Information Center*, a database that's integrated with Web Parts and contains all measurable, bank-generated information.

Bankinter's IT team personalizes the SharePoint Web Parts specifically for the intranet; any new Web Parts it develops are always available for all intranet sites.

The site's design tools include:

- Microsoft Word for design definitions,
- Microsoft Visio for information architecture (IA),
- Photoshop for visual design, and
- Camtasia when screen recorders are required in users tests.

CONTENT MANAGEMENT

CMS Technology

Bankinter primarily uses Microsoft Office SharePoint 2003 (and, to a lesser extent, Lotus Notes databases) for content management. Specific views of the Lotus Notes databases are adapted to the intranet's look and feel.

Content Maintenance

Sites within the Bankinter intranet fall into three categories:

- **Corporate sites:** Content is addressed to all employees
- **Communities:** Content is focused toward a group of users in the same department or area who share uniform content requirements
- **Private and project webs:** Private, highly specific content or sites to facilitate project collaboration

Each intranet site defines profiles for role-based content management, allowing the administrators to create, design, and maintain content according to their profiles.

Roles include administrators, Web designers, and collaborators who are distributed among the following intranet team areas:

- Knowledge management
- Internet (internal clients, project management, and user experience)
- Content owners

CONTENT ADMINISTRATION ROLES AND OWNERSHIP			
	CORPORATE SITES	COMMUNITIES	PRIVATE/PROJECT WEB
CREATE	Knowledge management Internet	Knowledge management Internet	IT
DESIGN STYLE	Internet	Internet	Content owner
DESIGN STRUCTURE	Knowledge management Internet	Internet Content owner	Content owner
MAINTAIN STRUCTURE	Internet	Internet Content owner	Content owner
MAINTAIN CONTENT	Knowledge management	Content owner	Content owner

Pictured: Bankinter's intranet governance and content ownership responsibilities.

CMS Standards

Since 2004, Bankinter's intranet has been defined by the design standards outlined in its *Style Book*. Within the guide, each chapter is divided into sections detailing the subject area and giving users specific guidance on building content and maintaining the site. The guide was a collaborative effort between IT and the User Experience team and was developed with the following goals in mind:

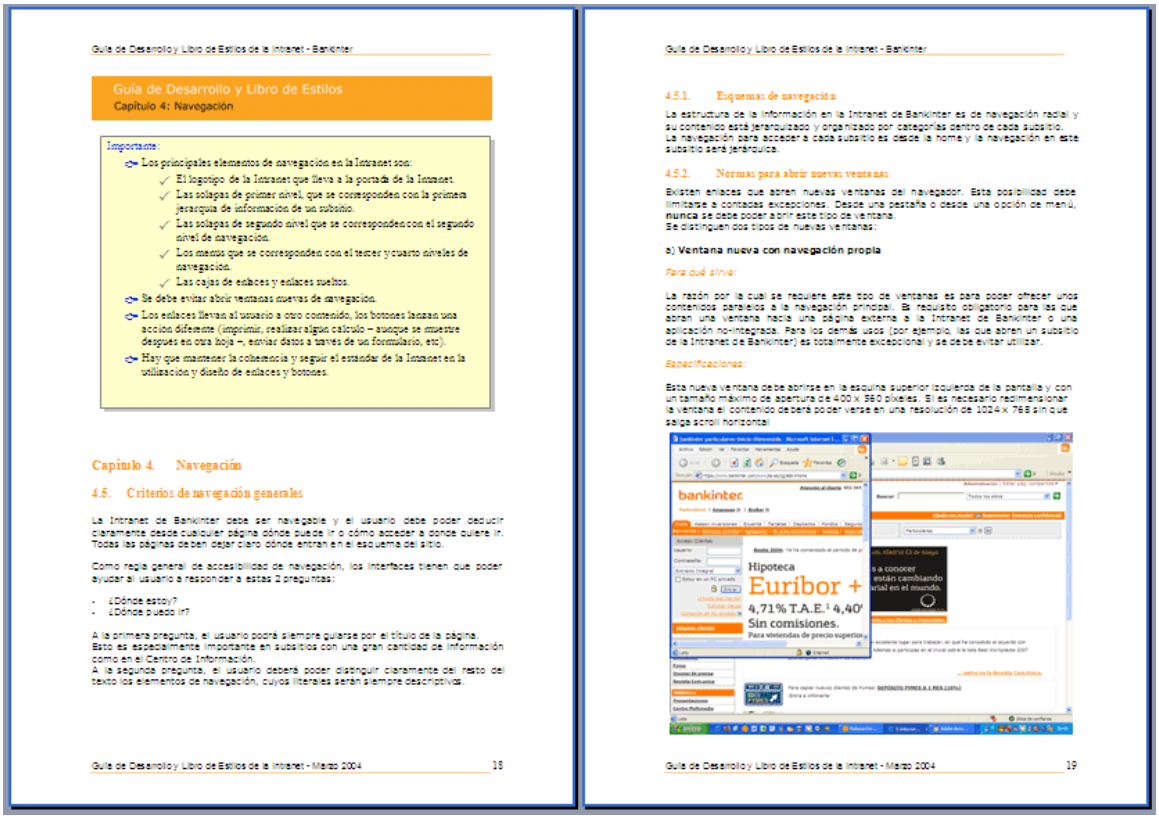
- To be useful for everyone involved in the site's design, development, and content management.
- To contain all the elements necessary for team members to fulfill their duties according to a standard of quality.
- To make site development easier by putting the basic principles of the site's design, navigation, content, and user experience in the hands of the content authors and administrators and giving them clear criteria to follow.

The *Style Guide* defines a unified look and feel and consistent navigation based on several basic principles:

- Easy to use
- Easy to learn
- Standardized
- Coherent
- Distinct
- Efficient to navigate
- Personalized



Pictured: The template for editing homepage content lets users change text, links, and images.


Guía de Desarrollo y Libro de Estilos de la Intranet - Bankinter

Guía de Desarrollo y Libro de Estilos
Capítulo 4: Navegación

Importante:
- Los principales elementos de navegación en la Intranet son:
  - El logotipo de la Intranet que lleva a la portada de la Intranet.
  - Las solapas de primer nivel, que se corresponden con la primera jerarquía de información de un subsitio.
  - Las solapas de segundo nivel que se corresponden con el segundo nivel de navegación.
  - Los menús que se corresponden con el tercer y cuarto niveles de navegación.
  - Las cajas de enlaces y enlaces sueltos.
- Se debe evitar abrir ventanas nuevas de navegación.
- Los enlaces llevan al usuario a otro contenido, los botones lanzan una acción diferente (imprimir, realizar algún cálculo – aunque se muestre después en otra hoja –, enviar datos a través de un formulario, etc).
- Hay que mantener la coherencia y seguir el estándar de la Intranet en la utilización y diseño de enlaces y botones.

Capítulo 4. Navegación

4.5. Criterios de navegación generales

La Intranet de Bankinter debe ser navegable y el usuario debe poder deducir claramente desde cualquier página dónde puede ir o cómo acceder a donde quiere ir. Todas las páginas deben dejar claro dónde entran en el esquema del sitio.

Como regla general de accesibilidad de navegación, las interfaces tienen que poder ayudar al usuario a responder a estas 2 preguntas:

- ¿Dónde estoy?
- ¿Dónde puedo ir?

A la primera pregunta, el usuario podrá siempre guiarse por el título de la página. Esto es especialmente importante en subsitios con una gran cantidad de información como en el Centro de Información.
A la segunda pregunta, el usuario deberá poder distinguir claramente del resto del texto los elementos de navegación, cuyos literales serán siempre descriptivos.

Guía de Desarrollo y Libro de Estilos de la Intranet - Marzo 2004 18

Guía de Desarrollo y Libro de Estilos de la Intranet - Bankinter

4.5.1. Esquemas de navegación

La estructura de la información en la Intranet de Bankinter es de navegación radial y su contenido está jerarquizado y organizado por categorías dentro de cada subsitio. La navegación para acceder a cada subsitio es desde la home y la navegación en este subsitio será jerárquica.

4.5.2. Normas para abrir nuevas ventanas

Existen enlaces que abren nuevas ventanas del navegador. Esta posibilidad debe limitarse a contadas excepciones. Desde una pestaña o desde una opción de menú, **nunca** se debe poder abrir este tipo de ventana.
Se distinguen dos tipos de nuevas ventanas:

a) Ventana nueva con navegación propia

Para qué sirve:

La razón por la cual se recurre este tipo de ventanas es para poder ofrecer unos contenidos paralelos a la navegación principal. Es requisito obligatorio para las que abran una ventana hacia una página externa a la Intranet de Bankinter o una aplicación no-integrada. Para los demás usos (por ejemplo, las que abren un subsitio de la Intranet de Bankinter) es totalmente excepcional y se debe evitar utilizar.

Especificaciones:

Esta nueva ventana debe abrirse en la esquina superior izquierda de la pantalla y con un tamaño máximo de apertura de 400 x 560 píxeles. Si es necesario redimensionar la ventana el contenido deberá poder verse en una resolución de 1024 x 768 sin que salga scroll horizontal

Guía de Desarrollo y Libro de Estilos de la Intranet - Marzo 2004 19

Pictured: A page from Bankinter's *Style Guide*.

In addition to providing a comprehensive *Style Guide* for the site, the intranet team also conducts training sessions for content administrators and editors (especially prior to launching a new site) and offers on- and offline Help documentation for SharePoint utilities.

INTRANET TEAM



Pictured: The Bankinter intranet design team. Fernando De Pablo (far left) and David Heras (far right) are experts in designing, transforming, adapting, and creating new images using the most innovative techniques. Julia Ortiz (center) and Francisco Morales (third from left) design functional analysis for all sites, applying suitable usability, design, and navigability to meet user needs. Francisco García (second from left), Director of Internal Clients Project Management. Pilar de Terán (not pictured), Director of User Experience.

Although HR owns the site (and has owned it historically), several departments work together to manage the site on a day-to-day basis:

- Internal Clients Projects Management (3 people)
- Knowledge Management (3 people)
- User Experience (3 people)
- IT (staff size varies, depending on needs)
- Internal Communication (3 people)

- Content managers throughout the organization (hundreds, continuously changing)

The site is designed by the User Experience team, which resides in the Bank's Internet Department. They doesn't engage outside agencies for design or development efforts.

Because each bank department contributes to the intranet budget, the site operates without a fixed budget for its operations. This arrangement allows the intranet to be an integral part of the overall organizational business strategy.

TIMELINE

Prior to 2003, Bankinter's intranet was essentially a homepage with news, basic utilities, and links to other sites. The intranet's subsequent evolution included several key milestones:

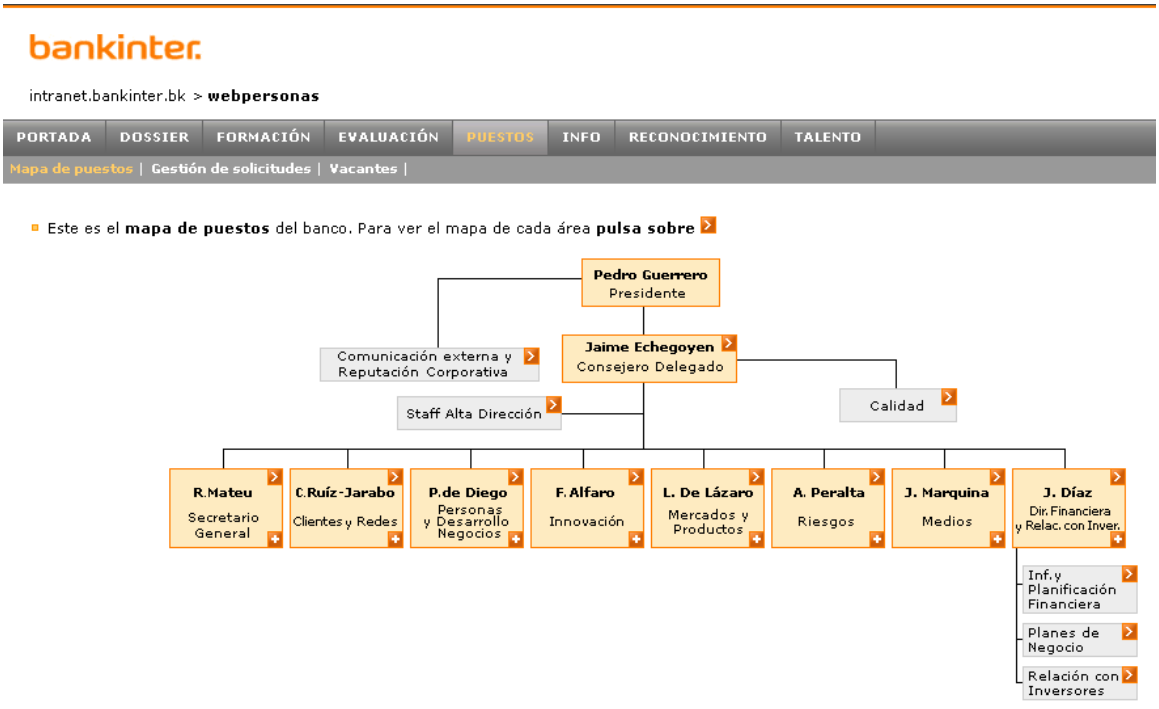
- **September 2003:** New intranet launches
- **December 2003:** *Web de Personas*, the HR hub, goes live
- **2004:** Training Web and unified risks system go live
- **January 2005:** Minor homepage design changes
- **January 2005 to present:** New content, including an organization chart with the description and mission of all company posts
- **December 2006:** Current homepage launches



Pictured: This is the old Bankinter homepage. The navigability, information, and design are completely different from the current site.



Pictured: Bankinter's intranet homepage in 2005. This site evolved into the current site design.



Pictured: An organization chart that links to pages for jobs descriptions, the knowledge and training required for open positions, and career development information.

GOALS AND CONSTRAINTS

The site's goal is to become the central repository of knowledge and tools for all employees across the organization.

The design team faces three ongoing constraints:

- Many users are in the habit of using Windows-based applications to conduct their work. Helping users adapt to Web-based tools has been a hurdle to overcome.
- The use of Lotus Notes, email, databases, and forums are popular among the site's user base. The intranet has to raise the bar to meet and exceed user expectations of intranet alternatives.
- It's an ongoing challenge to improve the site's usability and navigation, and to address content managers' concerns over style standards.

The design team's goals for site redesign and for adding new content include:

- Create a unified look and feel and consistent and standard navigation based upon these basic principles:
    - Easy to use
    - Easy to learn
    - Standardized
    - Coherent
    - Distinct
    - Efficient to navigate
    - Personalized
- Provide easy access to work tools
- Improve cooperation and knowledge transmission within the organization
- Provide easy, fast, and cheap self-service content management
- Improve the intranet's communication capabilities

USERS

The Bankinter intranet supports all of the organization's employees (4.225 as of June 2007). The intranet is accessed by 100% of the staff, either at work or at home. Intranet users are located all over Spain.

The intranet supports a wide range of tasks that reflect the widely differing employee profiles across the organization. Job functions span the following disciplines:

HR
Commercial and Sales
Administration
Audit
Risk
Finance Information and Control
Financial Advising

Quality
Maintenance and Buildings
Marketing
Corporate Reputation, Environment, Social Action, Brand
Distance Banking: Internet, Telephone, Mobile
IT

USER TASKS

The site supports a wide range of tasks, including:

- Conducting banking transactions for clients
- Selling finance and banking products
- Looking up client records and information
- Consulting the *Information Center*
- Downloading corporate software
- Reading internal and external news and online magazines
- Accessing applications and utilities such as hardware, VoIP telephones, mobile phones, user access, books, expenses, restaurant tickets, holidays, and employee benefits
- Reading corporate regulations regarding corporate ethics and privileged information
- Posting in forums
- Sending (confidential) complaints and communications relating to bad practices
- Looking up employees, bank branches, and external partners in online directories
- Collaborating on projects, and sharing information and documents
- Applying for volunteer work
- Participating in sports competitions
- Using Web-based IT application tools
- Using multimedia resources, including video, radio, data conferences, and online meetings

BASIC INTRANET FEATURES

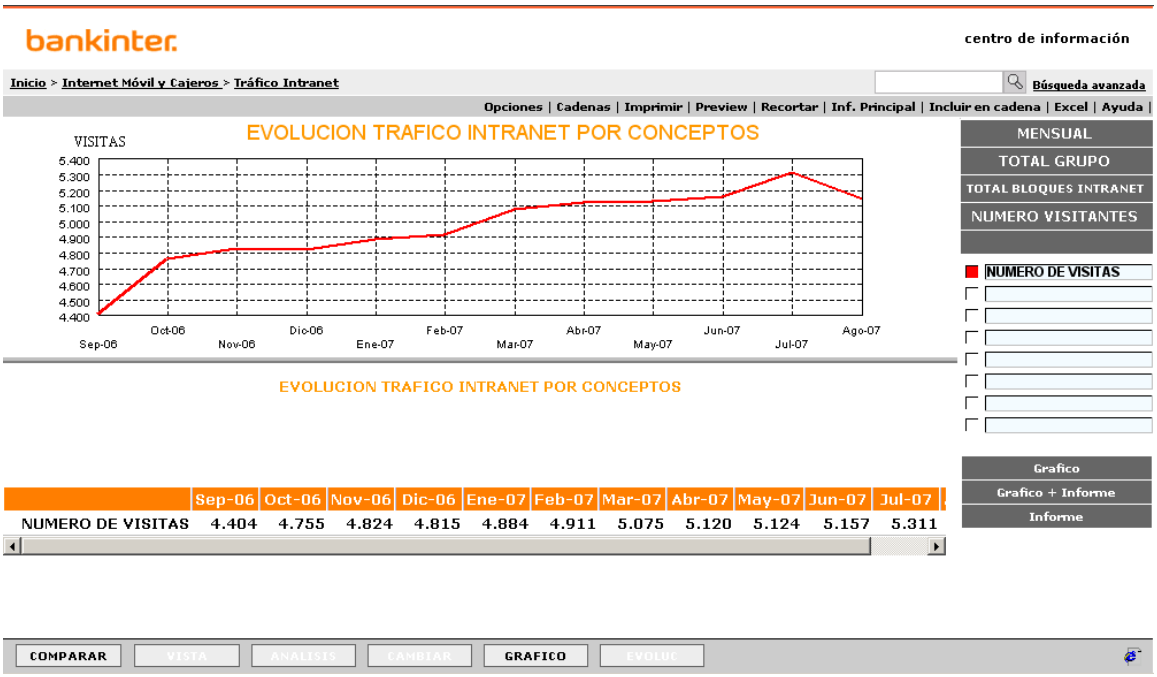
A central homepage serves as the access point for various subsites and is always accessible from each site. The homepage features content that is central to communicating with staff across all bank departments and functions. And several of the site's applications enable users to perform job functions online.

The subsites were created to organize information by subject matter and are developed according to the specific community needs of any given department within the bank.

Subsite examples include the *Information Center* and *Web de Personas*.

Information Center

The *Information Center* is a site area that lets users generate reports and graphical information about every function of the organization. It includes data processing utilities, and each department decides what information and reports will be included in their *Information Center* area. This data is useful across the bank employee's functional areas and serves as a central repository for data relating to nearly every aspect of the bank's functions. According to the design team, users often say that "if something is not in the *Information Center*, it does not exist."



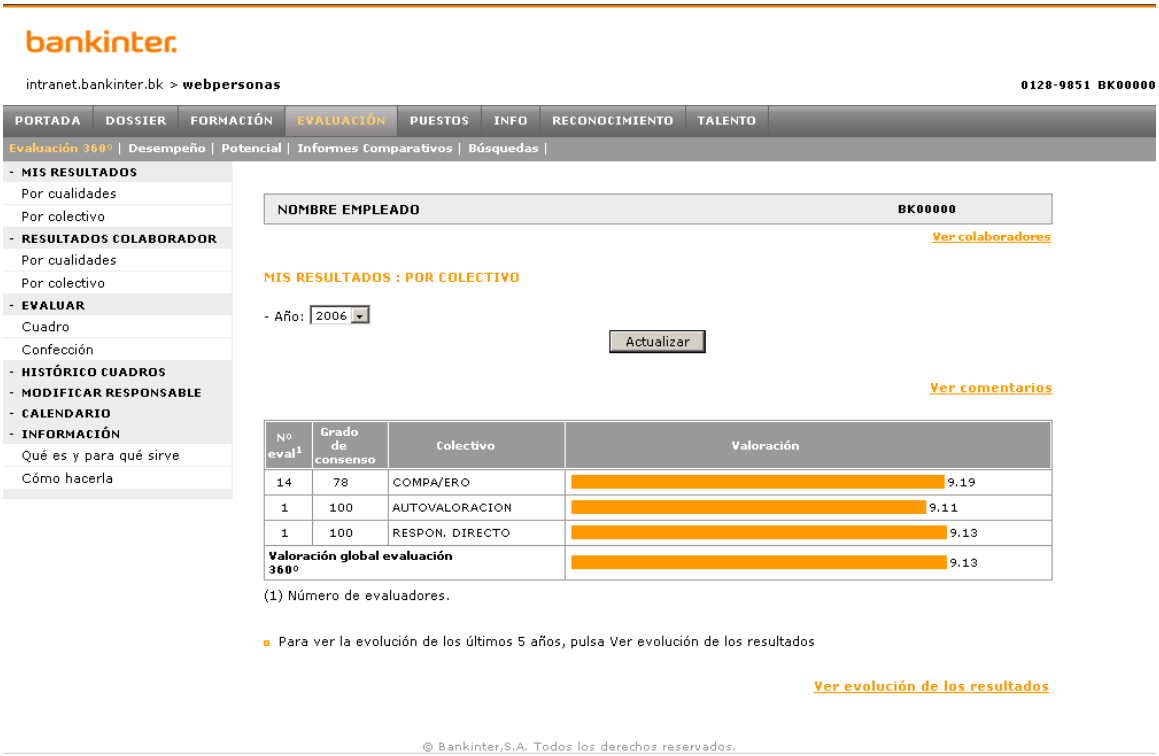
Pictured: The *Information Center*, where users can access reports and graphic information about every area of the organization.

All bank users rely on this information to perform critical job functions. These tools include utilities to capture and share data with other applications: to link reports, access tables and other graphic data, capture screens, export data to Excel files, and generate previews. Prior to the intranet, users had to download this application.

Web de Personas: HR Hub

One of the intranet's most visited and valued sites is *Web de Personas*, which contains all of the bank's HR tools and employee information, including:

- Personal information, which can be accessed and edited
- Online training
- Employee evaluations, which users can execute—and view the results of—online
- Career development, including org chart, job descriptions, and the knowledge and training required for positions
- Applications for internal job postings
- Employee recognition
- Personal development and talent management



Pictured: The employee evaluation page lets users conduct their evaluations and see the results online.

Web de Personas also includes the company's *Talent Map*. Bankinter's talent program is a personal development program that seeks to identify and promote talented individuals within the organization. The *Talent Map* has defined criteria to manage the program. It shows data about the program (including the number of people, percentages, and averages) in tables with accompanying graphic representations.



Pictured: The *Talent Map*. Users can search the map using a variety of criteria and identify the concentration and distribution of talent inside the company. This screenshot shows the company's overall talent distribution.

The *Talent Map* presents graphical data using an animated, interactive, data-driven flash tool that lets users show graphic results and adjust its appearance. Users can interact with the tool, manipulating the graphics, grouping information, or zooming in on the details. They can change the type of graphic (to pie charts, bar charts, line graphs, and so on) or see 2-D or 3-D views.

Web de Personas is the first section of the site to feature this tool.

bankinter

intranet.bankinter.bk > **webpersonas** 0128-9851 BK07378

PORTADA | DOSSIER | FORMACIÓN | EVALUACIÓN | PUESTOS | INFO | RECONOCIMIENTO | TALENTO

Inicio | Gestionar personas | Programa 2006 | Búsquedas | Mapa | Indicadores |

Imprimir

FERNANDO DE PABLO MARTINEZ DE UBAG **BK07307**

MAPA>TOTAL GRUPO

MAPA DE TALENTO

Total Grupo

- **Año:** 2006
- **Vista:** Por variables — Plazo de Potencial
  Por áreas/organizaciones

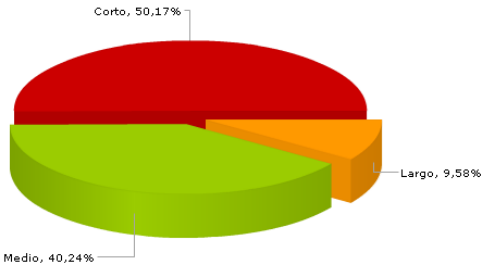
Actualizar

- En el Mapa, a diferencia del resto de herramientas del Talento, los datos son estáticos en base a los cálculos realizados al cierre de la Evaluación de Potencial.
- **Evaluación de potencial 2006**
  - Total personas con potencial: **574 personas**
  - Porcentaje de potencial en Total Grupo: **13,85 %**
- **Distribución por Plazo de Potencial de las personas seleccionadas en la Evaluación de Potencial. Estos son los datos por cada plazo de potencial.**

	% personas con potencial
Corto	50,17 %
Medio	40,24 %
Largo	9,58 %

- Para rotar, fragmentar o profundizar pulsa el icono correspondiente y, a continuación, la parte del gráfico a la que quieras aplicar dicha acción.





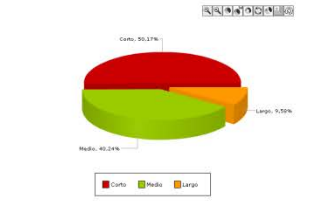


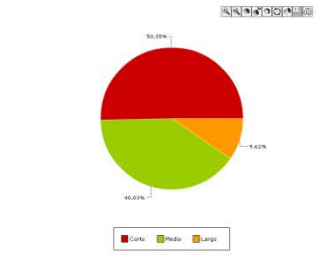
Ver evolución

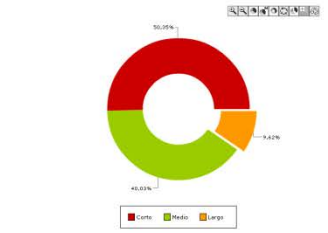
Volver

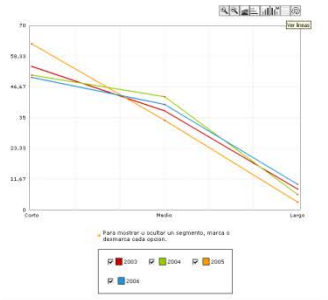
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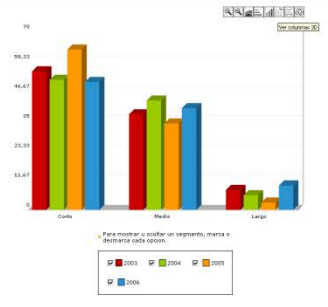
Pictured: *Web de Personas* is a personal development program used to identify and promote talent within the organization.

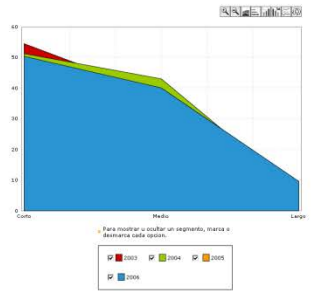

Corto, 50.17%
Largo, 9.59%
Medio, 40.24%
Corto
Medio
Largo


50.35%
9.62%
40.03%
Corto
Medio
Largo


50.35%
9.62%
40.03%
Corto
Medio
Largo


Ver líneas
70
58.33
46.67
35
23.33
11.67
0
Corto
Medio
Largo
Para mostrar u ocultar un segmento, marca o desmarca cada opción.
2003
2004
2005
2006


Ver columnas 3D
70
58.33
46.67
35
23.33
11.67
0
Corto
Medio
Largo
Para mostrar u ocultar un segmento, marca o desmarca cada opción.
2003
2004
2005
2006


60
50
40
30
20
10
0
Corto
Medio
Largo
Para mostrar u ocultar un segmento, marca o desmarca cada opción.
2003
2004
2005
2006

Pictured: This page shows the several data visualization choices available to users for manipulating data into charts and graphs (in the site's Flash-driven graphing tool).

Other popular sections

The Bankinter intranet also features several other popular sections, including:

- *Videoconference, which* contains all the information and links necessary to conduct a Web meeting. Users can invite guests, share applications and documents, chat, and use webcams and VoIP.
- Although multimedia content is located throughout the intranet, the *Multimedia Center* aggregates all video and audio content for easy access. Users can access content such as speeches (live streaming or on demand), marketing campaigns, and new product launches.

bankinter.

Centro Multimedia

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bankinter. Seguros de Vida

Título: Seguros
Autor: Division de Seguros
Categoría: Comunicacion Interna
Duración: 53'3"
Descripción: Impacto nueva normativa de Seguros
Detalles Reproducir

28/06/2007



Título: Nuevo Tramo CAS
Autor: Division de Seguros
Categoría: Formación
Duración: 32'45"
Descripción: Formación Nuevo Tramo CAS
Detalles Reproducir

28/06/2007



Título: Videochat de previsiones de mercado tercer trimestre 2007.
Autor: Renta Variable
Categoría: Comunicación
Duración: 59'12"
Descripción: Conoceremos la previsión de Mercados, tipos de Interes y divisas para el trimestre en curso.
Detalles Reproducir

20/06/2007



Título: CRM Comercial
Autor: CRM
Categoría: Comunicación Interna
Duración: 3'2"
Descripción: Agenda Comercial, Alertas, Potenciales, ...
Detalles Reproducir

13/06/2007



Título: CRM Analítico
Autor: CRM
Categoría: Comunicación Interna
Duración: 2'11"
Descripción: Actividad, Estudios y Análisis de Clientes
Detalles Reproducir

Volver

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Pictured: In the *Multimedia Center*, users can find out about important company events. The site classifies audio and video assets by multiple criteria and includes a search tool so users can narrow their searches accordingly.

The intranet also features subsites relating to projects that align with bank interests outside of the core business. Among these are projects related to social action, corporate reputation, branding, the environment, and the Bankinter Foundation of Innovation. The intranet also includes an area for the bank's trade union.

Collaboration Tools

Work-based communities and project sites are managed by SharePoint's collaboration components. These tools make it easy for Bankinter to create sites and subsites; manage documents, calendars, tasks lists and alerts; and facilitate surveys and discussions. The Lotus Notes forum (Web version) is another popular collaboration tool that Bankinter uses.

The intranet also supports other people-centric communities:

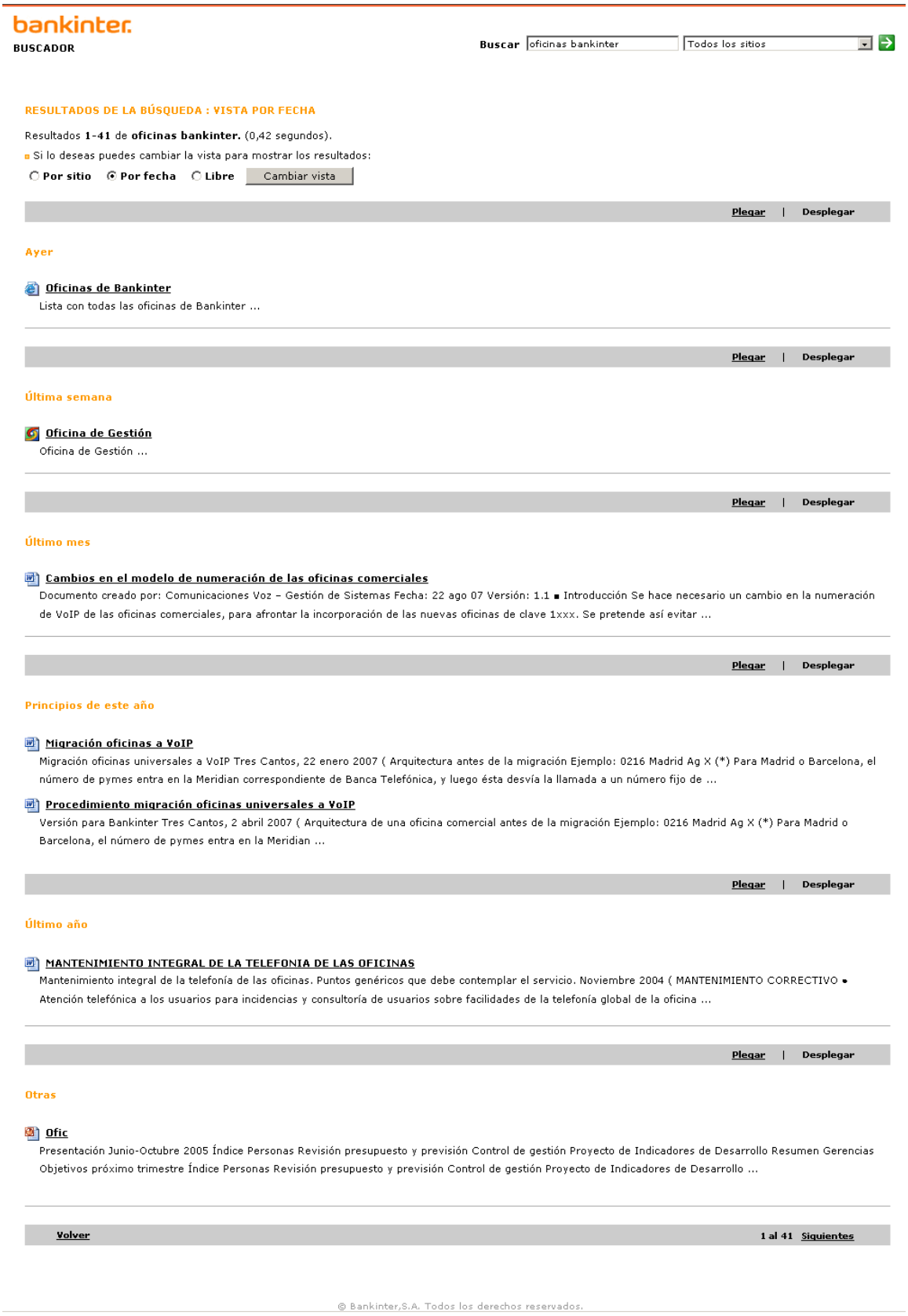
- A sports club
- Online magazines with articles about the company, leisure activities, interviews, and games
- A notice board of discounts and special offers for employees
- A second-hand market for buying, selling, and renting
- A volunteer area that lets users collaborate and share experiences related to volunteer projects

Search

Bankinter's intranet search uses the search functionality of Microsoft SharePoint Portal Server 2003. The bank has personalized the tool, defining search fields for every organizational area so users can limit the searches according to their requirements. Search appears as a single text box in the header; a multiple selection box allows the user to limit the search to a specific intranet site.

The intranet team has also integrated the Lotus Notes content, customized the look and feel of the search tool, and adapted it to meet the usability criteria outlined in the company's *Style Guide*.

There are three views for the search results: grouped by site or date, or ungrouped.



bankinter.
BUSCADOR

Buscar oficinas bankinter | Todos los sitios

RESULTADOS DE LA BÚSQUEDA : VISTA POR FECHA

Resultados **1-41** de **oficinas bankinter.** (0,42 segundos).

Si lo deseas puedes cambiar la vista para mostrar los resultados:

Por sitio | Por fecha | Libre | Cambiar vista

Plegar | Desplegar

Ayer

Oficinas de Bankinter
Lista con todas las oficinas de Bankinter ...

Plegar | Desplegar

Última semana

Oficina de Gestión
Oficina de Gestión ...

Plegar | Desplegar

Último mes

Cambios en el modelo de numeración de las oficinas comerciales
Documento creado por: Comunicaciones Voz – Gestión de Sistemas Fecha: 22 ago 07 Versión: 1.1 ■ Introducción Se hace necesario un cambio en la numeración de VoIP de las oficinas comerciales, para afrontar la incorporación de las nuevas oficinas de clave 1xxx. Se pretende así evitar ...

Plegar | Desplegar

Principios de este año

Migración oficinas a VoIP
Migración oficinas universales a VoIP Tres Cantos, 22 enero 2007 (Arquitectura antes de la migración Ejemplo: 0216 Madrid Ag X (*) Para Madrid o Barcelona, el número de pymes entra en la Meridian correspondiente de Banca Telefónica, y luego ésta desvía la llamada a un número fijo de ...

Procedimiento migración oficinas universales a VoIP
Versión para Bankinter Tres Cantos, 2 abril 2007 (Arquitectura de una oficina comercial antes de la migración Ejemplo: 0216 Madrid Ag X (*) Para Madrid o Barcelona, el número de pymes entra en la Meridian ...

Plegar | Desplegar

Último año

MANTENIMIENTO INTEGRAL DE LA TELEFONIA DE LAS OFICINAS
Mantenimiento integral de la telefonía de las oficinas. Puntos genéricos que debe contemplar el servicio. Noviembre 2004 (MANTENIMIENTO CORRECTIVO • Atención telefónica a los usuarios para incidencias y consultoría de usuarios sobre facilidades de la telefonía global de la oficina ...

Plegar | Desplegar

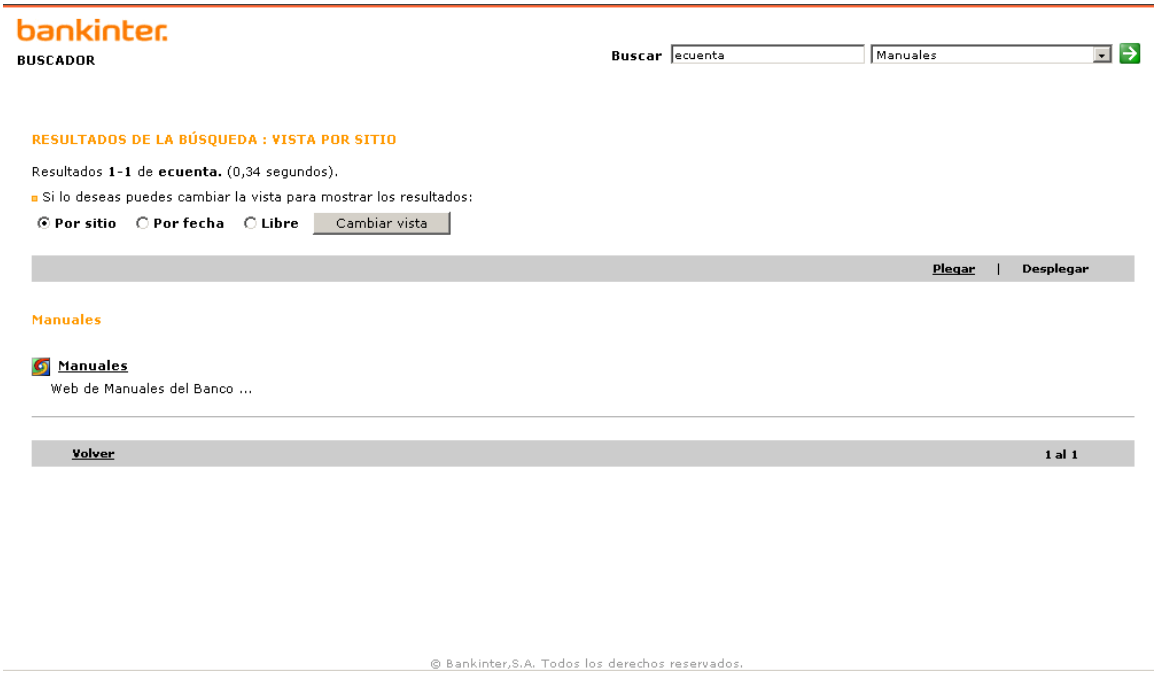
Otras

Ofic
Presentación Junio-Octubre 2005 Índice Personas Revisión presupuesto y previsión Control de gestión Proyecto de Indicadores de Desarrollo Resumen Gerencias Objetivos próximo trimestre Índice Personas Revisión presupuesto y previsión Control de gestión Proyecto de Indicadores de Desarrollo ...

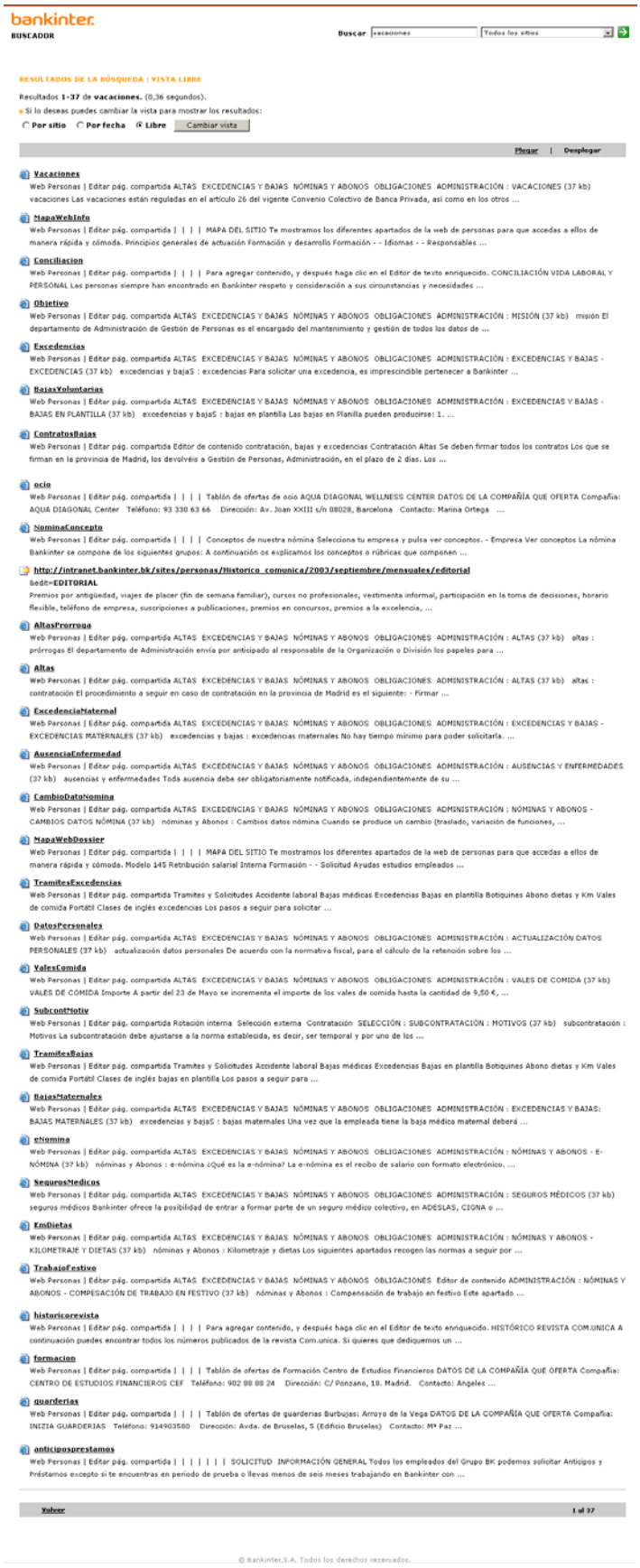
Volver 1 al 41 Siguientes

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Pictured: Search results sorted by date. The query was for Bankinter branch locations.



Pictured: Search results for a bank product grouped by site.



bankinter

BUSCADOR

Buscar vacaciones Todos los sitios

RESULTADOS DE LA BÚSQUEDA : VISTA LIBRE

Resultados **1-37** de **vacaciones.** (0,36 segundos).

Si lo deseas puedes cambiar la vista para mostrar los resultados:

Por sitio Por fecha Libre Cambiar vista

Plegar | Desplegar

Vacaciones
Web Personas | Editar pág. compartida ALTAS EXCEDENCIAS Y BAJAS NÓMINAS Y ABONOS OBLIGACIONES ADMINISTRACIÓN : VACACIONES (37 kb) vacaciones Las vacaciones están reguladas en el artículo 26 del vigente Convenio Colectivo de Banca Privada, así como en los otros ...

MapaWebInfo
Web Personas | Editar pág. compartida | | | | MAPA DEL SITIO Te mostramos los diferentes apartados de la web de personas para que accedas a ellos de manera rápida y cómoda. Principios generales de actuación Formación y desarrollo Formación - - Idiomas - - Responsables ...

Conciliacion
Web Personas | Editar pág. compartida | | | | Para agregar contenido, y después haga clic en el Editor de texto enriquecido. CONCILIACIÓN VIDA LABORAL Y PERSONAL Las personas siempre han encontrado en Bankinter respeto y consideración a sus circunstancias y necesidades ...

Objetivo
Web Personas | Editar pág. compartida ALTAS EXCEDENCIAS Y BAJAS NÓMINAS Y ABONOS OBLIGACIONES ADMINISTRACIÓN : MISIÓN (37 kb) misión El departamento de Administración de Gestión de Personas es el encargado del mantenimiento y gestión de todos los datos de ...

Excedencias
Web Personas | Editar pág. compartida ALTAS EXCEDENCIAS Y BAJAS NÓMINAS Y ABONOS OBLIGACIONES ADMINISTRACIÓN : EXCEDENCIAS Y BAJAS - EXCEDENCIAS (37 kb) excedencias y bajaS : excedencias Para solicitar una excedencia, es imprescindible pertenecer a Bankinter ...

BajasVoluntarias
Web Personas | Editar pág. compartida ALTAS EXCEDENCIAS Y BAJAS NÓMINAS Y ABONOS OBLIGACIONES ADMINISTRACIÓN : EXCEDENCIAS Y BAJAS - BAJAS EN PLANTILLA (37 kb) excedencias y bajaS : bajas en plantilla Las bajas en Plantilla pueden producirse: 1. ...

ContratosBajas
Web Personas | Editar pág. compartida Editor de contenido contratación, bajas y excedencias Contratación Altas Se deben firmar todos los contratos Los que se firman en la provincia de Madrid, los devolvéis a Gestión de Personas, Administración, en el plazo de 2 días. Los ...

ocio
Web Personas | Editar pág. compartida | | | | Tablón de ofertas de ocio AQUA DIAGONAL WELLNESS CENTER DATOS DE LA COMPAÑÍA QUE OFERTA Compañía: AQUA DIAGONAL Center Teléfono: 93 330 63 66 Dirección: Av. Joan XXIII s/n 08028, Barcelona Contacto: Marina Ortega ...

NominaConcepto
Web Personas | Editar pág. compartida | | | | Conceptos de nuestra nómina Selecciona tu empresa y pulsa ver conceptos. - Empresa Ver conceptos La nómina Bankinter se compone de los siguientes grupos: A continuación os explicamos los conceptos o rúbricas que componen ...

http://intranet.bankinter.bk/sites/personas/Historico_comunica/2003/septiembre/mensuales/editorial
bedit=**EDITORIAL**
Premios por antigüedad, viajes de placer (fin de semana familiar), cursos no profesionales, vestimenta informal, participación en la toma de decisiones, horario flexible, teléfono de empresa, suscripciones a publicaciones, premios en concursos, premios a la excelencia, ...

AltasProrroga
Web Personas | Editar pág. compartida ALTAS EXCEDENCIAS Y BAJAS NÓMINAS Y ABONOS OBLIGACIONES ADMINISTRACIÓN : ALTAS (37 kb) altas : prórrogas El departamento de Administración envía por anticipado al responsable de la Organización o División los papeles para ...

Altas
Web Personas | Editar pág. compartida ALTAS EXCEDENCIAS Y BAJAS NÓMINAS Y ABONOS OBLIGACIONES ADMINISTRACIÓN : ALTAS (37 kb) altas : contratación El procedimiento a seguir en caso de contratación en la provincia de Madrid es el siguiente: - Firmar ...

ExcedenciaMaternal
Web Personas | Editar pág. compartida ALTAS EXCEDENCIAS Y BAJAS NÓMINAS Y ABONOS OBLIGACIONES ADMINISTRACIÓN : EXCEDENCIAS Y BAJAS - EXCEDENCIAS MATERNALES (37 kb) excedencias y bajas : excedencias maternales No hay tiempo mínimo para poder solicitarla. ...

AusenciaEnfermedad
Web Personas | Editar pág. compartida ALTAS EXCEDENCIAS Y BAJAS NÓMINAS Y ABONOS OBLIGACIONES ADMINISTRACIÓN : AUSENCIAS Y ENFERMEDADES (37 kb) ausencias y enfermedades Toda ausencia debe ser obligatoriamente notificada, independientemente de su ...

CambioDatoNomina
Web Personas | Editar pág. compartida ALTAS EXCEDENCIAS Y BAJAS NÓMINAS Y ABONOS OBLIGACIONES ADMINISTRACIÓN : NÓMINAS Y ABONOS - CAMBIOS DATOS NÓMINA (37 kb) nóminas y Abonos : Cambios datos nómina Cuando se produce un cambio (traslado, variación de funciones, ...

MapaWebDossier
Web Personas | Editar pág. compartida | | | | MAPA DEL SITIO Te mostramos los diferentes apartados de la web de personas para que accedas a ellos de manera rápida y cómoda. Modelo 145 Retribución salarial Interna Formación - - Solicitud Ayudas estudios empleados ...

TramitesExcedencias
Web Personas | Editar pág. compartida Tramites y Solicitudes Accidente laboral Bajas médicas Excedencias Bajas en plantilla Botiquines Abono dietas y Km Vales de comida Portátil Clases de inglés excedencias Los pasos a seguir para solicitar ...

DatosPersonales
Web Personas | Editar pág. compartida ALTAS EXCEDENCIAS Y BAJAS NÓMINAS Y ABONOS OBLIGACIONES ADMINISTRACIÓN : ACTUALIZACIÓN DATOS PERSONALES (37 kb) actualización datos personales De acuerdo con la normativa fiscal, para el cálculo de la retención sobre los ...

ValesComida
Web Personas | Editar pág. compartida ALTAS EXCEDENCIAS Y BAJAS NÓMINAS Y ABONOS OBLIGACIONES ADMINISTRACIÓN : VALES DE COMIDA (37 kb) VALES DE COMIDA Importe A partir del 23 de Mayo se incrementa el importe de los vales de comida hasta la cantidad de 9,50 €, ...

SubcontMotiv
Web Personas | Editar pág. compartida Rotación interna Selección externa Contratación SELECCIÓN : SUBCONTRATACIÓN : MOTIVOS (37 kb) subcontratación : Motivos La subcontratación debe ajustarse a la norma establecida, es decir, ser temporal y por uno de los ...

TramitesBajas
Web Personas | Editar pág. compartida Tramites y Solicitudes Accidente laboral Bajas médicas Excedencias Bajas en plantilla Botiquines Abono dietas y Km Vales de comida Portátil Clases de inglés bajas en plantilla Los pasos a seguir para ...

BajasMaternales
Web Personas | Editar pág. compartida ALTAS EXCEDENCIAS Y BAJAS NÓMINAS Y ABONOS OBLIGACIONES ADMINISTRACIÓN : EXCEDENCIAS Y BAJAS: BAJAS MATERNALES (37 kb) excedencias y bajaS : bajas maternales Una vez que la empleada tiene la baja médica maternal deberá ...

eNomina
Web Personas | Editar pág. compartida ALTAS EXCEDENCIAS Y BAJAS NÓMINAS Y ABONOS OBLIGACIONES ADMINISTRACIÓN : NÓMINAS Y ABONOS - E-NÓMINA (37 kb) nóminas y Abonos : e-nómina ¿Qué es la e-nómina? La e-nómina es el recibo de salario con formato electrónico. ...

SegurosMedicos
Web Personas | Editar pág. compartida ALTAS EXCEDENCIAS Y BAJAS NÓMINAS Y ABONOS OBLIGACIONES ADMINISTRACIÓN : SEGUROS MÉDICOS (37 kb) seguros médicos Bankinter ofrece la posibilidad de entrar a formar parte de un seguro médico colectivo, en ADESLAS, CIGNA o ...

EnDietas
Web Personas | Editar pág. compartida ALTAS EXCEDENCIAS Y BAJAS NÓMINAS Y ABONOS OBLIGACIONES ADMINISTRACIÓN : NÓMINAS Y ABONOS - KILOMETRAJE Y DIETAS (37 kb) nóminas y Abonos : Kilometraje y dietas Los siguientes apartados recogen las normas a seguir por ...

TrabajoFestivo
Web Personas | Editar pág. compartida ALTAS EXCEDENCIAS Y BAJAS NÓMINAS Y ABONOS OBLIGACIONES Editor de contenido ADMINISTRACIÓN : NÓMINAS Y ABONOS - COMPESACIÓN DE TRABAJO EN FESTIVO (37 kb) nóminas y Abonos : Compensación de trabajo en festivo Este apartado ...

historicorevista
Web Personas | Editar pág. compartida | | | | Para agregar contenido, y después haga clic en el Editor de texto enriquecido. HISTÓRICO REVISTA COM.UNICA A continuación puedes encontrar todos los números publicados de la revista Com.unica. Si quieres que dediquemos un ...

formacion
Web Personas | Editar pág. compartida | | | | Tablón de ofertas de Formación Centro de Estudios Financieros DATOS DE LA COMPAÑÍA QUE OFERTA Compañía: CENTRO DE ESTUDIOS FINANCIEROS CEF Teléfono: 902 88 88 24 Dirección: C/ Ponzano, 18. Madrid. Contacto: Angeles ...

guarderias
Web Personas | Editar pág. compartida | | | | Tablón de ofertas de guarderías Burbujas: Arroyo de la Vega DATOS DE LA COMPAÑÍA QUE OFERTA Compañía: INIZIA GUARDERIAS Teléfono: 914903580 Dirección: Avda. de Bruselas, 5 (Edificio Bruselas) Contacto: Mª Paz ...

anticiposprestamos
Web Personas | Editar pág. compartida | | | | | | SOLICITUD INFORMACIÓN GENERAL Todos los empleados del Grupo BK podemos solicitar Anticipos y Préstamos excepto si te encuentras en periodo de prueba o llevas menos de seis meses trabajando en Bankinter con ...

Volver 1 al 37

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Pictured: Ungrouped search results for bank holidays.DESIGN PROCESS AND

USABILITY ACTIVITIES

Bankinter's intranet team often uses surveys to solicit user feedback and generate ideas. For the redesign, the team also employed card sorting and heuristic evaluation methods and studied the server logs.

The team does three main types of user testing:

1. Structure test. When team members are launching a new site or adding new content to an existing one, they use the structure test to see if users agree with the logic of the proposed structure.

An example structure test consisted of 19 users tested over two days.

Users: Branch directors, sales staff, and telephone banking staff

Goal: To test a defined structure for the Web

Proposed first-level categories:

CLIENT DATA | AGENDA | SAVING | FINANCE | SERVICES | PRICES

Task 1: Organize the file content. Participants distributed the content among the six files.

Task 2: Participate in a group discussion about Task 1. Questions included: Was it difficult to identify the categories? Are you unsure about any specific category? Is the file order appropriate? What do you expect to find under each file?

Task 3: Describe the site structure using a single adjective.

General results: Users viewed the new structure as logical—that is, it was intuitive, clear, and complete.

Suggestions from users:

- Create a tab for all product simulators
- Include a tool to compare products from other banks
- Have all the basic client data always visible in the screen

2. Design test. Team members use this test when they want to ensure that the proposed change to the visual design will be well received by users. They first present mockups to a group to identify the designs' strengths and weaknesses. Depending on what they're testing, team members identify representative samples of users based on age, technology savvy, seniority, current job, and background.

For example, in August 2005, the team ran a mockup test of the homepage. In the test sessions, users:

- didn't notice the Bankinter stock
- asked for graphical representation of information
- gave the *Who can help me?* high priority
- wanted the *Work Part* box link to be first

- preferred a horizontal news layout

3. Usability test. Team members watch users perform tasks on the site and thereby identify issues that need to be solved. When possible, they conduct these tests iteratively, making changes in between rounds of testing.

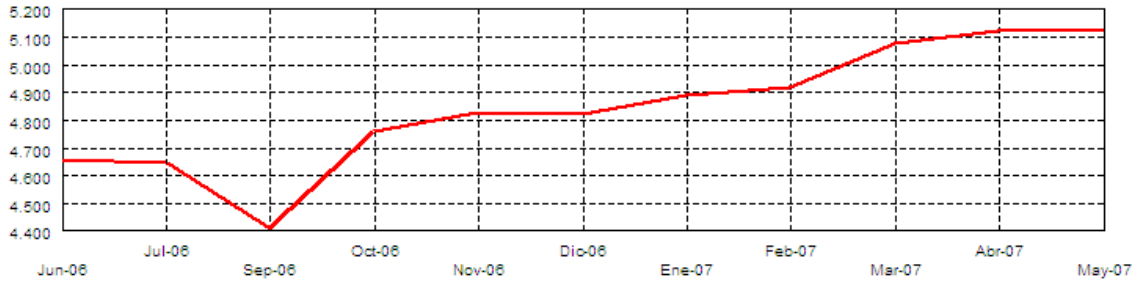
In addition to these three testing methods, the team uses Web surveys and interviews with end users. When planning new site components, for example, the team:

- Asks the for an initial definition of the component from the organizational area that needs the new content
- Identifies the users (specific role, area, or department)
- Identifies the problem to be solved or the process to be improved—that is, what is the goal?
- Are we creating something completely new, or are the users already working with another interface?
- Are there any lessons learned from previous, similar developments?

RESULTS

As the following graphics demonstrate, the intranet has shown a significant increase in the number of users who accessed the site each month.

Number of visitors and % of visitors[1] that accessed the intranet each month:



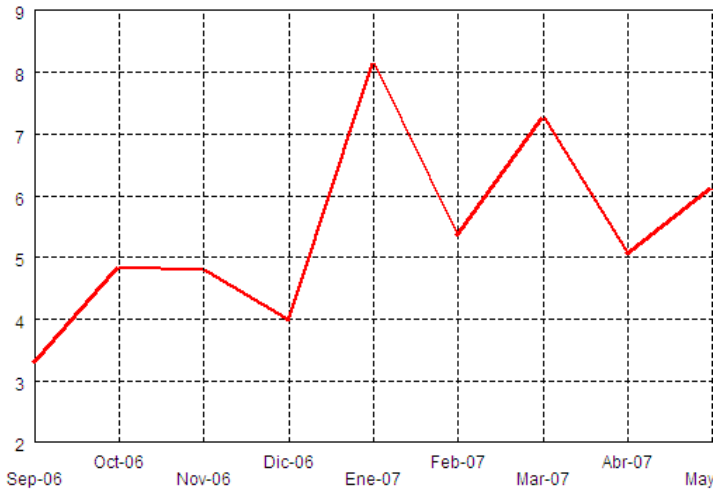
Jun-06	Jul-06	Sep-06	Oct-06	Nov-06	Dic-06	Ene-07	Feb-07	Mar-07	Abr-07	May-07
4.651	4.642	4.404	4.755	4.824	4.815	4.884	4.911	5.075	5.120	5.124

Jun-06	Jul-06	Sep-06	Oct-06	Nov-06	Dic-06	Ene-07	Feb-07	Mar-07	Abr-07	May-07
112,48	112,26	106,50	114,99	116,66	116,44	118,11	118,76	122,73	123,82	123,91

(1) % of visitors is more than 100% because of the number of external staff who are granted access to the intranet.

The following chart shows how the number of intranet sites has increased continuously since the intranet's inception. Page views have increased accordingly. The Bankinter intranet contains more than 40 principal sites, plus numerous subsites and projects sites. As more bank areas become interested in being part of the intranet, employees gain more access to subjects they're interested in.

Millions of pages visited:



LESSONS LEARNED

Lessons learned from Francisco Vicente García Ramos:

The site must evolve to become useful. "There is no beginning or end to the intranet. It must be a permanent evolution."

Listen to the users. "Always take their opinions into account."

Support and encourage content managers. "Support the content managers and they will do a great job."

Barnes & Noble

Using the intranet:

Barnes & Noble is the world's largest bookseller and is a member of the Fortune 500. It employs more than 40,000 booksellers in approximately 800 stores in all 50 US states. The company is the nation's only bookseller with a fully operational multi-channel strategy—with retail locations from coast to coast and an online subsidiary, Barnes & Noble.com. Barnes & Noble also has its own self-publishing program and, in 2003, it acquired Sterling Publishing, which has nearly 10,000 titles.

Headquarters: New York, NY (US)

Number of employees the intranet supports: 40,000

Locations: Bookstore locations in all 50 US states

Sales: $5.3 billion consolidated sales (Barnes & Noble stores and BarnesandNoble.com)

Design team:

Barnes & Noble hired a design agency (frog design) to kick-off the redesign effort for the site, but today the site is maintained completely by internal staff. Design and development is managed by an internal team of seven staff members: the director, a business analyst, a designer, and four developers, all of whom report to the IT department. Editorial is managed by a director and internal communications specialist from the Corporate Communications department.

Members:

Barnes & Noble: Mary Ellen Keating, Senior Vice President of Corporate Communications & Public Affairs; Glenn Kaplan, Vice President/Creative Director; Tom Williams, Director of Web Services; John Daidone, Director of Content Management; Becky Gardner, Director of Store Operations; Alexander Greenberg, Senior Systems Analyst; John Hoge, Systems Analyst; Julio Soler, Web Designer (former employee); Said Slimani, Senior Systems Analyst (former employee)

frog design: Andrew Foley, Director, Program Management; Valerie Casey, Creative Director; Matt Ipcar, Principal Designer; Clay Wiedemann, Senior Design Analyst

SUMMARY

When an organization includes many different job functions, choosing a specific target user group to design for takes foresight and decisiveness. And it can be downright scary. But this audacious effort is what makes the Barnes & Noble intranet so notable. It's designed primarily to support the core function of selling books. The site's features and design considerations were chosen to target the more than 40,000 booksellers in approximately 800 stores located in all 50 US states. And, while the site is primarily intended for booksellers working in the Barnes & Noble retail stores, the site also supports corporate employees as a secondary audience.

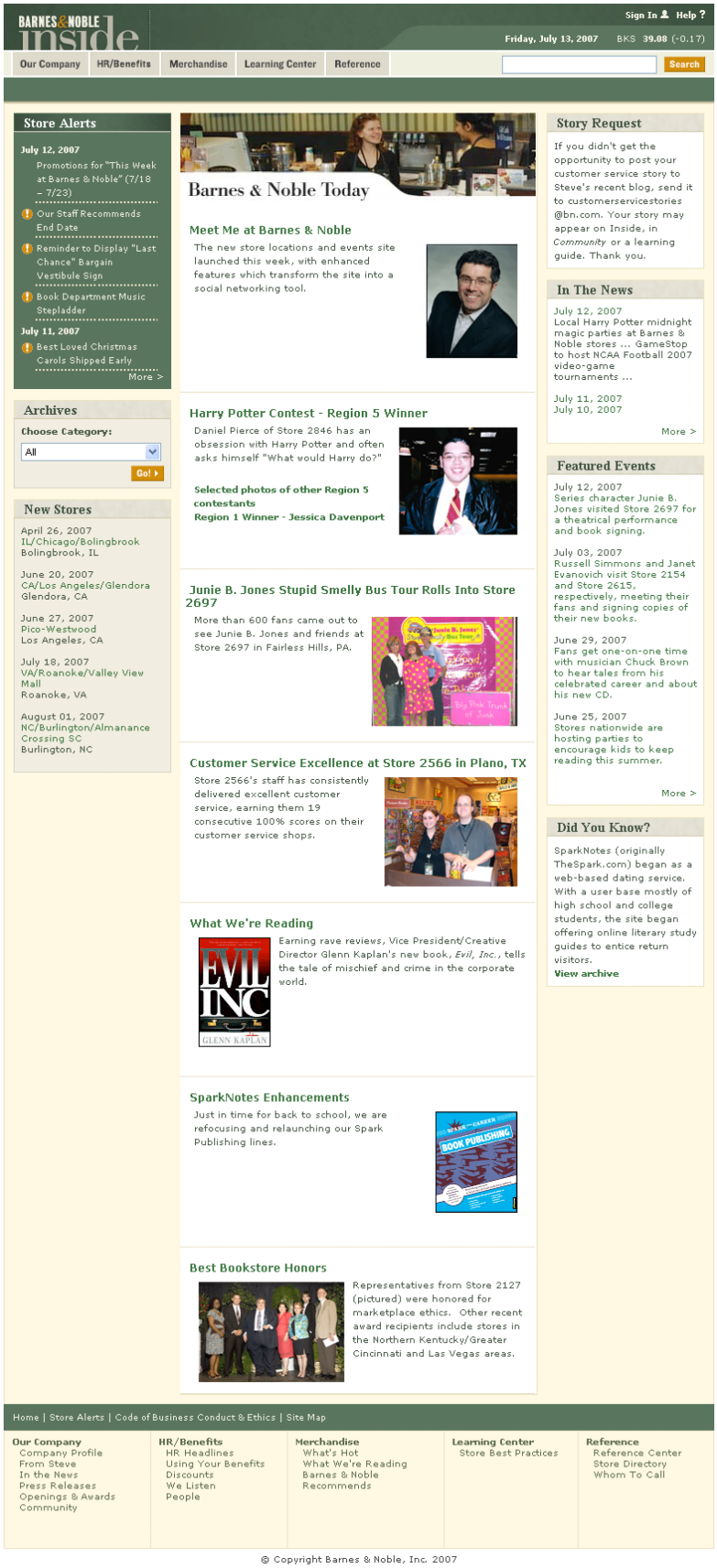
To support the booksellers, designers created a community among these professionals by promoting store events, sharing best practices, recognizing exceptional booksellers, and so on.

The center of the homepage displays news, focusing on happenings at the various stores. For example, the winner of a Harry Potter fan contest is interviewed and photographed. The *What We're Reading* article helps booksellers to share insights on good books. And an article about the *Best Bookstore* honors a store for high ethics.

Each day, the intranet team publishes references to Barnes & Noble appearing in the news in the *In the News* section, located in the homepage's right-most column. Topics range from national PR initiatives to in-store events such as the Harry Potter "Midnight Magic" parties.

In addition to varied types of news and *Featured Events,* the intranet team also strives to keep booksellers abreast of upper management's recommendations—

namely, books and products that booksellers should aggressively promote. The intranet allows the corporate office to issue daily tasks and information to booksellers on everything from how to better merchandise a product to how to remove defective or discontinued items.


BARNES & NOBLE inside
Sign In Help ?
Friday, July 13, 2007 BKS 39.08 (-0.17)
Our Company HR/Benefits Merchandise Learning Center Reference
Search
Store Alerts
July 12, 2007
Promotions for "This Week at Barnes & Noble" (7/18 – 7/23)
Our Staff Recommends End Date
Reminder to Display "Last Chance" Bargain Vestibule Sign
Book Department Music Stepladder
July 11, 2007
Best Loved Christmas Carols Shipped Early
More >
Archives
Choose Category:
All
Go!
New Stores
April 26, 2007
IL/Chicago/Bolingbrook
Bolingbrook, IL
June 20, 2007
CA/Los Angeles/Glendora
Glendora, CA
June 27, 2007
Pico-Westwood
Los Angeles, CA
July 18, 2007
VA/Roanoke/Valley View Mall
Roanoke, VA
August 01, 2007
NC/Burlington/Almanance Crossing SC
Burlington, NC
Barnes & Noble Today
Meet Me at Barnes & Noble
The new store locations and events site launched this week, with enhanced features which transform the site into a social networking tool.
Harry Potter Contest - Region 5 Winner
Daniel Pierce of Store 2846 has an obsession with Harry Potter and often asks himself "What would Harry do?"
Selected photos of other Region 5 contestants
Region 1 Winner - Jessica Davenport
Junie B. Jones Stupid Smelly Bus Tour Rolls Into Store 2697
More than 600 fans came out to see Junie B. Jones and friends at Store 2697 in Fairless Hills, PA.
Customer Service Excellence at Store 2566 in Plano, TX
Store 2566's staff has consistently delivered excellent customer service, earning them 19 consecutive 100% scores on their customer service shops.
What We're Reading
EVIL INC
GLENN KAPLAN
Earning rave reviews, Vice President/Creative Director Glenn Kaplan's new book, Evil, Inc., tells the tale of mischief and crime in the corporate world.
SparkNotes Enhancements
Just in time for back to school, we are refocusing and relaunching our Spark Publishing lines.
BOOK PUBLISHING
Best Bookstore Honors
Representatives from Store 2127 (pictured) were honored for marketplace ethics. Other recent award recipients include stores in the Northern Kentucky/Greater Cincinnati and Las Vegas areas.
Story Request
If you didn't get the opportunity to post your customer service story to Steve's recent blog, send it to customerservicestories @bn.com. Your story may appear on Inside, in Community or a learning guide. Thank you.
In The News
July 12, 2007
Local Harry Potter midnight magic parties at Barnes & Noble stores ... GameStop to host NCAA Football 2007 video-game tournaments ...
July 11, 2007
July 10, 2007
More >
Featured Events
July 12, 2007
Series character Junie B. Jones visited Store 2697 for a theatrical performance and book signing.
July 03, 2007
Russell Simmons and Janet Evanovich visit Store 2154 and Store 2615, respectively, meeting their fans and signing copies of their new books.
June 29, 2007
Fans get one-on-one time with musician Chuck Brown to hear tales from his celebrated career and about his new CD.
June 25, 2007
Stores nationwide are hosting parties to encourage kids to keep reading this summer.
More >
Did You Know?
SparkNotes (originally TheSpark.com) began as a web-based dating service. With a user base mostly of high school and college students, the site began offering online literary study guides to entice return visitors.
View archive
Home | Store Alerts | Code of Business Conduct & Ethics | Site Map
Our Company
Company Profile
From Steve
In the News
Press Releases
Openings & Awards
Community
HR/Benefits
HR Headlines
Using Your Benefits
Discounts
We Listen
People
Merchandise
What's Hot
What We're Reading
Barnes & Noble Recommends
Learning Center
Store Best Practices
Reference
Reference Center
Store Directory
Whom To Call
© Copyright Barnes & Noble, Inc. 2007

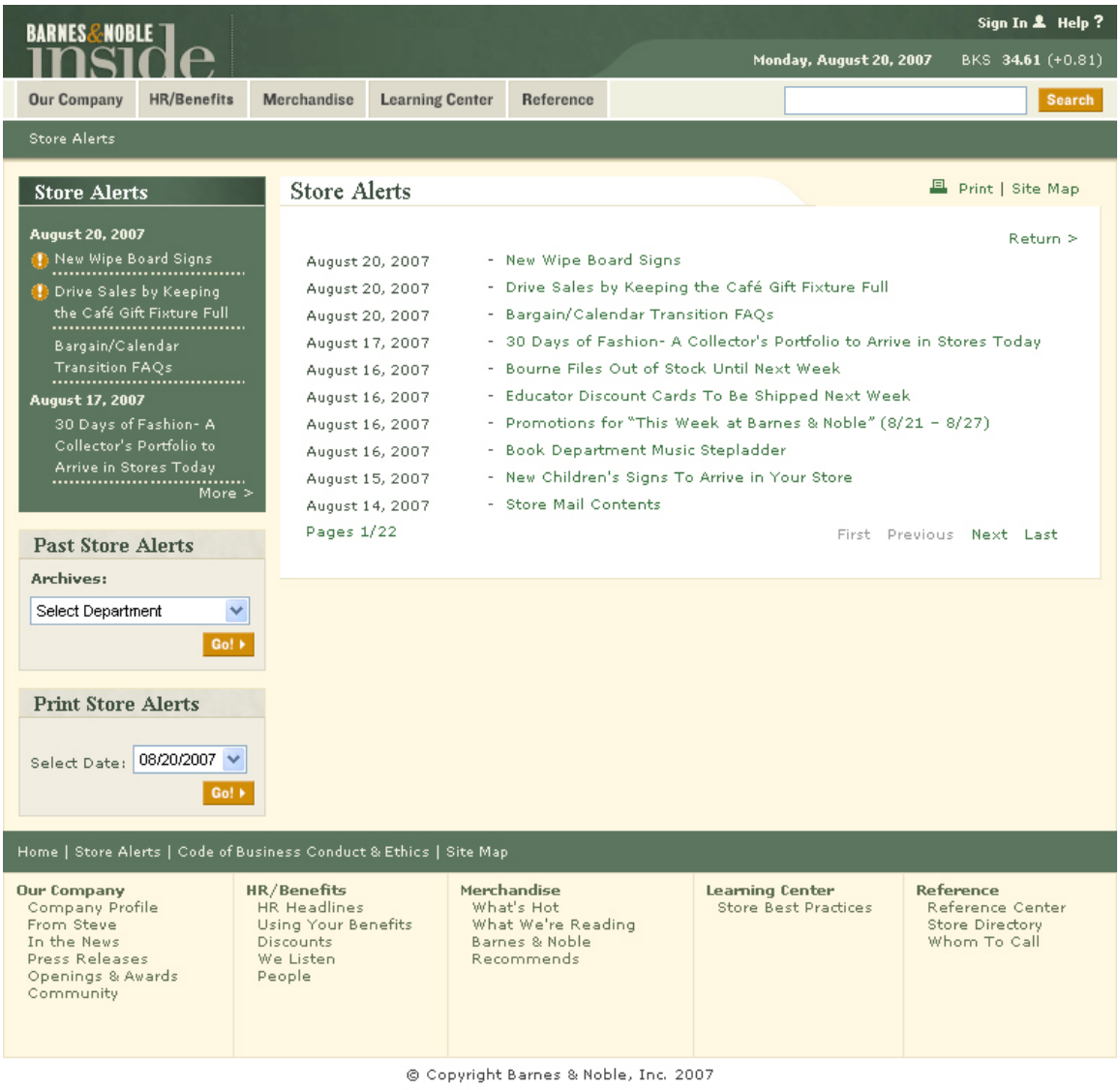
Pictured: The Barnes & Noble homepage builds community among booksellers by informing them of happenings at stores across the US.

The *Store Alerts* area in the homepage's upper left section houses this information. It's the site's most heavily trafficked area. Here, users can see a synopsis of all store alerts for the most recent two business days. *Store Alerts* are managed and edited by the Barnes & Noble Store Communications team. In some cases, the team even writes the alerts, but typically, the people from the corporate office who want to issue the note also write the alerts. For example, the Café Manager of Product Development writes a weekly alert on recommended items for the café gift fixture.

The intranet team's goal is to post alerts by 1:00 pm Eastern Standard time, so people on the East Coast can read them at lunch, and people on the West Coast can read them in the morning. The alerts change every day, and the number of alerts per day can range from one to 10, or occasionally even more.

Because the *Store Alerts* contain important information, the team keeps alerts in an archive for three months. Users can browse the archive by category or look at all alerts for a particular day. If people really want to keep particular ones around, a print capability makes it simple to do so.

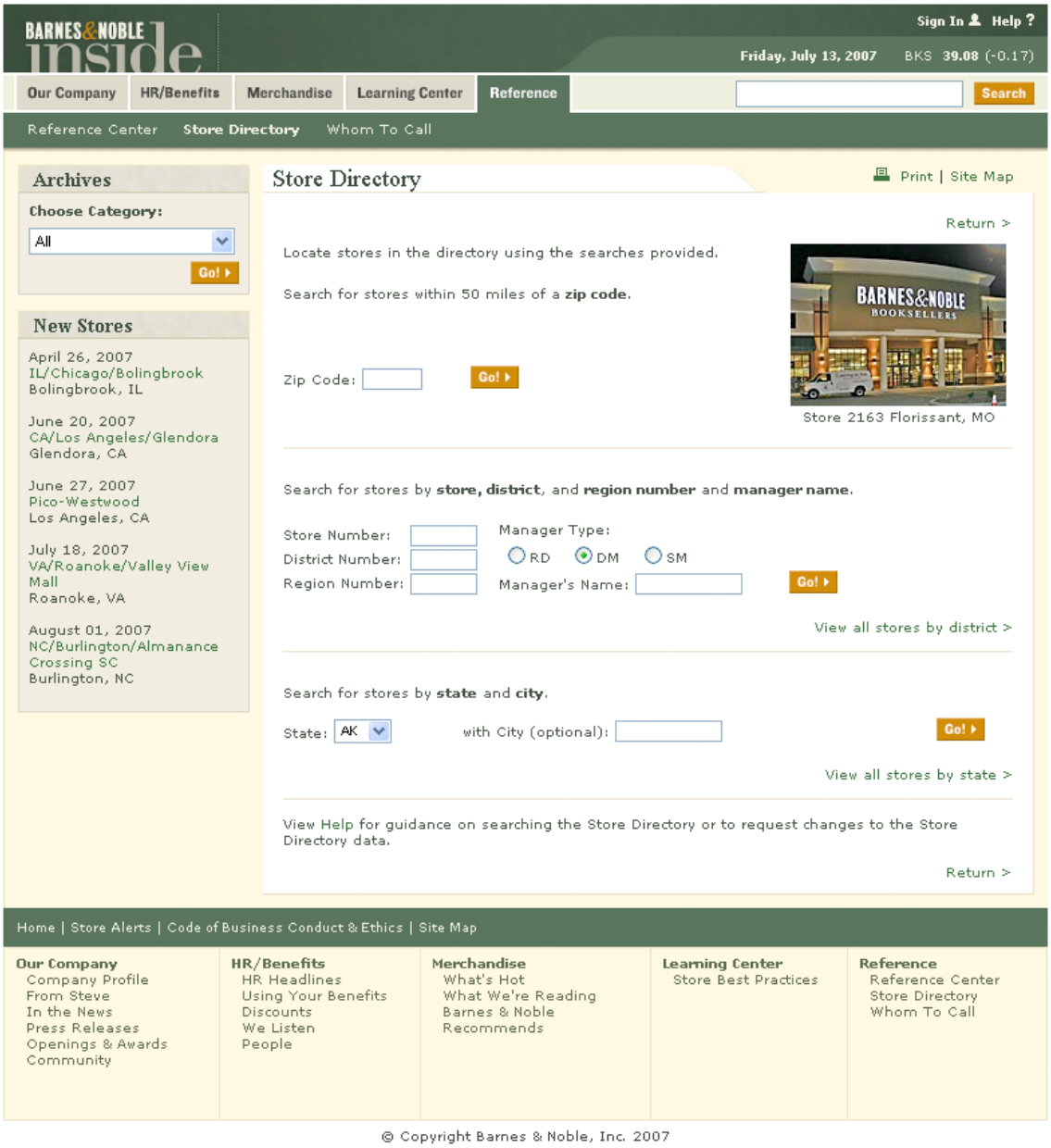
Clicking the homepage's *More* link leads to more *Store Alerts* features.



Pictured: Booksellers can read the *Store Alerts*, search the alerts archive, view alerts by date, and easily print them.

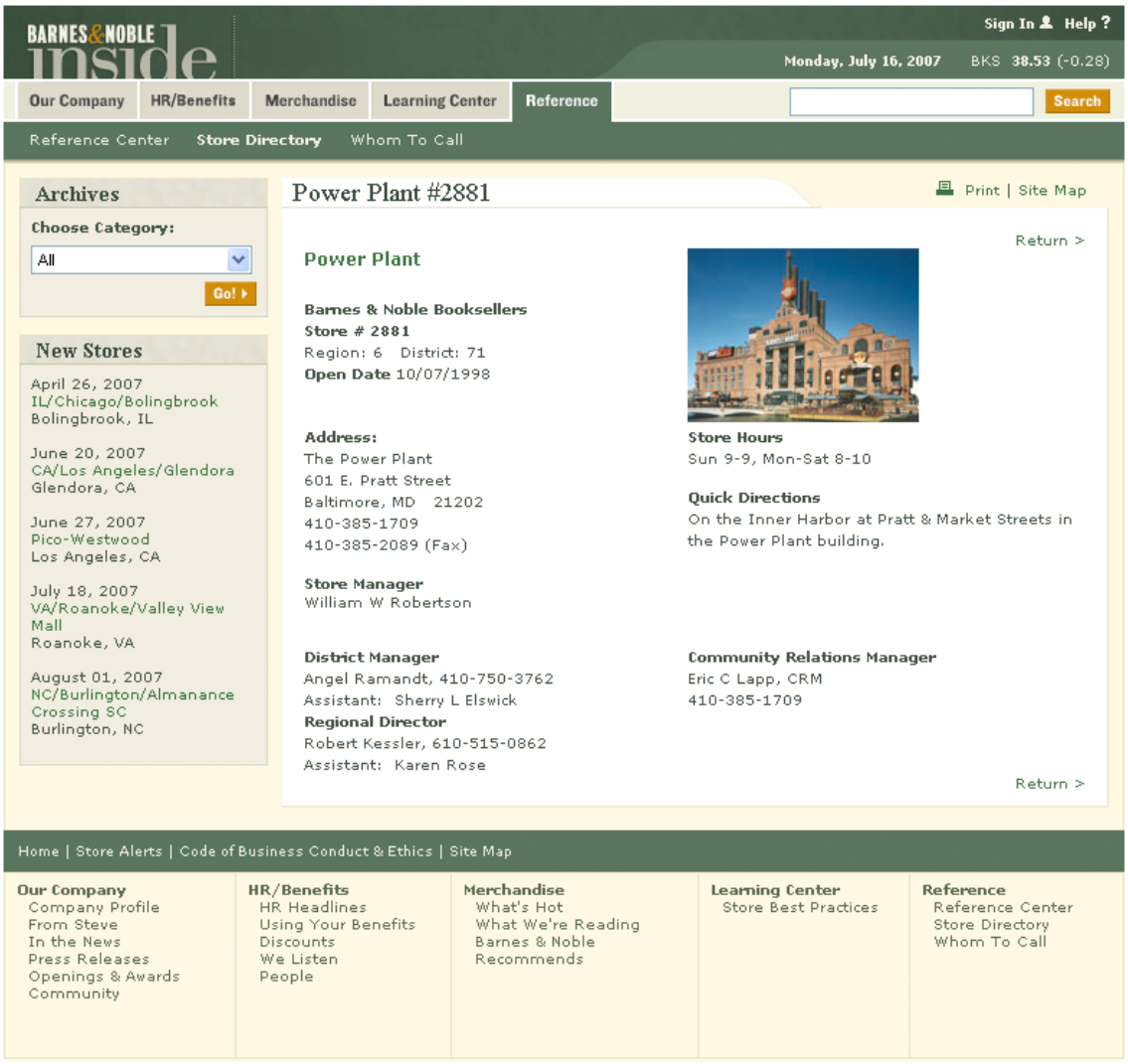
Another way the intranet assists booksellers in communicating with each other is via the *Store Directory.* Employees can search for a store or a person, choosing various criteria such as: zip code, state/city, store number, district number, or region number. Users can also browse by state or district. In addition, they can search for particular people within a section of the organization hierarchy—such as "all stores in the NY Metro district."

Many people across the organization use the *Store Directory,* from store employees to people in the corporate offices and in the field.



Pictured: Employees can search for stores using various criteria.

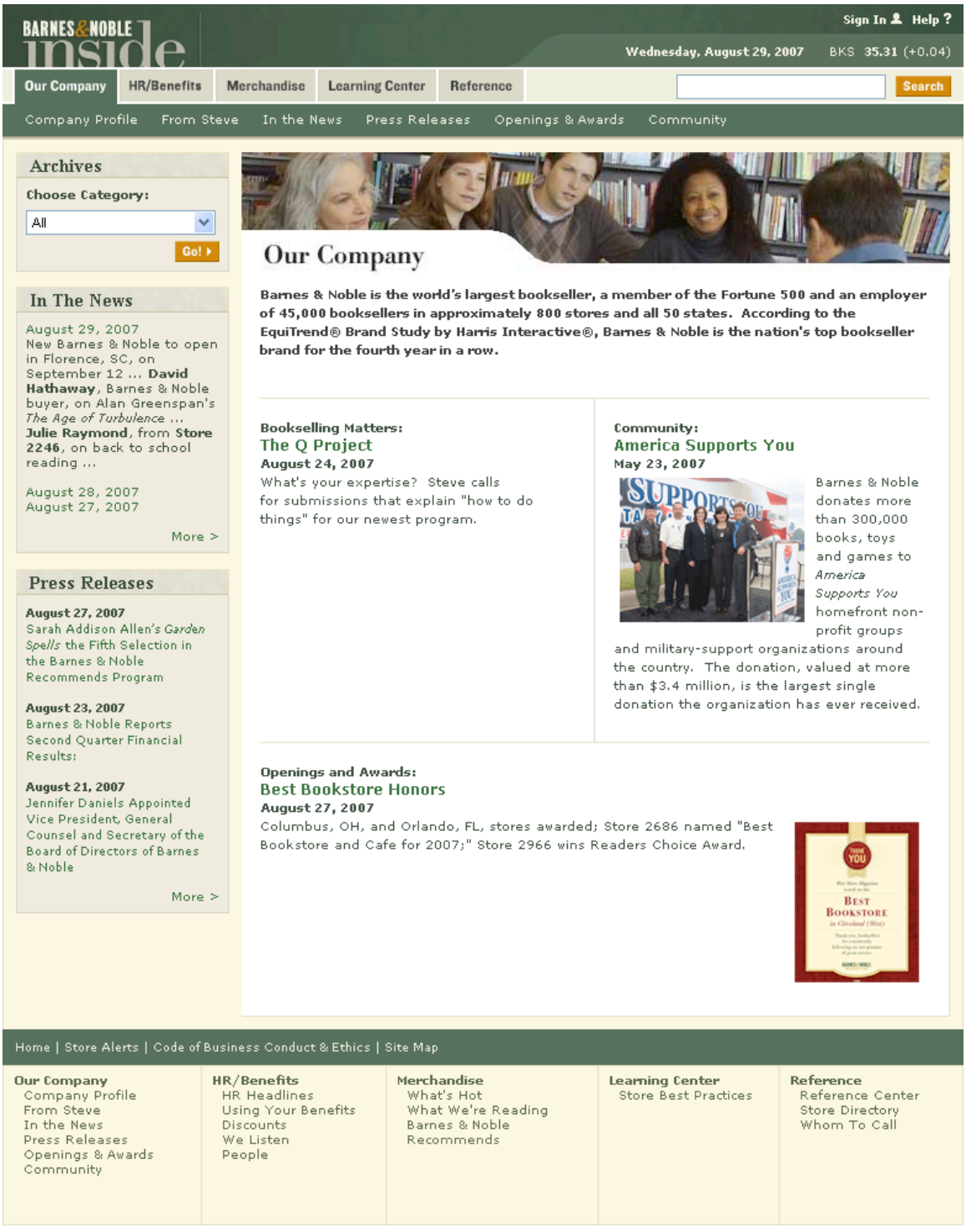
Each store's page displays the most important information for communicating with people at the store. Each displays a picture of the store, the address, store hours, and a short entry for *quick directions.* It also notes the people in charge of the store, including the store manager, regional director, and district manager, along with their telephone numbers and assistants' names (when applicable).



Pictured: Each location's page displays the address, contact names, an image, and other information.

Often, intranets offer too many menu choices for users to easily manage. The top, global navigation on the Barnes & Noble intranet is limited to just a few choices: *Our Company, HR/Benefits, Merchandise, Learning Center,* and *Reference.* Most of these are self-explanatory to users.

The *Our Company* section makes people aware of happenings at and information about Barnes & Noble. News, press releases, and notes about the communities help link the different booksellers together. The white space around the page makes it seem uncluttered and digestible.



Pictured: The *Our Company* section houses some news, press releases, and notes about the communities.

BARNES&NOBLE inside

Sign In Help ?

Friday, July 13, 2007 BKS 39.08 (-0.17)

Our Company | HR/Benefits | Merchandise | Learning Center | Reference

Search

What's Hot | What We're Reading | Barnes & Noble Recommends

Archives

Choose Category:

All

Go!

What You're Reading

We get some of our best ideas from booksellers in the field. If you're reading a great book please send us a brief review of it to share with your fellow booksellers.

Submission Form >

Weekly Bestsellers

#1 Fiction:
The Quickie

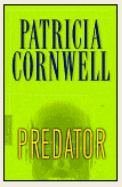


#1 Non-Fiction:
The Secret



Weekly Bargain Value

Predator
0641804687
Bargain Price: $6.98
Compare at $26.95





Merchandise

SparkNotes

There are big changes planned for SparkNotes just in time for back to school. We have freshened up the lines and provided new promotional vehicles in order to better highlight our key brand.

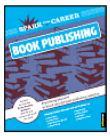
SparkNotes Test Prep Bay

This is now a true promotional bay designed to highlight strong new products, as well to promote the season's key test prep titles. In July's launch, we will focus on introducing *Spark Your Career*. These 5 new titles are perfect for the college student. Containing information on how the industry works to getting that important internship, these books are key for anyone looking to break into film, fashion, book publishing, advertising and magazines.

Also in July, we are focusing on the key back to school titles, SAT, ACT & the SAT Subject Tests. The visibility of these titles at this key period of the year should push them to the top of your study aids bestseller lists.

Tying into the back to school rush, the Spark publishing team took a strong look at our literature notes. Comparing these standard titles to current school concerns, they found a wonderful way to add value to an already powerful line. We are re-launching the line in July with the Top 50 titles now containing an additional 16 pages devoted to writing a literary essay. This includes a glossary of literary terms, step-by-step tutoring on how to write a literary essay, and a feature on how not to plagiarize. Each book will also include an A+ Essay; an actual literary essay written about the Spark-ed book, to show students how an essay should be written.

Since the main focus in schools is writing, adding this new section should really boost sales!







Contributed by Lisa Echenthal, Study Aids Buyer

What's Hot:
Promise Not To Tell
June 15, 2007



All is not as it seems in a bucolic Vermont commune. *Promise Not To Tell* promises to be a great beach read.

What We're Reading:
Evil, Inc.
July 10, 2007



Evil, Inc. is a corporate thriller from a new author in our corporation.

Barnes & Noble Recommends:
Stormy Weather
May 31, 2007



Our next Barnes & Noble Recommends selection is an epic set in the Great Depression.

Home | Store Alerts | Code of Business Conduct & Ethics | Site Map

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Community

HR/Benefits
HR Headlines
Using Your Benefits
Discounts
We Listen
People

Merchandise
What's Hot
What We're Reading
Barnes & Noble Recommends

Learning Center
Store Best Practices

Reference
Reference Center
Store Directory
Whom To Call

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Pictured: The *Merchandise* area shows top selling books and gives recommendations.

The *Reference Center* is a compilation of print HR and Store Operations encyclopedias. Topical areas include *Assisting Our Booksellers, Serving Our Customers, Daily Operations,* and *Safety & Security.* In the earliest design meetings, designers discussed the reference material available on the old site (bninside) and how much of it had atrophied or become incomplete. When designing the new site, designers wanted to include the best and most recent version of the organization's most commonly used print material, and to make the content easy to navigate and search.

The *Resource Center* is a secure site on the Barnes & Noble intranet. Managers and corporate users view sales and payroll reports, HR tools, and other sensitive resources. Category names and alphabetized links make them easier to find on the page.



Pictured: The secure *Resource Center* has sales and payroll reports, HR tools, and other sensitive resources.

Barnes & Noble designers meld bold choices with a soft color palette to create a very useful intranet for booksellers and corporate users alike.

URL AND ACCESS

The URL for the intranet, Barnes & Noble Inside, is: http://bninside/. Within Barnes & Noble's corporate office, the browsers are set to default to the intranet; inside the stores, the site is accessible from every terminal except for the Community Relations Manager terminal. Each store's retail point of sale (POS) system features a link to the intranet on its homepage.

Corporate and field employees (regional directors, district managers) can access the intranet from home or remotely via VPN. Store employees (booksellers) do not have home access.

Although not yet designed or optimized for mobile devices, corporate and field users can access the intranet via their Blackberries.

TECHNOLOGY

The site was designed using Adobe Creative Suite, Web Edition, along with Dreamweaver and Home Site to support the creation of HTML and CSS.

Content is managed using Serena Collage, along with custom extensions developed in-house for migrating data and content to the site. Large-scale data imports are managed through code developed on top of Microsoft SQL Server Integration Services.

The site is served using a farm of HP Proliant DL380s servers running Windows 2003 Server and IIS 6.0. The application is an ASP.NET 2.0 Web application (C#) that retrieves data from a clustered SQL Server 2005 database. "The entire architecture here is designed to be simple, yet highly available," boasts Thomas Williams, director of Web Services, IT. "Other than a few short maintenance windows we have scheduled during off hours, the architecture has maintained 100% uptime since launch."

For issue tracking, the team is using Serena Tracker while they explore other options. They did much of the QA using Store Systems QA lab.

Finally, site search and indexing is handled by Google (2nd generation) Search Appliances, and the intranet team tracks the most common searches and reviews them with the company's Inside Steering Committee every two months.

CONTENT MANAGEMENT SYSTEM

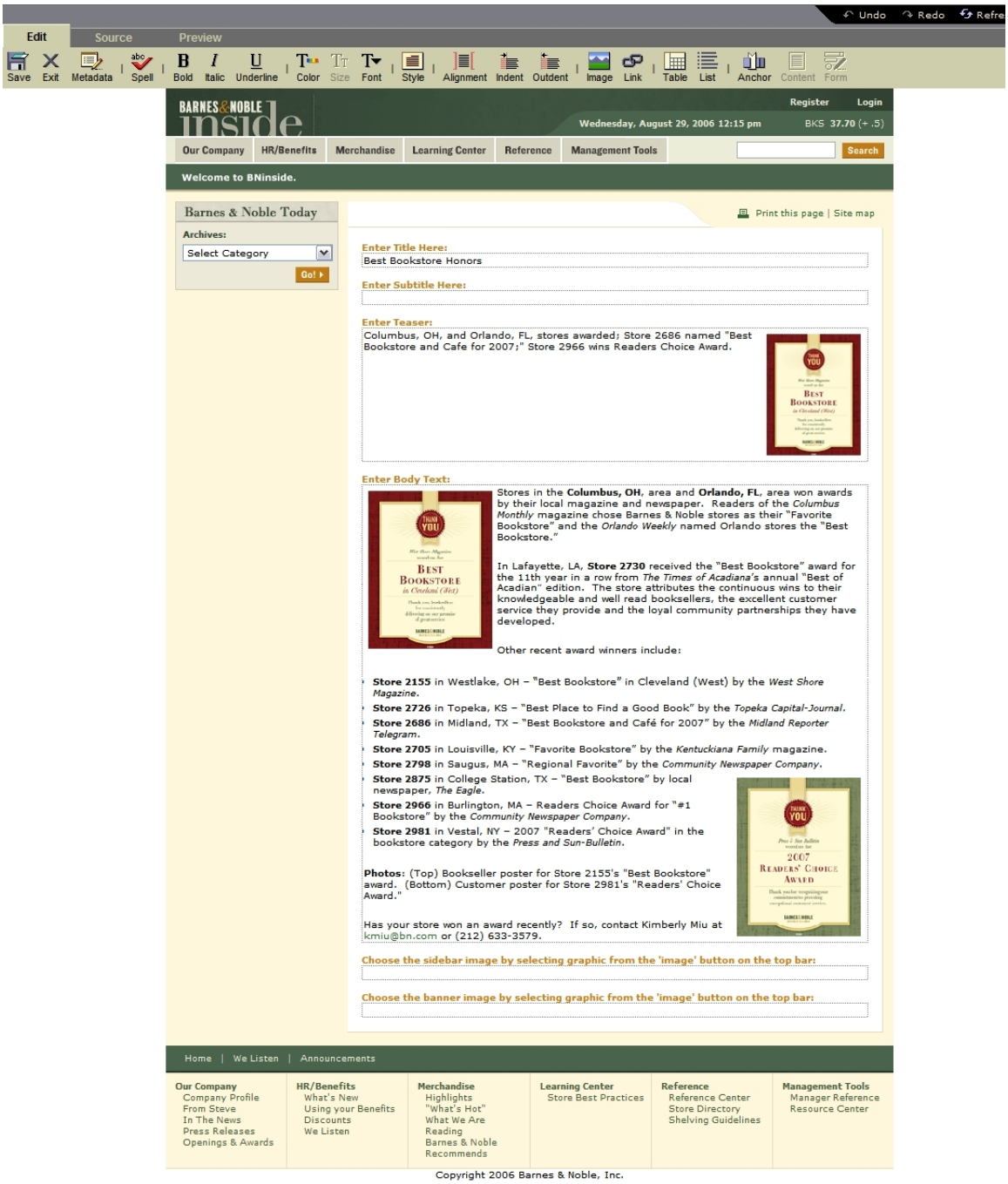
CMS Technology

Barnes & Noble Inside's content is maintained using Serena Collage, a Java/J2EE Web-based application with Oracle on the back end. According to Williams, client-side Java applets are included with the system. "The custom applications we developed for the rest of the management utilities are written in C# through Microsoft Visual Studio and, in some cases, leverage the functionality of Microsoft SSIS," he says.

"Content and data for the site are managed differently than had been done in the past," says Williams. "Initially, content for the site was managed through the development of a home-grown administration tool. The benefit was that we could offer a customized interface for content administrators independent of the nuances and complexities of a particular type of content. The issue was that custom work done for the administration tool would borrow development time from enhancements to other areas of the site."

He estimates that the team was spending 60% of its project development time improving and customizing the CMS. These efforts were hindering progress on the site as a whole. As part of the redesign, the team looked for a third-party CMS that could offer a wider feature set than they could develop internally, without sacrificing the quality or the site's content.

Serena Collage lets the team export contributed content for inclusion on Inside and other sites. The system's design-time nature allows them to post-process or otherwise manipulate the content in a manner that best integrates it with the application code.



Pictured: An edit screen from Serena Collage, Barnes & Noble's content management tool.

Although the in-house Barnes & Noble team applied these post-processing extensions and other customizations, the overall application was not custom-built. "We brought in Collage largely for the CMS pieces we did not want to build in-house, such as workflow management and WYSIWYG editing through the Web," says Williams. "For data integration sections such as the *Store Directory*, we developed our own software to manage the processes."

Content Ownership

Management staff distributed across the Inside Steering Committee handles content authoring. "Individual members are responsible for their respective sections of the site," says John Daidone, Director of Content Management, Corporate Communications. "For example, the vice president of human resources 'owns' the HR/Benefits section of the site and is ultimately responsible for all of the content in that section."

"As the navigation and structure of the site is largely congruent with the organization hierarchy of Barnes & Noble," says Williams. **"**It was natural to place ownership of each section of the site with the members of the Inside Committee that represent each department."

Standards, Templates, and Training

The design team ensures the design standards are maintained by installing the appropriate content templates for each section of the site in the CMS and most of the formatting is handled through CSS. Training was provided for each content manager on how to use and contribute to the CMS.

Distributing and updating the templates is simple because the CMS is Web-based. The team can easily change and upgrade the templates in one location once they're installed and configured in the CMS. All changes to user-contributed content are tracked through the CMS as part of Collage's base functionality.

"We conducted content manager training sessions and created a training document that users can refer to," says Daidone. "The document includes information on creating tasks and articles, as well as best practices for creating images and tables, naming conventions, etc." The team also created an editorial style guide that includes sections on editorial strategy, writing for the Web, and terminology.

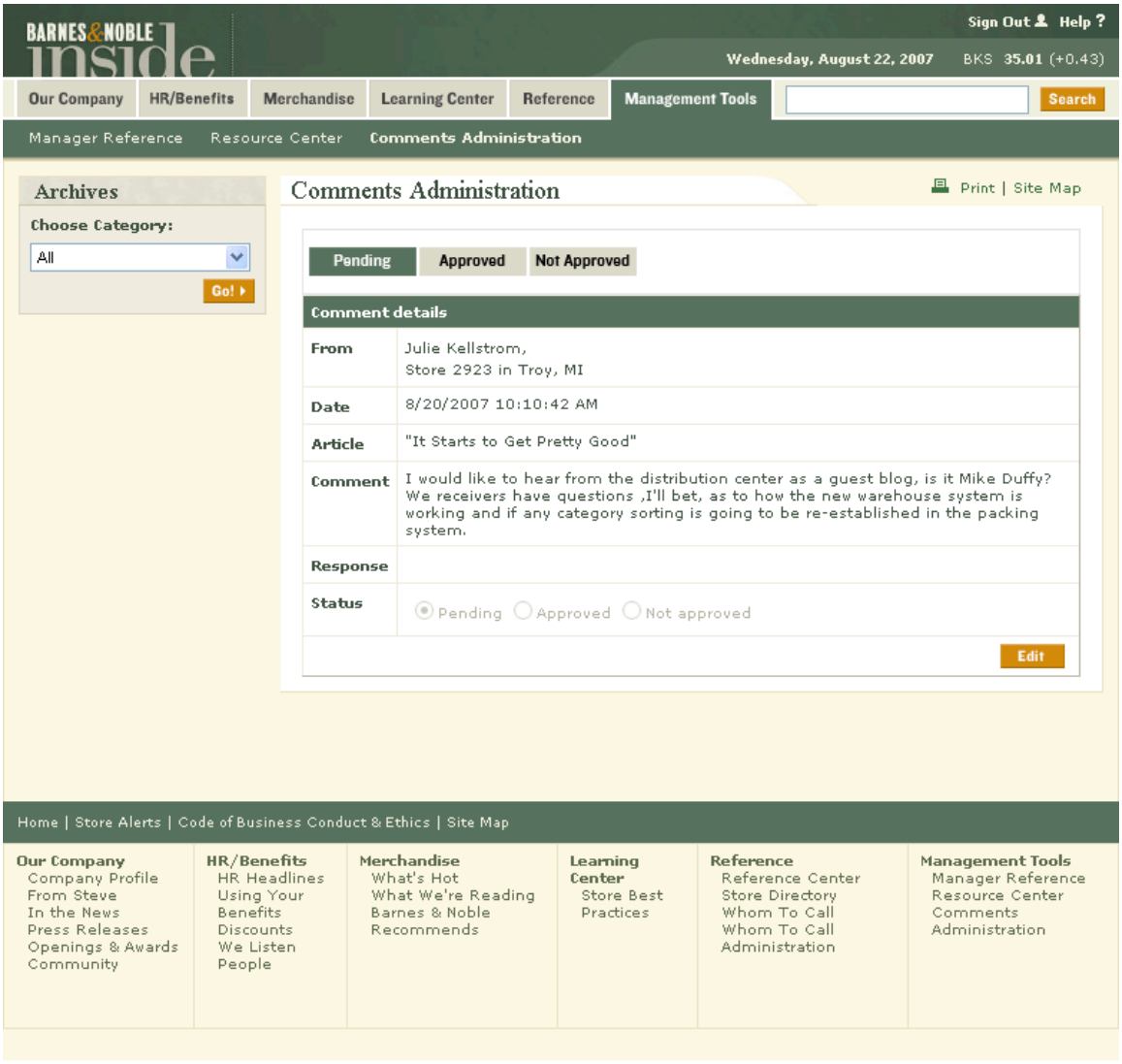
Supporting Contributors

Because some content managers were new to Web publishing, the team quickly realized that they would need support. "Our Learning and Development team stepped in and worked with John and me to develop learning materials that were invaluable in getting people comfortable with the system and the processes," says Williams. "The training classes helped to facilitate that."

The following screens illustrate how content and comments are maintained on CEO Steve Riggio's popular weekly blog, *Bookselling Matters*. Riggio uses an administrative tool that the team developed so he can personally review and respond to comments from booksellers.

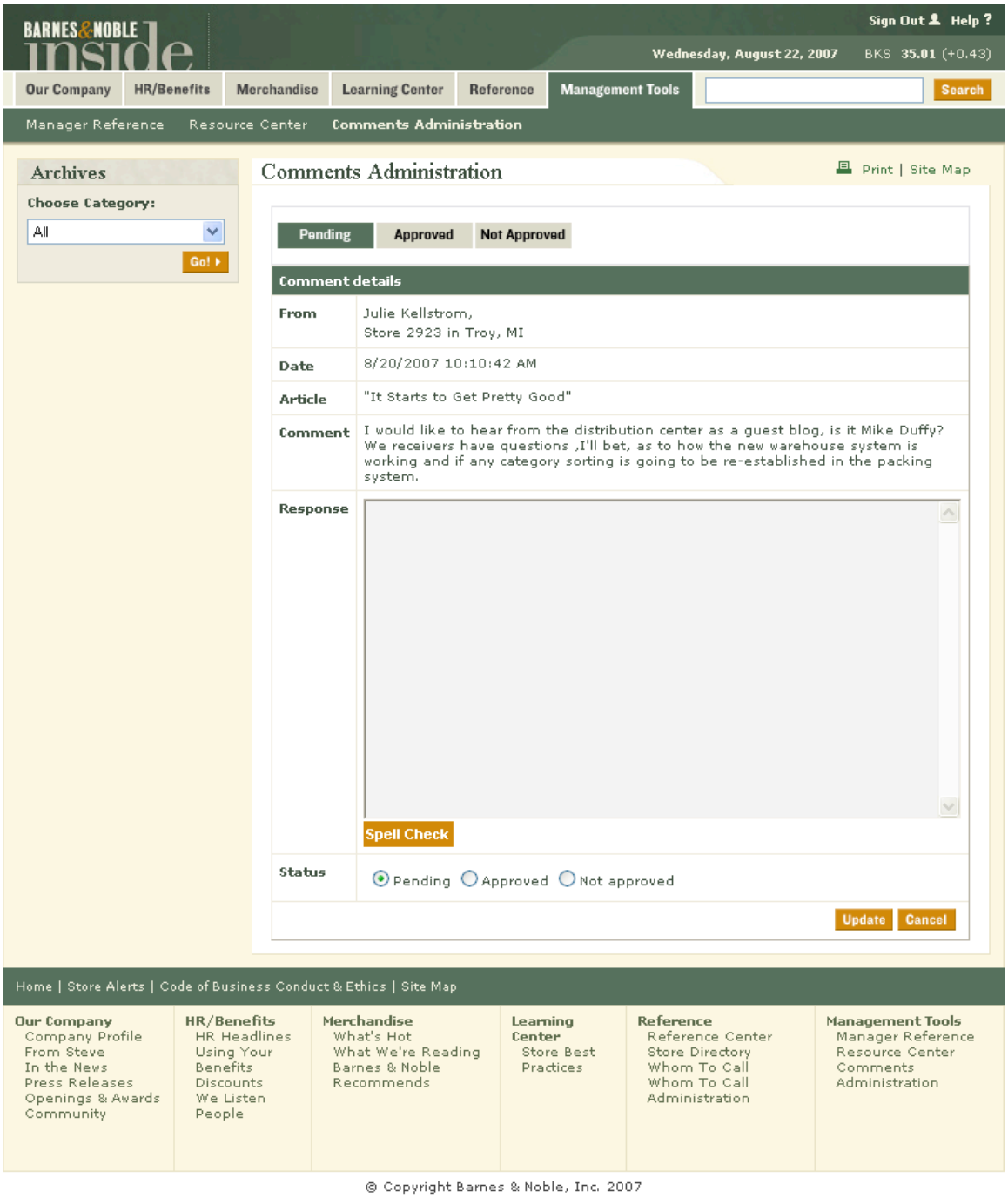

BARNES&NOBLE inside
Sign Out Help ?
Wednesday, August 22, 2007 BKS 35.01 (+0.43)
Our Company
HR/Benefits
Merchandise
Learning Center
Reference
Management Tools
Search
Manager Reference
Resource Center
Comments Administration
Archives
Choose Category:
All
Go!
Comments Administration
Print | Site Map
Pending
Approved
Not Approved
Comment/Response
From
Date
Comment: A take on the categorization issue:I run the bargain department and sometimes I come across somethin...
Response: We certainly want to correct mistakes but there are also may opinions about what category a book sho...
Kelly Kramer, Store 2594 in Greenfield, WI
8/11/2007 6:03:11 PM
Details
Comment: This is another completely off-topic remark, but I was really happy to see that you're listening to ...
Response: I think it is a great cd. Have you seen "7 World's Collide" - the DVD of Neil's performan...
Jared Duran, Store 2211 in Phoenix, AZ
8/11/2007 8:49:54 PM
Details
Comment: As a librarian, bookseller, and geek of many tribes, let me add some understanding to the whole shel...
Response: You got it.
Torsten Adair, Store 2628 in New York, NY
8/12/2007 5:31:50 PM
Details
Comment: I'd like to recommend an album - Baby Comes Home by Patrick Cleandenim. There is some bias since tw...
Response: Here is an unbiased review from the All Music Guide: "but a more careful listen reveals Patrick...
Caitlin Roberts, Store 2880 in Greensburg, PA
8/12/2007 7:22:05 PM
Details
Comment: Steve, Those are exciting releases, but don't forget the October 2 release of Day Of Battle, the se...
Response: All WWII books are going to take off, from classic backlist to newer series. This is going to be ex...
Jack Hoey, Store 1876 in Charlotte, NC
8/13/2007 10:33:01 AM
Details
Comment: It sounds like Stephanie Meyer's "Eclipse" is destined for the Best Sellers. My Assistant ...
Response: First day sales broke all records. The next book in the series will hit the stratosphere.
Mark Little, Store 2843 in Duluth, GA
8/17/2007 10:27:37 PM
Details
Comment: Dear Mr. Riggio, Pardon me switching back to an older topic from the last blog, but with all the ...
Response: I understand the frustration that our booksellers have but classification is a subjective process. ...
John Keese, Store 2031 in Roseville, CA
8/18/2007 1:03:26 AM
Details
Comment: Speaking of Jones Soda, why do we only sell the juices and not the actual sodas? Jones has a specta...
Response: Our cafe folks are always looking at our selections. We try to keep it changing but also not too ca...
Michael Lucero, Store 2919 in Charleston, SC
8/18/2007 12:05:43 PM
Details
Comment: Mark Bottini would be an excellent guest blogger!
Response: I will let him know.
Bradley Hack, Store 2196 in Louisville, KY
8/18/2007 12:39:31 PM
Details
Comment: I vote for your brother, Len to be a quest blogger when you're on vacation. Matter of fact, I would...
Response: I know that he has something to say but I don't think blogging in his style.
Karl Lindner, Store 2260 in Plainfield, IN
8/18/2007 3:00:00 PM
Details
Home | Store Alerts | Code of Business Conduct & Ethics | Site Map
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From Steve
In the News
Press Releases
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Community
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HR Headlines
Using Your Benefits
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Barnes & Noble Recommends
Learning Center
Store Best Practices
Reference
Reference Center
Store Directory
Whom To Call
Whom To Call Administration
Management Tools
Manager Reference
Resource Center
Comments Administration
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Pictured: A content administrator's approval screen from Serena Collage, Barnes & Noble's content management tool.

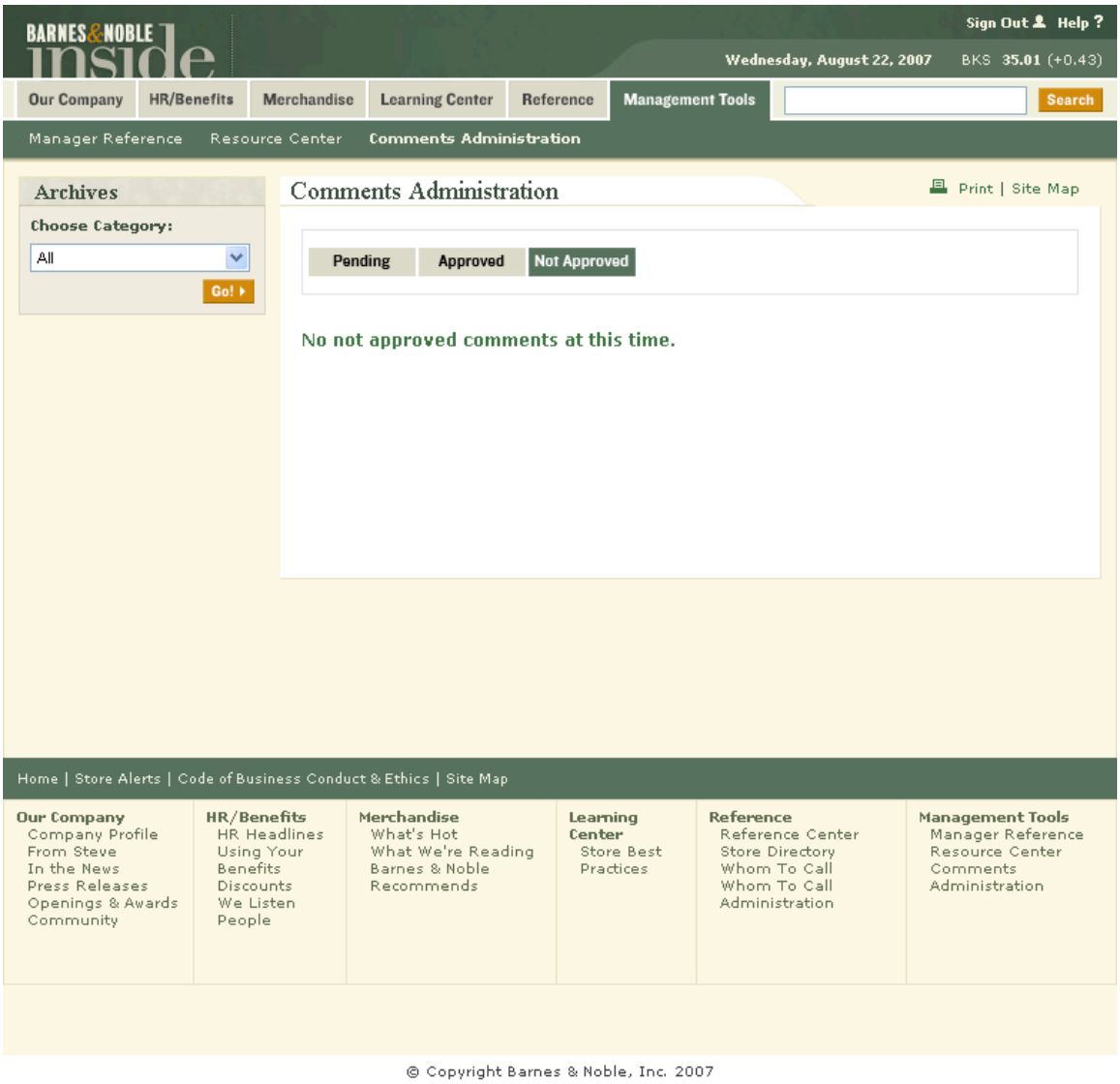


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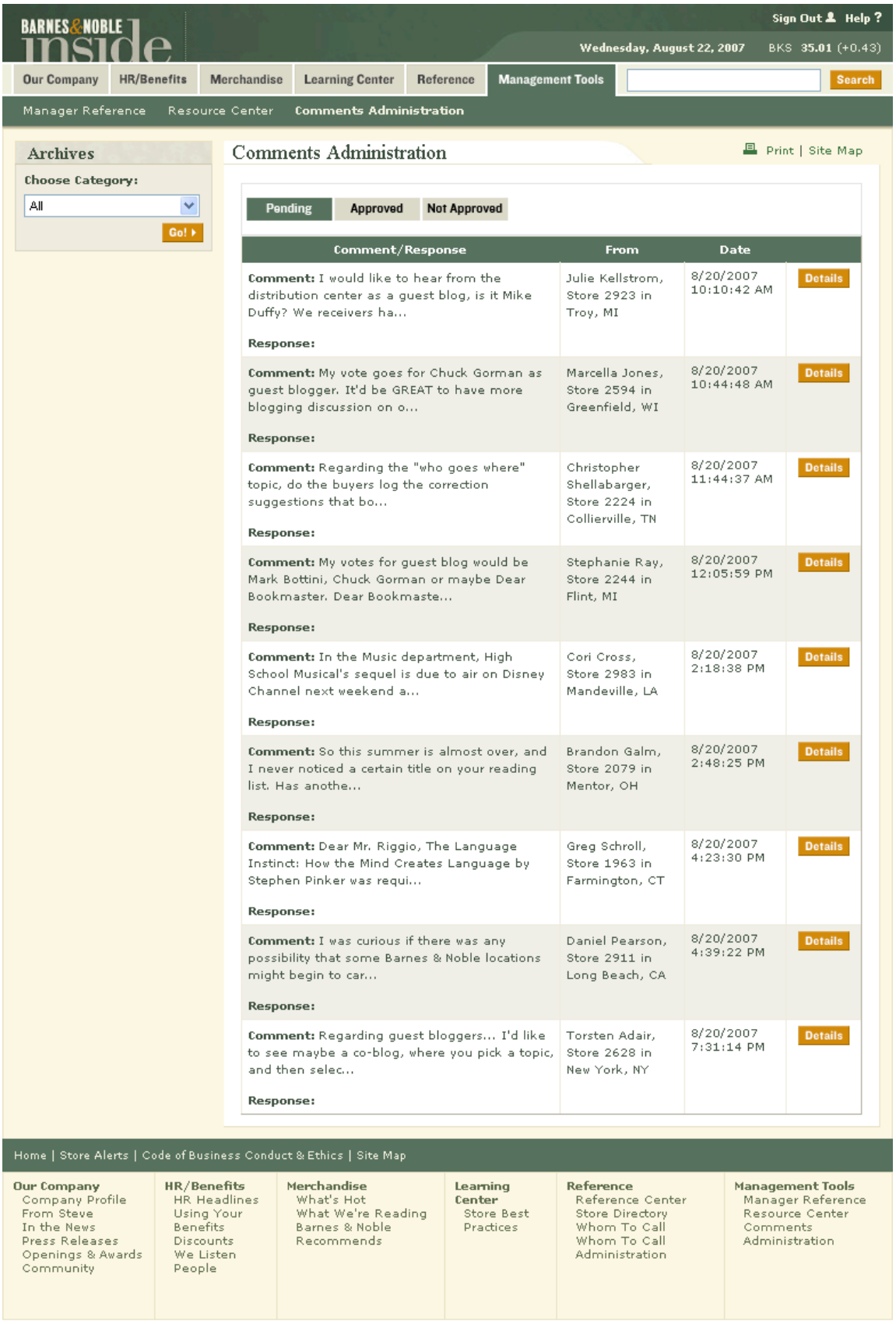
Pictured: A detailed view of the content administrator's approval screen from Serena Collage, Barnes & Noble's content management tool. In this view, a content administrator can respond to a post and mark it as approved or pending.



Pictured: In this view of the content management edit screen, an administrator can edit a posted comment.



Pictured: The confirmation screen for content that administrators have yet to approve.


BARNES&NOBLE inside
Sign Out Help ?
Wednesday, August 22, 2007 BKS 35.01 (+0.43)
Our Company
HR/Benefits
Merchandise
Learning Center
Reference
Management Tools
Search
Manager Reference
Resource Center
Comments Administration
Archives
Choose Category:
All
Go!
Comments Administration
Print | Site Map
Pending
Approved
Not Approved
Comment/Response
From
Date
Comment: I would like to hear from the distribution center as a guest blog, is it Mike Duffy? We receivers ha...
Response:
Julie Kellstrom, Store 2923 in Troy, MI
8/20/2007 10:10:42 AM
Details
Comment: My vote goes for Chuck Gorman as guest blogger. It'd be GREAT to have more blogging discussion on o...
Response:
Marcella Jones, Store 2594 in Greenfield, WI
8/20/2007 10:44:48 AM
Details
Comment: Regarding the "who goes where" topic, do the buyers log the correction suggestions that bo...
Response:
Christopher Shellabarger, Store 2224 in Collierville, TN
8/20/2007 11:44:37 AM
Details
Comment: My votes for guest blog would be Mark Bottini, Chuck Gorman or maybe Dear Bookmaster. Dear Bookmaste...
Response:
Stephanie Ray, Store 2244 in Flint, MI
8/20/2007 12:05:59 PM
Details
Comment: In the Music department, High School Musical's sequel is due to air on Disney Channel next weekend a...
Response:
Cori Cross, Store 2983 in Mandeville, LA
8/20/2007 2:18:38 PM
Details
Comment: So this summer is almost over, and I never noticed a certain title on your reading list. Has anothe...
Response:
Brandon Galm, Store 2079 in Mentor, OH
8/20/2007 2:48:25 PM
Details
Comment: Dear Mr. Riggio, The Language Instinct: How the Mind Creates Language by Stephen Pinker was requi...
Response:
Greg Schroll, Store 1963 in Farmington, CT
8/20/2007 4:23:30 PM
Details
Comment: I was curious if there was any possibility that some Barnes & Noble locations might begin to car...
Response:
Daniel Pearson, Store 2911 in Long Beach, CA
8/20/2007 4:39:22 PM
Details
Comment: Regarding guest bloggers... I'd like to see maybe a co-blog, where you pick a topic, and then selec...
Response:
Torsten Adair, Store 2628 in New York, NY
8/20/2007 7:31:14 PM
Details
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Barnes & Noble Recommends
Learning Center
Store Best Practices
Reference
Reference Center
Store Directory
Whom To Call
Whom To Call Administration
Management Tools
Manager Reference
Resource Center
Comments Administration
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Pictured: A content administrator's view of content pending approval.



Pictured (from left): The Barnes & Noble intranet team: John Daidone, Director of Content Management; Alexander Greenberg, Senior Systems Analyst; John Hoge, Systems Analyst; Thomas Williams, Director of Web Services; Kimberly Miu, Internal Communications Specialist.

INTRANET TEAM

Although Barnes & Noble hired a design agency (frog design) to kick-off the redesign effort, today the site is maintained completely by internal staff.

Team Roles

As a starting point for building out the site for the 2007 re-launch, frog design provided templates for the Web Services team to use. frog staff members were also involved in the initial planning and IA phases.

Working with the agency gave the team the perspective it needed to see the site with fresh eyes and generate new ideas. "A benefit we have seen in working with other agencies is that it has deterred us from becoming myopic in our assumptions about what we might do in this space," says Williams.

RUNNING THE SITE: STAFF BY THE NUMBERS			
Intranet Team			
#	**Role**	**Function**	**Department**
1	Director	• Oversees the platform, including the CMS • Manages the Web Services team • Provides training and support to the content managers using the system • Oversees functionality additions to the site	IT
1	Business Analyst	• Coordinates and manages requirements gathering • Builds project plans and manages tasks • Develops the test plan and coordinates resources for testing	IT
1	Designer	• Provides Web graphics direction and support for the site	IT
4	Developers	• Review requirements and build new functionality • Participate in unit testing • Modify CMS and databases to support new contributions	IT
Content Management			
#	**Role**	**Function**	**Department**
1	Director of Content Management	• Manages the homepage and reviews and approves all content • Communicates editorial style guidelines across the organization • Trains content providers and content managers on writing skills	Corporate Communications
1	Internal Communications Specialist	• Assists Director of Content Management	Corporate Communications
6	Content Owners	Responsible for the content that appears in their intranet sections	Various
~20	Content Managers	Upload content to the CMS	Various
>100	Content Providers	Write the actual content for the site (not technically part of the intranet team)	Various

Site Ownership

Governance of Barnes & Noble Inside resides in the Inside Steering Committee comprised of members from various parts of the organization: IT, HR, Corporate Communications, Store Operations, Merchandising, and Learning & Development.

This committee is responsible for issues impacting the site's operation. It also reviews and approves changes to roles and responsibilities, workflow processes, site functionality, user interface design, look and feel, and IA.

Development and change management tasks are handled through Web Services.

According to Daidone, the Inside Steering Committee was formed in the summer of 2006 to drive the new intranet's development toward a January 2007 launch. He also says that having site ownership through the Inside Steering Committee has been a successful approach for the company.

"It has certainly contributed to the improved stability and performance of the site as the development team is intimately involved in the requirements gathering and functionality analysis," says Williams. "In addition, the evolution of ownership through the Steering Committee has helped to ensure that all areas of the company are represented in the functionality and the content available on the site."

The intranet staff itself was originally composed of consulting resources who reported into the Store (Retail) Systems department. Over time, Store Systems provided full time staffing and support for additional enhancements to the original site.

As the redesign approached, a new group—Web Services—was developed within Barnes & Noble's IT area. One of Web Services' core responsibilities (when it was formed in 2004) was to take ownership of Barnes & Noble Inside (then bninside).

BUDGET

As the following chart shows, the intranet redesign had three major budget items.

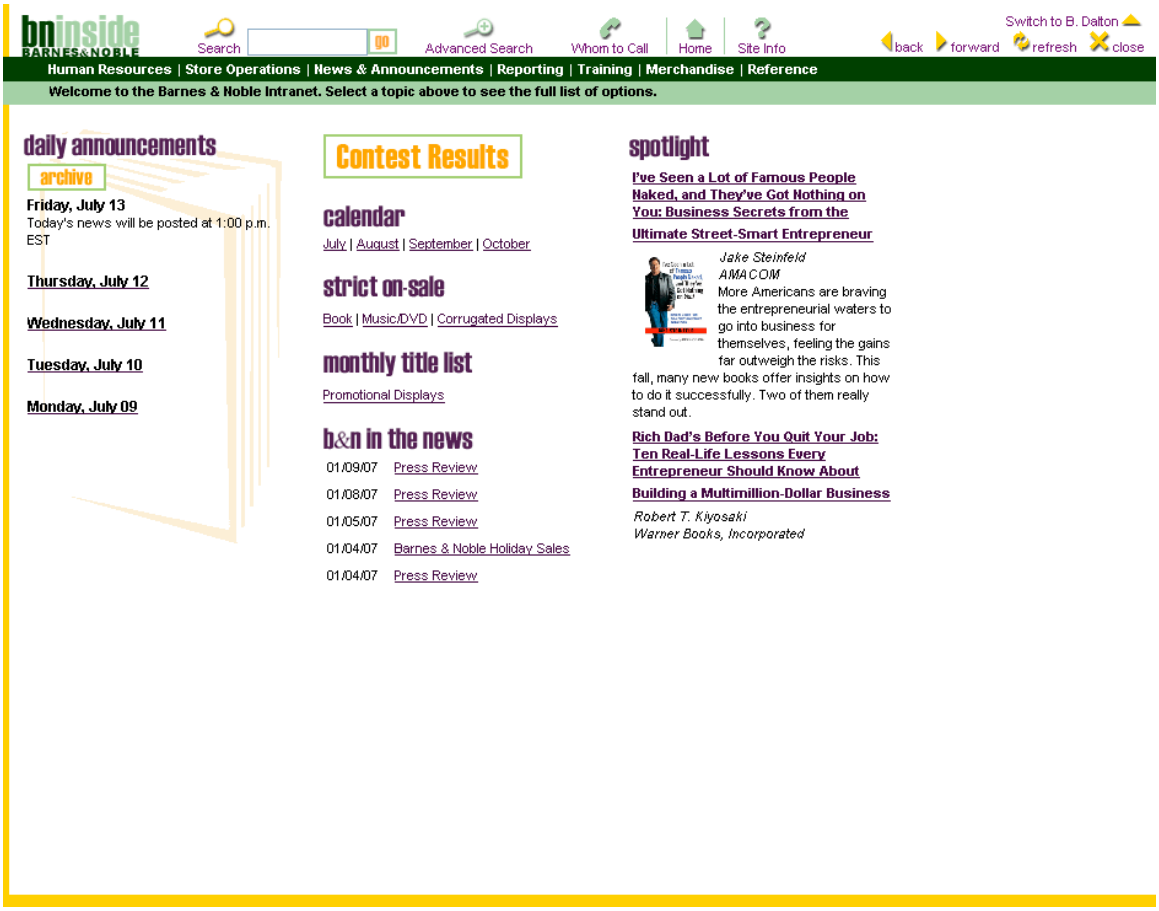
REDESIGN BUDGET		
$250,000	**Design**	Hired an external design agency (frog design)
$210,000	**Technology**	Hardware/software: • Initial Software Licensing: $115,000 • Hardware: $85,000 • Google Search: $10,000
$185,000	**Content** (consultation)	Hired an external company, Archstone Consulting, to develop the IA and upload content to the online *Reference Center*. (The *Reference Center* replaced the HR and Store Operations print manuals.) "This was probably an expense we could have avoided and handled internally had we known that we were launching in January 2007," says Daidone. "The original plan was to launch by September 2006 but we realized this was an unrealistic timeframe."
0$	**Content Management**	Leveraged existing system that is used for corporate website: www.barnesandnobleinc.com

BACKGROUND

Launched in 1998/99, bninside was the first generation of the Barnes & Noble intranet. Access was given only to corporate users. No access was provided for store employees and its purpose was mostly to service the company's Corporate Communications, HR, and operational needs.

"It was very rudimentary, with an outdated design, confusing architecture, and a homepage that was limited to one feature at a time," says Daidone. "Since the intranet serves as the key online communication channel to our 40,000 booksellers, we recognized that we needed to upgrade the site. The result was Barnes & Noble Inside, which launched in January 2007 with an improved design, architecture, and functionality."

"One of the first things I did when I took over management of the site (in 2003) was to review the list of specifications for previous projects that had been developed for the intranet," says Williams. "Like all similar projects in their early phase, the original site tried to do as much as possible for as many people as possible. In hindsight, it was clear that the mission of the project was becoming clouded and that the nature of the projects being developed for the site were taking more of an operational and reporting focus and were lacking in the information sharing and communications building that had marked the initial release."



Pictured: bninside, the first-generation Barnes & Noble intranet (launched in the late 1900s and replaced in 2007 with the new Barnes & Noble Inside). The early intranet was available only to corporate users.

The site continued to grow and provide additional services, but at times, it seemed to lack a coherent direction. Eventually, it was time to leverage the best of what had been done in years past and rethink the overall site from the ground up.

"The impetus for the redesign was because the previous site was dated, limited in promoting more than one item at a time on the homepage, and lacked much of the functionality that was needed to serve our booksellers," says Daidone.

A team of key organizational stakeholders worked with frog design on the initial design and structure. This team evolved into the Inside Steering Committee in the summer of 2006, which propelled the project forward.

frog design was an active participant in the new site's initial planning and IA. Nearly all of the early design deliverables, including comps, wireframes and HTML/CSS skeletons, were developed by frog, while the Barnes & Noble team made advances in the site architecture and content management frameworks.

The original platform—which had an initial audience of only about 800 users and lacked mission-critical applications—was not specifically designed to provide either scalability or high availability. As part of the redevelopment effort, the team completely overhauled the entire technology stack and server platform.

The original intranet served corporate users only. Its expansion next worked its way to the retail chain managers, and ultimately to every employee. "The assumptions we made in the site's initial requirements changed dramatically as the size of its user base expanded," says Williams. "This was all for the best. When it came time to revisit the effort from the ground up, we were a good deal clearer on what we needed in terms of security, scalability, inclusiveness of the entire Barnes & Noble organization, nature of content, and the willingness to accept feedback from our users and contributors. We had done well with what we had started with, but we knew we could do better. We think we got there and that we have a solid foundation for the future."

GOALS AND CONSTRAINTS

Goal: The Need for Speed

The booksellers' physical location—in Barnes & Noble stores—dictates a lot about the site's design. The store environment also dictates the amount of time users reasonably have to interact with the site. "A premium is placed on making the most relevant content as accessible as possible," says Williams.

"Unlike most corporate intranets, where employees visit the site often and for long periods of time," says Daidone, "our booksellers are busy serving customers and need to find daily information fast."

For Barnes & Noble, that means that information presented on Inside needs to be quickly accessible and offer a concise view of what's going on and what's important in the organization. The need for speed also impacts the design and IA. Designing better navigation and search were paramount in tying all of the Barnes & Noble organization's areas together online.

Goal: Know What *Not* to Put on the Site

The goals were clear going into the redesign: improve the visual design and branding, and redevelop the information model, search, and navigation. And, according to Williams, perhaps one of the most important contributions to the redesign effort was gaining an understanding of what *not* to put on the site.

"Content and functionality that does not reinforce the primary goals of the site can serve to confuse the message," says Williams. "That which Inside does, it does very well."

Other Goals

Other goals that feed the intranet strategy include:

- Build community among the booksellers by promoting store events, sharing best practices, recognizing exceptional booksellers, and so on
- Inform booksellers of books and products that they should promote
- Serve as a resource for store and personal contact info, HR/benefits info, reference materials, and so on
- Provide quick access to news and information (that is, offer a "five-minute homepage")

The intranet is often referred to within the organization as the "five-minute homepage." Because the primary audience for the site is booksellers working in the stores, providing them with tools and information in a timely manner is paramount to the site's success. "Unlike other companies where employees can devote more time to visiting their intranet," says Williams, "our booksellers are dedicated to serving customers and don't have the luxury of surfing the intranet."

Constraint: Work Environment

While the booksellers' work environment provides clear goals for the site, these conditions also served as design constraints. The limited browsing environment available in the stores dictates that the site offers no audio/video and no links to external sites.

"Logistics, security, and expense make it unfeasible to perpetually roll out a new information systems platform to the field," says Williams. "Thus, we need to design, develop, and test for the least common denominator."

Other Constraints

Other constraints were schedule- and content-related. According to Daidone, "Most of the constraints were time-based. The Inside Steering Committee was formed in the summer of 2006 to bring structure to the re-launch process, which entailed migration of some content from the old site, the creation of content for the new sections, and the development of various tools such as the *Store Directory*."

Williams agrees that time was a significant constraint. "Placing a ceiling and managing the initial requirements was a complex effort that took the skills and dedication of many people to complete," he says. "From a technology perspective, we had the challenge of swapping out the new site in place of the old one—'on the run,' as it were. Legacy assumptions down to the level of specific IP addresses prevented us from simply redirecting or swapping out URLs. That was a big challenge."

USERS

The intranet serves as the key online communication channel to Barnes & Noble's 40,000 booksellers across the country. This includes store managers, department managers, field employees (regional and district managers), and corporate staff.

The site supports a variety of tasks, including daily assignments for store booksellers and access to critical management reports and tools.

Inside is the only channel at Barnes & Noble that is designed for and capable of reaching all members of the organization in a timely manner.

USER TASKS

Booksellers have quick access to a wide range of tools and information sources directly from Inside's homepage. Users can do the following:

- View daily *Store Alerts* (which provide task-oriented information for operating the store)
- Read daily news, features, and reference information
- Look up store and contact information
- Correspond directly with the CEO via his *Bookselling Matters* blog
- Enter time
- Access HR tools
- Order supplies
- View a wide range of reports (sales, activity, and so on)

BASIC INTRANET FEATURES

A CEO blog (*Bookselling Matters*)
CEO Steve Riggio writes a weekly column on topics ranging from strategy to operations to a book or CD that he's passionate about. He uses an administrative tool that the team developed so he can review and respond to comments from booksellers himself. This popular feature attracts readers from all areas of the organization and speaks to issues that impact all of the booksellers.

Store Alerts
Store Alerts is the site's most heavily trafficked area. It enables the corporate office to issue daily tasks and information to the booksellers related to topics ranging from how to better merchandise a product to how to remove defective or discontinued items.

In the News
The site publishes references to Barnes & Noble in the news media on a daily basis.

Store Directory
A robust directory tool enables browsing for stores by geographic parameters (state or district location) as well as across organizational boundaries (store/district/region numbers) and by the names of key individuals (such as store managers).

Whom to Call
Targeted to booksellers, this tool lets users search for corporate employees, vendors, and other key contacts.

Resource Center
A secure site on Barnes & Noble Inside accessible by managers and corporate users to view sales and payroll reports, HR tools, and other resources of a sensitive nature.

Multiple Article Streams

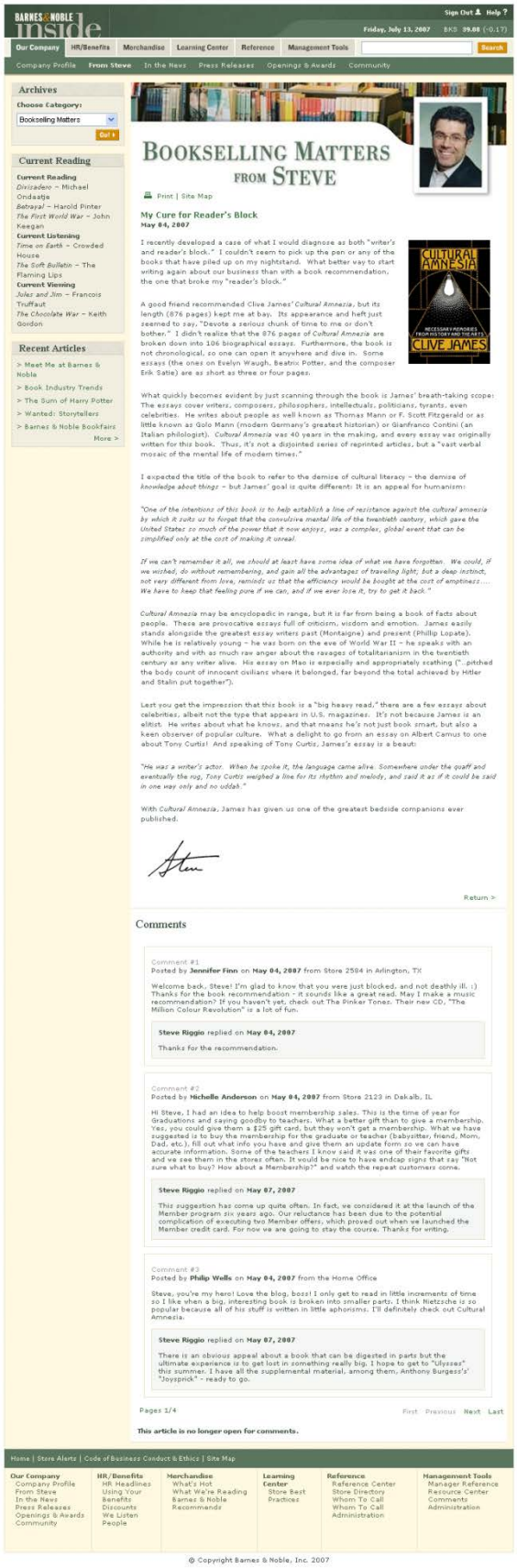
The site is designed to function as an aggregation of smaller "mini-sites," providing a framework for structure and contribution while allowing groups to customize their sections based on their particular Web publishing needs.

Syndication

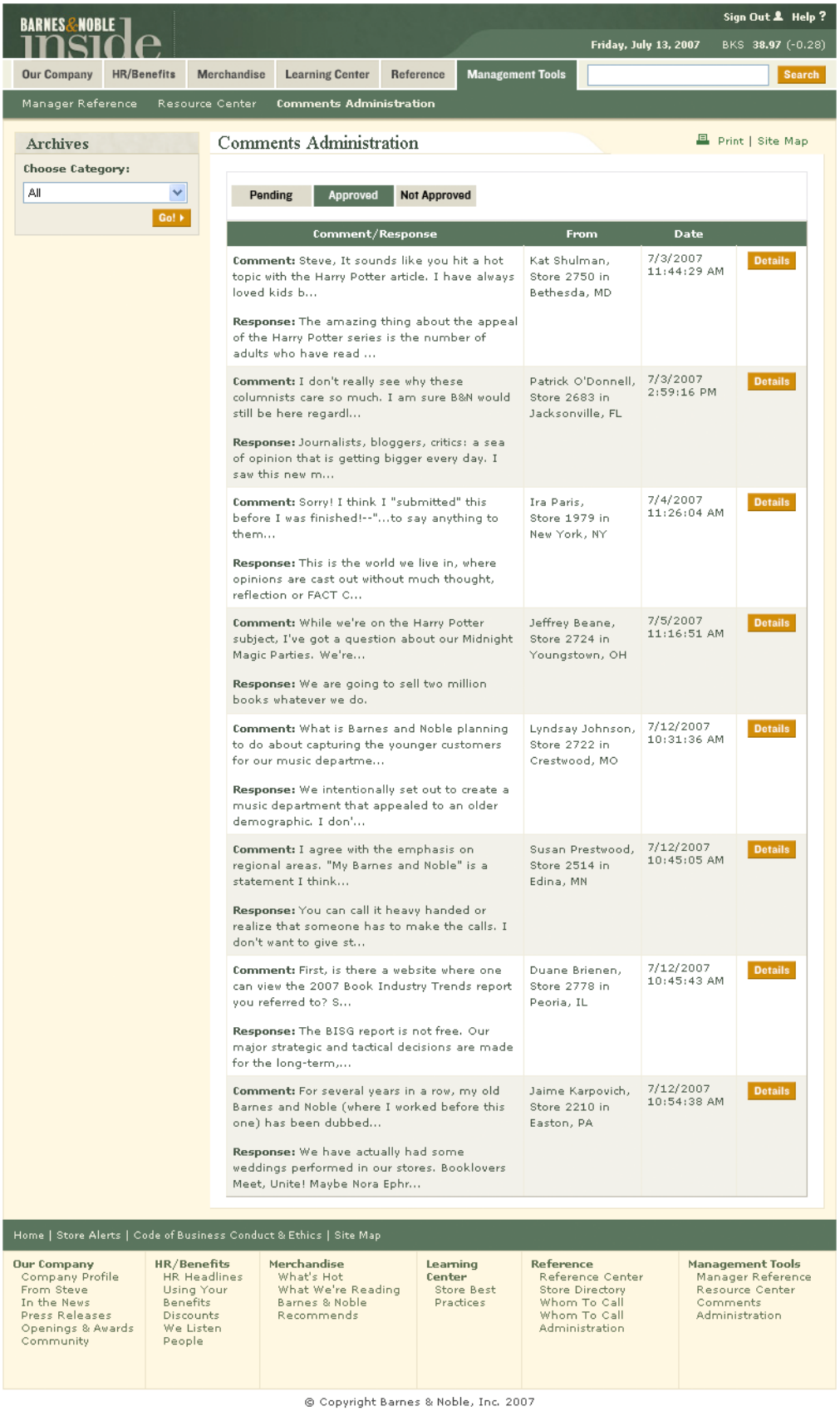
Article streams, *Store Alerts*, and news references are aggregated into a series of RSS feeds that are available to corporate users.

Visual Themes

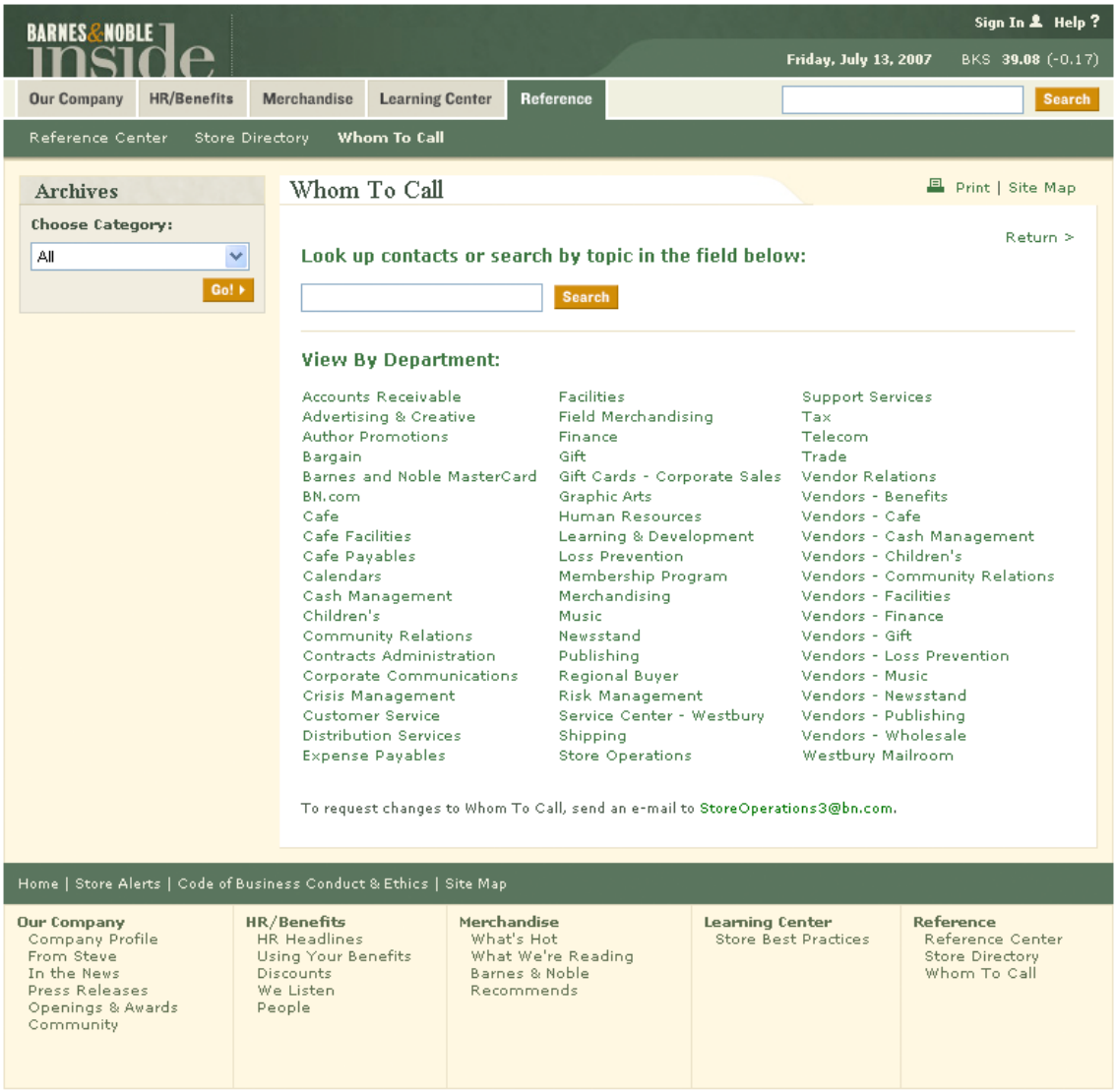
To visually support the branding and advertising initiatives taking place in the field, the team added functionality that lets site administrators change the site's theme or skin to align with other internal and external marketing initiatives.


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Current Reading
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Betrayal – Harold Pinter
The First World War – John Keegan
Current Listening
Time on Earth – Crowded House
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BOOKSELLING MATTERS FROM STEVE
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My Cure for Reader's Block
May 04, 2007
I recently developed a case of what I would diagnose as both "writer's and reader's block." I couldn't seem to pick up the pen or any of the books that have piled up on my nightstand. What better way to start writing again about our business than with a book recommendation, the one that broke my "reader's block."
A good friend recommended Clive James' Cultural Amnesia, but its length (876 pages) kept me at bay. Its appearance and heft just seemed to say, "Devote a serious chunk of time to me or don't bother." I didn't realize that the 876 pages of Cultural Amnesia are broken down into 106 biographical essays. Furthermore, the book is not chronological, so one can open it anywhere and dive in. Some essays (the ones on Evelyn Waugh, Beatrix Potter, and the composer Erik Satie) are as short as three or four pages.
What quickly becomes evident by just scanning through the book is James' breath-taking scope: The essays cover writers, composers, philosophers, intellectuals, politicians, tyrants, even celebrities. He writes about people as well known as Thomas Mann or F. Scott Fitzgerald or as little known as Golo Mann (modern Germany's greatest historian) or Gianfranco Contini (an Italian philologist). Cultural Amnesia was 40 years in the making, and every essay was originally written for this book. Thus, it's not a disjointed series of reprinted articles, but a "vast verbal mosaic of the mental life of modern times."
I expected the title of the book to refer to the demise of cultural literacy – the demise of knowledge about things – but James' goal is quite different: It is an appeal for humanism:
"One of the intentions of this book is to help establish a line of resistance against the cultural amnesia by which it suits us to forget that the convulsive mental life of the twentieth century, which gave the United States so much of the power that it now enjoys, was a complex, global event that can be simplified only at the cost of making it unreal.
If we can't remember it all, we should at least have some idea of what we have forgotten. We could, if we wished, do without remembering, and gain all the advantages of travelling light; but a deep instinct, not very different from love, reminds us that the efficiency would be bought at the cost of emptiness.... We have to keep that feeling pure if we can, and if we ever lose it, try to get it back."
Cultural Amnesia may be encyclopedic in range, but it is far from being a book of facts about people. There are provocative essays full of criticism, wisdom and emotion. James easily stands alongside the greatest essay writers past (Montaigne) and present (Phillip Lopate). While he is relatively young – he was born on the eve of World War II – he speaks with an authority and with as much raw anger about the ravages of totalitarianism in the twentieth century as any writer alive. His essay on Mao is especially and appropriately scathing (...pitched the body count of innocent civilians where it belonged, far beyond the total achieved by Hitler and Stalin put together").
Lest you get the impression that this book is a "big heavy read," there are a few essays about celebrities, albeit not the type that appears in U.S. magazines. It's not because James is an elitist. He writes about what he knows, and that means he's not just book smart, but also a keen observer of popular culture. What a delight to go from an essay on Albert Camus to one about Tony Curtis! And speaking of Tony Curtis, James's essay is a beaut:
"He was a writer's actor. When he spoke it, the language came alive. Somewhere under the quaff and eventually the rug, Tony Curtis weighed a line for its rhythm and melody, and said it as if it could be said in one way only and no oddah."
With Cultural Amnesia, James has given us one of the greatest bedside companions ever published.
Return >
CULTURAL AMNESIA
NECESSARY MEMORIES FROM HISTORY AND THE ARTS
CLIVE JAMES
Comments
Comment #1
Posted by Jennifer Finn on May 04, 2007 from Store 2594 in Arlington, TX
Welcome back, Steve! I'm glad to know that you were just blocked, and not deathly ill. :) Thanks for the book recommendation - it sounds like a great read. May I make a music recommendation? If you haven't yet, check out The Pinker Tones. Their new CD, "The Million Colour Revolution" is a lot of fun.
Steve Riggio replied on May 04, 2007
Thanks for the recommendation.
Comment #2
Posted by Michelle Anderson on May 04, 2007 from Store 2123 in Dekalb, IL
Hi Steve, I had an idea to help boost membership sales. This is the time of year for Graduations and saying goodby to teachers. What a better gift than to give a membership. Yes, you could give them a $25 gift card, but they won't get a membership. What we have suggested is to buy the membership for the graduate or teacher (babysitter, friend, Mom, Dad, etc.), fill out what info you have and give them an update form so we can have accurate information. Some of the teachers I know said it was one of their favorite gifts and we see them in the stores often. It would be nice to have endcap signs that say "Not sure what to buy? How about a Membership?" and watch the repeat customers come.
Steve Riggio replied on May 07, 2007
This suggestion has come up quite often. In fact, we considered it at the launch of the Member program six years ago. Our reluctance has been due to the potential complication of executing two Member offers, which proved out when we launched the Member credit card. For now we are going to stay the course. Thanks for writing.
Comment #3
Posted by Philip Wells on May 04, 2007 from the Home Office
Steve, you've my hero! Love the blog, boss! I only get to read in little increments of time so I like when a big, interesting book is broken into smaller parts. I think Nietzsche is so popular because all of his stuff is written in little aphorisms. I'll definitely check out Cultural Amnesia.
Steve Riggio replied on May 07, 2007
There is an obvious appeal about a book that can be digested in parts but the ultimate experience is to get lost in something really big. I hope to get to "Ulysses" this summer. I have all the supplemental material, among them, Anthony Burgess's "Joysprick" - ready to go.
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This article is no longer open for comments.
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Store Best Practices
Reference
Reference Center
Store Directory
Whom To Call
Whom To Call
Administration
Management Tools
Manager Reference
Resource Center
Comments
Administration
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Pictured: CEO Steve Riggio publishes a weekly blog on the intranet. This popular feature attracts readers from all areas of the organization.


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Resource Center
Comments Administration
Archives
Choose Category:
All
Go!
Comments Administration
Print | Site Map
Pending
Approved
Not Approved
Comment/Response
From
Date
Comment: Steve, It sounds like you hit a hot topic with the Harry Potter article. I have always loved kids b...
Response: The amazing thing about the appeal of the Harry Potter series is the number of adults who have read ...
Kat Shulman, Store 2750 in Bethesda, MD
7/3/2007 11:44:29 AM
Details
Comment: I don't really see why these columnists care so much. I am sure B&N would still be here regardl...
Response: Journalists, bloggers, critics: a sea of opinion that is getting bigger every day. I saw this new m...
Patrick O'Donnell, Store 2683 in Jacksonville, FL
7/3/2007 2:59:16 PM
Details
Comment: Sorry! I think I "submitted" this before I was finished!--"...to say anything to them...
Response: This is the world we live in, where opinions are cast out without much thought, reflection or FACT C...
Ira Paris, Store 1979 in New York, NY
7/4/2007 11:26:04 AM
Details
Comment: While we're on the Harry Potter subject, I've got a question about our Midnight Magic Parties. We're...
Response: We are going to sell two million books whatever we do.
Jeffrey Beane, Store 2724 in Youngstown, OH
7/5/2007 11:16:51 AM
Details
Comment: What is Barnes and Noble planning to do about capturing the younger customers for our music departme...
Response: We intentionally set out to create a music department that appealed to an older demographic. I don'...
Lyndsay Johnson, Store 2722 in Crestwood, MO
7/12/2007 10:31:36 AM
Details
Comment: I agree with the emphasis on regional areas. "My Barnes and Noble" is a statement I think...
Response: You can call it heavy handed or realize that someone has to make the calls. I don't want to give st...
Susan Prestwood, Store 2514 in Edina, MN
7/12/2007 10:45:05 AM
Details
Comment: First, is there a website where one can view the 2007 Book Industry Trends report you referred to? S...
Response: The BISG report is not free. Our major strategic and tactical decisions are made for the long-term,...
Duane Brienen, Store 2778 in Peoria, IL
7/12/2007 10:45:43 AM
Details
Comment: For several years in a row, my old Barnes and Noble (where I worked before this one) has been dubbed...
Response: We have actually had some weddings performed in our stores. Booklovers Meet, Unite! Maybe Nora Ephr...
Jaime Karpovich, Store 2210 in Easton, PA
7/12/2007 10:54:38 AM
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What's Hot
What We're Reading
Barnes & Noble Recommends
Learning Center
Store Best Practices
Reference
Reference Center
Store Directory
Whom To Call
Whom To Call Administration
Management Tools
Manager Reference
Resource Center
Comments Administration
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Pictured: The intranet team developed an admin tool so that CEO Steve Riggio can respond directly to reader comments on his weekly blog entries.



Pictured: The *Whom To Call* search tool lets booksellers search for corporate employees, vendors, and other key contacts.

OTHER KEY FEATURES

Community Building

Although Barnes & Noble hasn't incorporated any formal collaboration or knowledge management features into the intranet, its CEO blog *Bookselling Matters* successfully connects corporate management with booksellers.

Another community feature that helps the booksellers connect with one another and share information is the *Featured Events* section. Community Relations managers submit items to promote their individual store's events, such as author signings, musical performances, and children's story times. Booksellers can also submit best

practices and reviews of books they are reading, which are then published as articles on the site.

BARNES&NOBLE inside

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"Live at Lincoln" Series Celebrates Tony Awards

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"Live at Lincoln" Series Celebrates Tony Awards

June 13, 2007

Last week, **Store 2628** celebrated the Tony Awards, hosting three events as part of its "Live at Lincoln" series. The events featured Tony Award winners and nominees from various Broadway hits. **Bart Greenberg**, of the Community Relations Department, comments, "Our customers were thrilled with this series of events. They came out in huge numbers to give an enthusiastic reception to everyone from Audra McDonald to Leslie Uggams to John Glover."



The first event was held on Tuesday, June 5, with Tony winners and 2007 nominees Audra McDonald and John Cullum, of the Broadway revival *110 In the Shade*. Several other members of the cast joined them to perform three musical selections from the show. Veteran lyricist Tom Jones also stopped by to sign copies of the new cast recording.

On Thursday, June 7, Director of Author Promotions and Special Events **Steven Sorrentino** sat down for an on-stage theater chat with Tony-winning producer Stewart Lane (*Thoroughly Modern Millie*, *The Will Rogers Follies*, and *La Cage aux Folles*). Tony-winner Leslie Uggams, Tony-nominee Dee Hoty and acclaimed vocalist Julie Budd also performed musical selections. Afterward, they signed books and CDs, including Lane's book *Let's Put on a Show!* This year, Lane won the Tony for *Jay Johnson: The Two and Only*.

Capping off Tony week on Friday, June 8, current and original cast members of the Tony-winning musical *The Drowsy Chaperone* joined the store with guest host and current "Man in Chair," Tony-winner John Glover. The event included performances by Tony-winner Beth Leavel, Tony-nominee Danny Burstein and television legend JoAnne Worley, followed by a CD signing of the original cast recording. *The Drowsy Chaperone* has won five Tony Awards.





Photos: (Top) Audra McDonald of *110 In the Shade*. (Bottom Left) Barnes & Noble's Steven Sorrentino speaks with producer Stewart Lane. (Bottom Right) John Glover, Beth Leavel and Danny Burstein take the stage.

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Store Best Practices

Reference
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Store Directory
Whom To Call

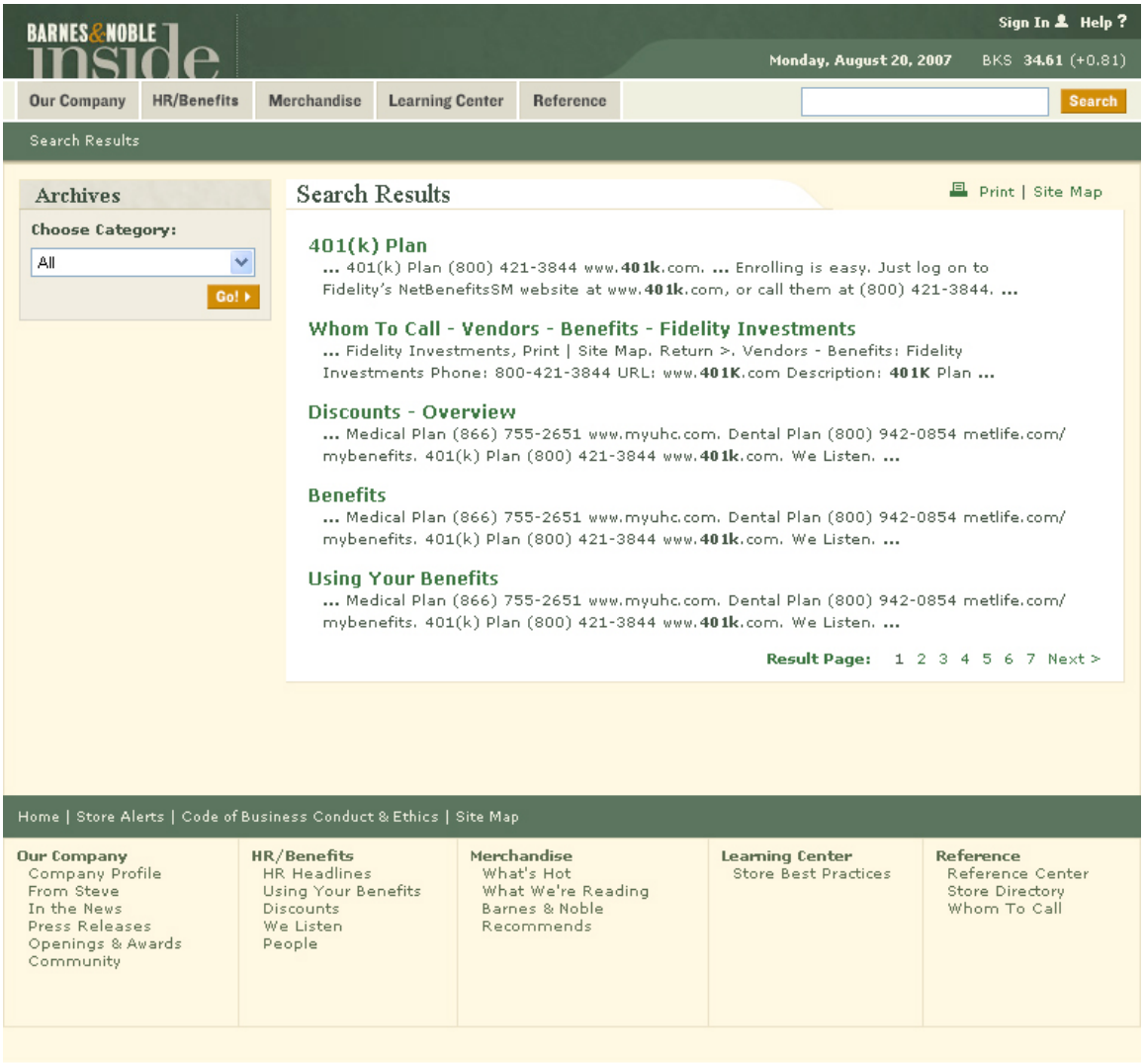
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Pictured: The *Featured Events* articles promote the wide range of events held in individual stores, from author visits to musical performances to children's story times.

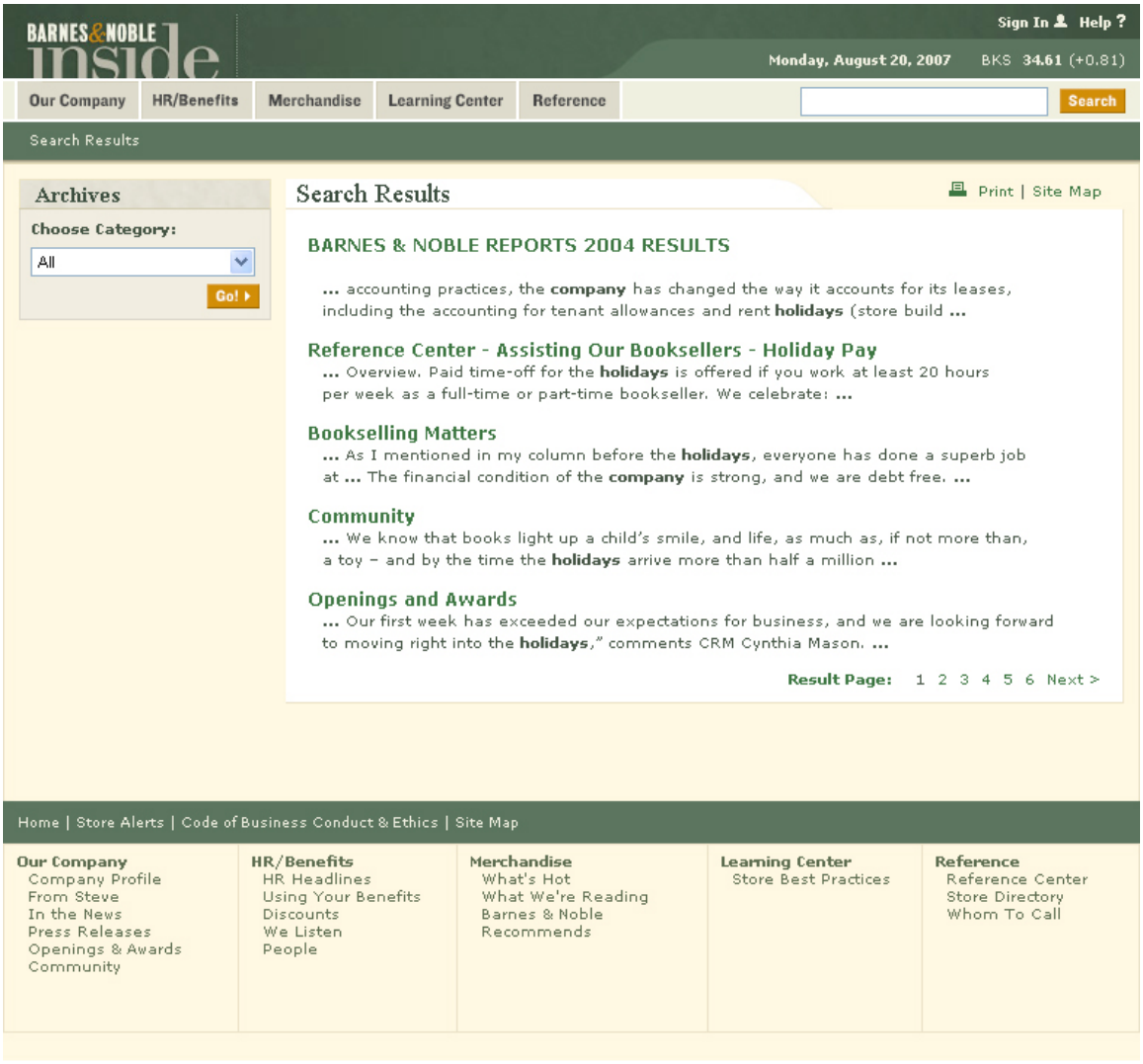
Search

Like several other companies included in this year's report, Barnes & Noble uses Google (2nd generation) search to provide search engine indexing and functionality to the site.

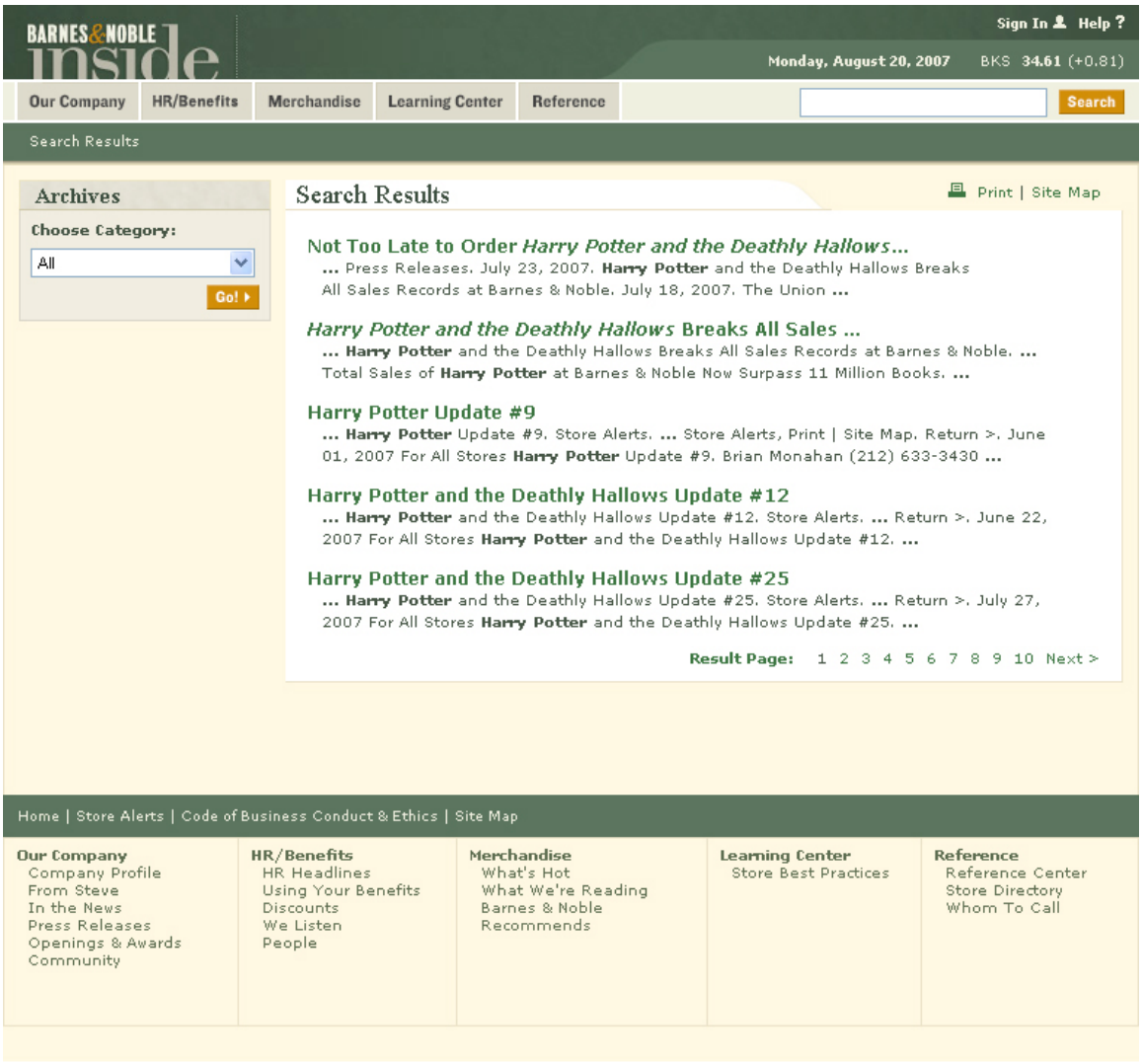
"We have added some custom application code to the site to integrate with the appliances so that the integration is seamless. This is a new platform for us," says Williams. "This required us to optimize the content and pages of the site to be friendly to the indexing appliances. We think the extra effort has been validated and that the results have been well worth it."



Pictured: Search results for "401(k)."



Pictured: Search results for "company holidays."



Pictured: Search results for “Harry Potter.”

Top 100 searches		
Search Keywords	Pages	Hits
bargain	215	215
music+stepladder	179	179
sales+audit	101	101
newsstand	95	95
cafe	94	94
sparkcharts	93	93
whom+to+call	92	92
music	86	86
spark	72	72
sparknotes	70	70
sales+audit	62	62
thomas+recall	61	61
bad+barcodes	54	54
medallion	52	52
supplies	50	50
bad+barcode	45	45
spark+charts	41	41
clearance	39	39
SPARKNOTES	39	39
pdt	36	36
shelving+guidelines	36	36
SALES+AUDIT	34	34
promotions	34	34
cycle+count	33	33
music+stepladder	33	33
frappuccino	33	33
checkpoint	32	32
sparkchart	31	31
dwm	30	30
stepladder	30	30
institutional	29	29
newspapers	29	29
CAFE	28	28
harry+potter	28	28
NEWSSTAND	28	28
brinco	28	28
calendar	27	27
receiving	26	26
payroll	25	25
thomas	25	25
BARGAIN	24	24
educator	24	24
vacation	24	24
BAD+BARCODES	24	24
public+folders	24	24
gallant	23	23
this+week	23	23
discounts	23	23
WHOM+TO+CALL	22	22
store+directory	21	21
ups	21	21
signs	20	20
newspaper	20	20
frappuccino+contest	20	20
workload	20	20
cashwrap	20	20
recall	20	20
shelving	20	20
SALES+AUDIT	19	19
barcodes	19	19
games	19	19
NEWSPAPER	19	19
bad+bar+codes	19	19
e-planner	19	19
buyer	19	19
ingram	19	19
e-planner	19	19
strict+on+sale	19	19
book+department+music+stepladder	19	19
consolidated	18	18
godiva	18	18
inventory	18	18
small+press	18	18
we+listen	18	18
coupons	18	18
consolidated+vendor	18	18
spark+notes	18	18
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author	17	17
magic+tree+house	17	17
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ttc	16	16
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harry+potter	16	16
choose+your+diet	16	16
loss+prevention	16	16
phone	16	16
trivia+bay	15	15
jones	15	15
employee+discount	15	15
store+mail	15	15
store+mail	15	15
consolidated+vendor+list	15	15
planner	15	15

Pictured: Barnes & Noble's Top 100 searches

Data Visualization

While the site doesn't currently employ any data visualization features, the intranet team is exploring options for data visualization in reporting solutions. "We have become particularly enamored with the possibilities of what we could do with the integration of Sparklines as a visualization tool for the site," says Williams. "We are working on a proof-of-concept project that would integrate these visualizations with Inside and the *Resource Center*."

Williams says he believes that the use of Sparklines will enable the Barnes & Noble management team to review the data for an entire region at a glance. An average Barnes & Noble store carries approximately 250,000 units across 150,000 titles; it's therefore difficult for the management team to examine each store's issues because doing so would entail reviewing hundreds of individual store reports. Williams says that Sparklines could allow the team to view data in smaller, more manageable pieces. "We feel that improving our visualization options can enhance the experience of multiple applications at Barnes & Noble and not just the intranet alone."

DESIGN PROCESS AND USABILITY ACTIVITIES

Learning from Past Mistakes

Barnes & Noble's internal team and frog design worked together to develop the site's design requirements. In doing so, they gathered research data from several survey-type initiatives. This research was an effort to find out what end users and stakeholders felt was both good and bad about the current site. They used this data to help them plan the new design.

"Design decisions were made jointly by our external agency—frog design—and our internal stakeholders through an iterative process," says Daidone. "While we didn't conduct any formal usability tests, we do gather information about our systems in numerous ways." These ways include:

- ***Dear BookMaster:*** An emailbox where store managers can suggest enhancements to the BookMaster system; they sometimes offer comments about Barnes & Noble Inside as well.
- ***We Listen*:** A formal program where corporate employees visit with store managers and booksellers annually at approximately 20 sites across the country to solicit feedback on a broad range of topics (including Inside).
- ***Inside Survey:*** The team conducted a comprehensive online survey on Barnes & Noble Inside to solicit feedback.

The team drew design inspiration from a range of outside sources. "Recognizing the goals of the project, inspiration was drawn from community content management systems, popular blogs, and well-constructed news sites," says Williams. "We chose these because such Web properties, by design, are inclusive in tone, easy to use and navigate, and generally modular in construction. We thought these things would mesh well with the new vision for the site."

The team involved key stakeholders as the design evolved. These stakeholders (the Inside Steering Committee) met weekly to review such things as design, content, user interface, and functionality.

The team conducted several usability activities in researching what to include in the new design. These activities included:

- Field study
- Heuristic evaluation (expert review)
- User testing of new design prototypes
- Experience gathered in support of the old intranet
- Server log analysis

"Early analysis had been done purely through field study and experience gathered in support of the original site," says Williams. "Our analysis of the original site had great influence on the architecture of the new Inside. When we were in doubt about how a particular feature or set of functionality might be used, we reviewed our server logs to validate (or sometimes invalidate) commonly accepted perceptions."

In later phases of development, the team relied on user reviews of the design prototypes. Seven iterations of prototypes were reviewed before the team began building the site.

TIMELINE

The redesign took nearly two years from initial discussions to launch. Key milestones included:

2005

- **February:** Initial discussion and kickoff meeting
- **March:** Detailed discussion of strategy and branding
- **June:** Initial design deliverables
- **July:** Detailed user requirements discussion and analysis
- **October:** Formation of development team for implementation
- **December:** Proof of concept implementation and review

2006

- **February:** Inside Beta 1 launch
- **April:** Inside Beta 2 launch
- **September:** Content Review and Revision; Inside Beta 3 launch
- **October:** Inside Beta 4 launch
- **November:** Inside Beta 5 launch
- **December:** Final release

2007

- **January:** Launch

RESULTS

According to Daidone, "Barnes & Noble Inside has been extremely well received by our booksellers. They find it easy-to-use and full of helpful information. We average 1 million page views and 170,000 visits monthly—and those numbers are actually larger because booksellers share terminals."

"Interactivity is a key benefit of the new site that wasn't available with the previous site," he says. "Booksellers can 'blog' with our CEO, submit best practices, submit reviews of books, share information about events that took place in their stores, and more. Many of our print manuals have been 'webified' and can be accessed through the *Reference Center* section of the site. And searchable and browsable tools such as our *Store Directory* and *Whom to Call* have simplified the process of finding information about our stores, the people who work there, as well as contacts within the corporate office."

User Feedback

The following are examples of comments made by users since the new intranet site launched:

> "First of all, I would just like to tell you how much I enjoy the new look of Barnes & Noble Inside and especially the blog. It's great to see that some of the questions others are asking are questions the rest of us have."—*Bookseller*
>
> "Steve's column is the best thing to happen to company communications in the entire 11 years I've been here. It shrinks the divide between remote stores and the corporate entity and lets all of us have our finger on the pulse of our company strategy."—*Store Manager*
>
> "Having the stock price on Inside is wonderful. It has created a great buzz in the store as to how the company does as a whole and how news affects us."—B*ookseller*
>
> "It's a really big deal to see our store mentioned on the site—our booksellers love it!"—*Community Relations Manager*
>
> "Our store is thrilled to be a part of Inside's 'Midnight Magic' party recap, and being placed as the lead story is icing on the (wedding) cake for us." (Note: This comment refers to a feature on the store's Harry Potter party, where a newly married couple was the first recipient of the latest book in the series.)—*Community Relations Manager*
>
> "Stores have a tendency to be less isolated with Barnes & Noble Inside."—*Department Manager*

LESSONS LEARNED

Lessons learned from Thomas Williams:

> **Content is a site's most valuable asset.** "Do not underestimate its value or the amount of time it will take to organize it, manage it, and enable it for the Web. Focus your efforts on making the content easy to search and navigate. Even the best branding and widgetry cannot make information without value come to life, especially on a site designed for frequent visits from its user base."
>
> **Keep the information and functionality coming.** "Do not let the site atrophy from a lack of updates. Get feedback from your users and check their habits through Web and search logs. Use them to help determine the next best step for the site."
>
> **Prototype and review regularly.** "Prototype and review often with the members of your organization most impacted by the success of the site.

Distinguish between those that are interested in the project and those that are committed to the project."

Know what *not* to do. "Keep the vision focused and be careful of adding features that might adversely impact the stability of the site. You cannot serve to your audience what you cannot keep up and running."

British Airways

Using the intranet:
British Airways (BA) operates one of the world's most extensive international, scheduled airline route networks, comprising some 147 destinations in 75 countries and carrying more than 33 million passengers worldwide (in the year ended March 2007).

Headquarters: London, UK

Number of employees the intranet supports:
45,000 current employees and approximately 40,000 retired staff

Sales: £8.4 billion (year ended March 31, 2007)

Design team:
In-house, by a core team of 20 people working across 15 departments worldwide

Members:
Allen Huish, Programme Manager Employee Self Service (ESS); Delia Steven, ESS Manager; Penny Quilty, Intranet Support; and Paul Cook, ESS Intranet Executive

SUMMARY

In the always highly regulated airline industry, massive changes—namely, heightened security and the need for tremendous cost cutting—have forced airlines to respond quickly and significantly if they're to survive. Working out a change strategy and ensuring that 45,000 employees get the message and get it right is a real challenge. At British Airways (BA), the intranet is the best channel for communicating this information. The airline uses its intranet to not only inform people, but to cut costs by putting tasks online that would otherwise cost a lot more money, paper, and staff time.

Users can access the BA homepage—as well as the entire intranet (my.baplc.com)—at home and work via a single sign-on. More than 70% of employees access the intranet from home. At BA locations, the intranet is part of the standard build of all computers, with the homepage set as the browser's homepage. Users can't change this, nor are they likely to want to, as the homepage links to so many of the activities user need and want to access. News, personal messages, and specific department news greet users when they log in. They can search the whole site or for colleagues anywhere within the organization. Links in the top and left-side navigation lead to many features that people need every day. And the light blue color palette is calming—like the sky itself.



Pictured: Once logged in to BA's Employee Self Service intranet homepage, people can use it as a one-stop-shop to do all of their self-service tasks.

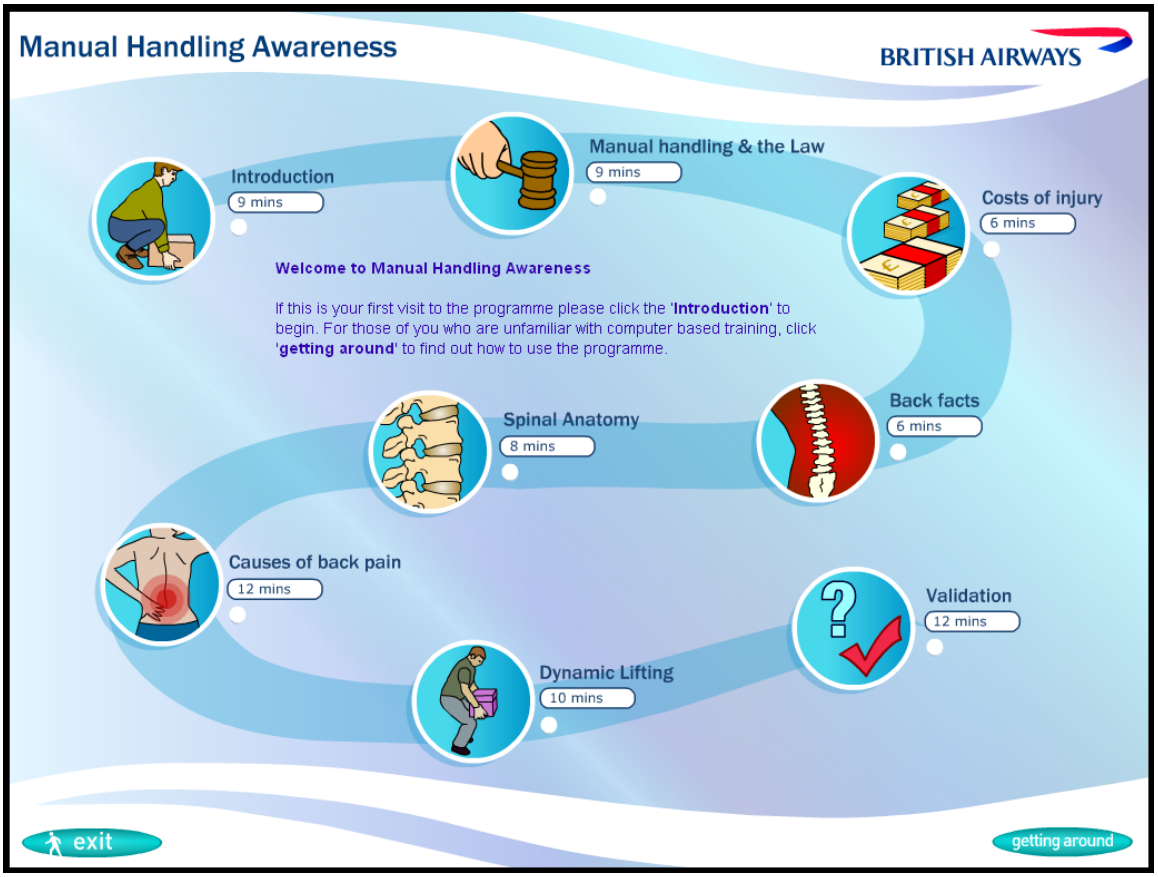
The look may be soft, but the BA intranet means business. Seeking to simplify processes, managers and the intranet designers came up with the Employee Self Service (ESS) Program, the company's intranet. Looking for more efficient work habits while thinking green, managers decided to strive for "No duplicated or paper processes." This targets each of BA's 15 Departments, requiring them to create their own local ESS plan for change, cutting out the endless paper trail and removing duplicate manual systems and processes. The program encourages that processes be automated via the intranet, and that processes align with business needs. In making so many tasks possible and simple on the intranet, and communicating to employees why using these methods to complete the tasks was so important, the intranet team assisted in creating a new way of doing things—a new culture even—where employees embrace self service. Some of the aggressive targets the team has for the ESS include:

- 75% increase in training days online
- 100% of staff travel booked online
- 100% of UK transactions procured online
- 80% of personal details updated online
- 99% of UK staff connected to ESS

The team is well on its way to achieving these goals, something that is possible only if the intranet is straightforward and easy to use.

One great ESS area is the online training. At this point, at least 40% of all BA training is completed online. Users can still enroll in some classroom courses, and some courses are a hybrid: part online and part classroom. But the online system allows employees to attend to courses when their busy schedules allow, rather than having to leave work to go to a class. This is especially convenient for taking mandatory classes. Having other courses online has made it convenient and even encouraging for staff to further enrich themselves and be better employees.

Most of the online training is delivered via *My Learning* (part of their Oracle HR system). Here, users can enroll in and take online courses. The classes cover many topics, from enrichment (such as negotiating) to IT training, management skills, and specific airline courses. And the online courses consist of far more than boring, flat text—they include a range of multimedia approaches, including audio, video, and animation.



Pictured: A screen from a BA online training course.

Just imagine the amount of knowledge embodied in the 14,000 cabin crew members, all the things they've learned throughout their travels. So much helpful information and tidbits could be lost if not communicated. But how can a large staff—who could be anywhere in the world, at any given time—get together and talk? Another good ESS solution is the online discussion forum for the cabin crew. While the designers consider the design to be rather "vanilla," they hesitate to change it because the feature is so widely used. Also, the current design is usable overall, displaying the

most basic necessary information (such as topics) as links, and noting the threads and posts. And, to simplify the experience as much as possible, designers turned off some of the more advanced features (such as instant messaging and avatars) that come with the vbulletin technology.



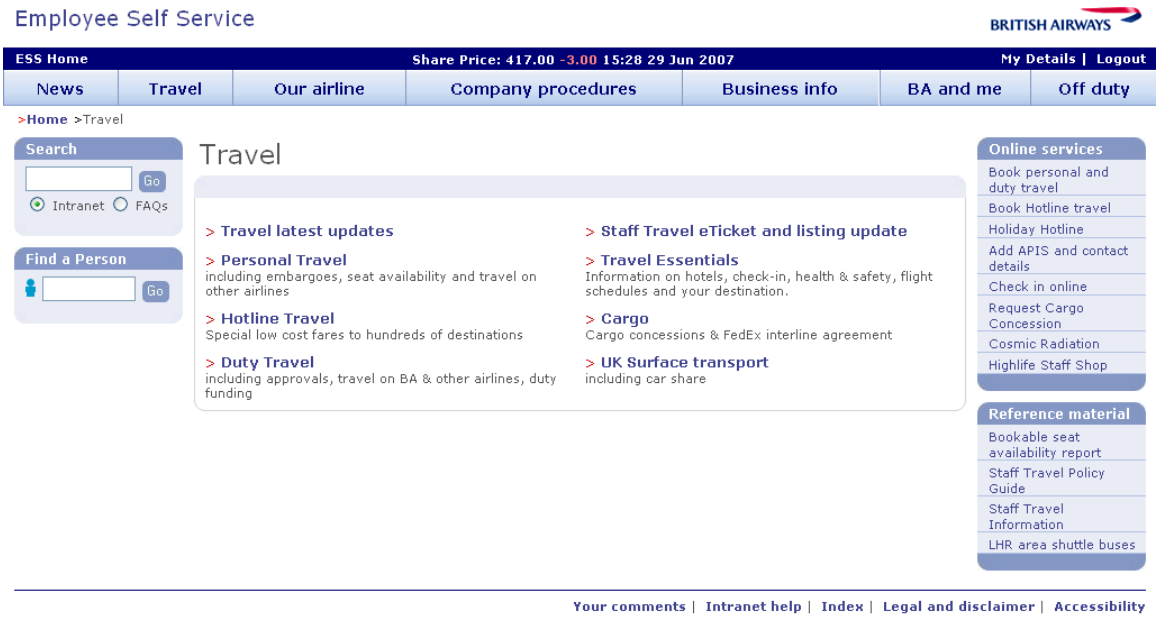
Pictured: BA's 14,000 cabin crew members share ideas and answers via their intranet discussion forum.

While the intranet is available for people at home, some cabin crew members might not be at their base for a month or more. In 2006, the organization deployed more than 200 kiosks in places such as airport terminals, cabin crew lounges, engineering workshops, and cargo facilities. Employees can log in with their unique ID and password, making it possible for them to use the intranet even when traveling or when working in a location without offices or readily available PCs.



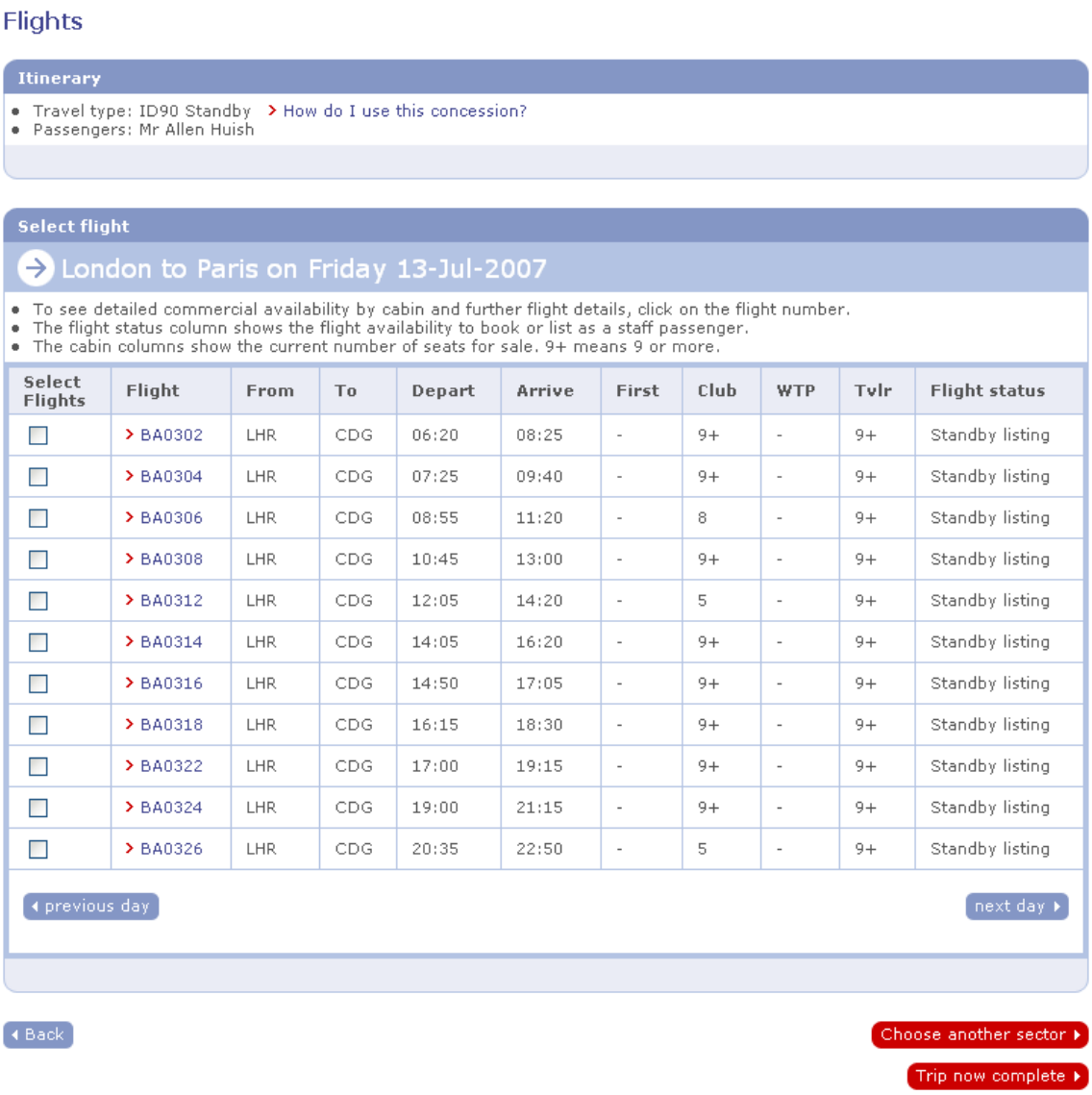
Pictured: One of the many airport-based computer kiosks where cabin crew members can use the intranet.

Flying is the center of this organization. Whether scheduling a business flight or partaking in the airline's major employee perk—discounted or free flights—employees can use the *Staff travel* area to schedule their flights. This area lets them read information about mandatory travel procedures, look into carpooling, cargo rules, and travel possibilities, get their e-tickets, and more.



Pictured: The *Staff travel* area lets employees read about rules and travel possibilities, and book their personal tickets.

Gone are the days when BA employees had to queue at a travel office to schedule travel assignments. Today's selections are presented on the intranet in a simple table with listings and checkboxes to select the preferred flights. The flight locations, numbers, and departure and arrival times are clearly legible and easy to decipher, as are the number of seats available. The *previous day* and *next day* buttons help people to cruise around a time period they're interested in. And the buttons are well-placed at the bottom of the page, with *previous* on the left and *next* on the right. Knowing that people might need multiple flights or to just schedule a one-way blast, the *Choose another sector* and *Trip now complete* allow them the freedom to do so.



Flights

Itinerary

- Travel type: ID90 Standby › How do I use this concession?
- Passengers: Mr Allen Huish

Select flight

London to Paris on Friday 13-Jul-2007

- To see detailed commercial availability by cabin and further flight details, click on the flight number.
- The flight status column shows the flight availability to book or list as a staff passenger.
- The cabin columns show the current number of seats for sale. 9+ means 9 or more.

Select Flights	Flight	From	To	Depart	Arrive	First	Club	WTP	Tvlr	Flight status
☐	› BA0302	LHR	CDG	06:20	08:25	-	9+	-	9+	Standby listing
☐	› BA0304	LHR	CDG	07:25	09:40	-	9+	-	9+	Standby listing
☐	› BA0306	LHR	CDG	08:55	11:20	-	8	-	9+	Standby listing
☐	› BA0308	LHR	CDG	10:45	13:00	-	9+	-	9+	Standby listing
☐	› BA0312	LHR	CDG	12:05	14:20	-	5	-	9+	Standby listing
☐	› BA0314	LHR	CDG	14:05	16:20	-	9+	-	9+	Standby listing
☐	› BA0316	LHR	CDG	14:50	17:05	-	9+	-	9+	Standby listing
☐	› BA0318	LHR	CDG	16:15	18:30	-	9+	-	9+	Standby listing
☐	› BA0322	LHR	CDG	17:00	19:15	-	9+	-	9+	Standby listing
☐	› BA0324	LHR	CDG	19:00	21:15	-	9+	-	9+	Standby listing
☐	› BA0326	LHR	CDG	20:35	22:50	-	5	-	9+	Standby listing

previous day | next day

Back | Choose another sector | Trip now complete

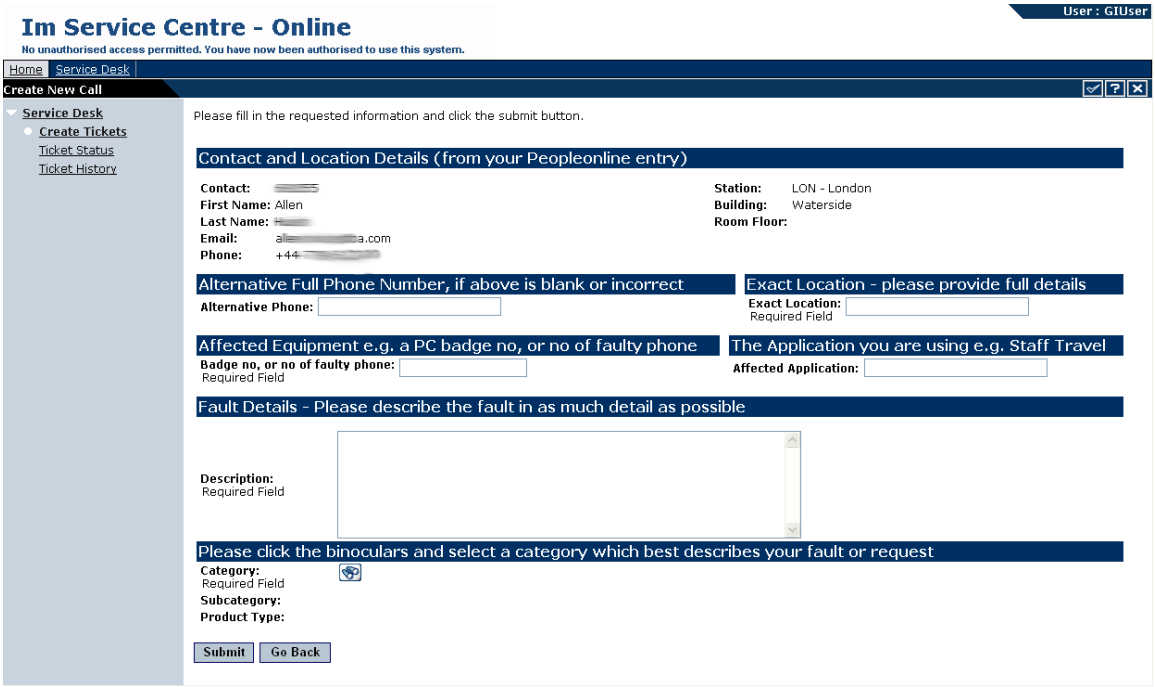
Staff Travel Policy | Cookies

Pictured: Users can easily read and choose their flights in this simple table.

At most organizations, reporting IT issues via telephone networks is very costly. BA made a commitment to resolving such issues via the intranet instead. Thus, employees must report all non-urgent IT and phone issues online. The result has been an enormous cost savings from the call reduction.

In addition to putting features online to reduce costs, making design tradeoffs is another smart activity the BA intranet design team exercised. In this case, the team discussed and ultimately decided to use a vendor's out-of-the-box system because they couldn't justify tailoring it to the intranet's exact standards given strict cost constraints. The form could be better by, for example, using a word such as *issue* instead of *fault*, and using a lighter blue to match the rest of the pages. But, overall, the form is relatively easy to use and looks surprisingly close to the intranet's overall

style. The form notes the person's name and location, but offers a place to type a different location or phone number in case the person is traveling or reporting the issue for a colleague. A simple open field lets users type in any issues, and a *Submit* button at the bottom of the page sets the gears in motion.



Pictured: The form for reporting all IT- and phone-related problems is relatively simple. Designers made the difficult decision to stick with the out-of-box vendor offering in order to save money.

The vast online offerings are available to employees at home or around the world at anytime, and are helping and pleasing BA employees. Likewise, the communication and cost savings are pleasing BA managers. What's the expression? *Give a man a fish and he will eat today. Teach a man to fish and he will eat for life.* The need for specific capabilities, combined with the simplicity and convenience of their design and presentation, make the BA intranet a successful one that justly helps employees help themselves. And the design team constructed all of this while keeping a keen eye on their own costs, as well as those of the entire organization.

URL AND ACCESS

The intranet's URL is: http://my.baplc.com. Office-based staff log in to the network and are automatically directed to the intranet when they start up a browser session. This single sign-on gives them access to most self-service applications without needing to re-authenticate.

One of the key factors of the intranet's success has been its availability away from the workplace. "We have found that access from home is an exceedingly high priority for our staff and this has been delivered for most intranet applications," says Allen Huish, BA's ESS Programme Manager. More users regularly access the intranet from the field or at home than at BA locations. Huish reports that 70% of BA staff connect from home at least once a month. "When you're not based in an office, reliability, ease of use and accessibility are so critical for operational staff," says Stephanie Smith, BA's Inflight Service Change Programme Manager.

Over 200 ESS kiosks have been installed across the company to provide easy access for staff members who work outside of an office environment. Kiosk locations include airport terminals, flight and cabin crew locations, engineering workshops, and cargo facilities. By simply using their unique userID and secure password, location-based staff can access a range of self-service tools available to office-based staff.

"The intranet is an essential tool for cabin crew and effectively is their workstation/desk when they're away from base," notes Smith. "ESS is the only real way they stay connected to BA and what's going on both in support of their role and in keeping them up-to-date with news and information from across the company."

TECHNOLOGY

"The intranet is based on Lotus Domino using the Aptrix content management tool," says Delia Steven, ESS Manager. "We have a publication server, two load-balanced internal servers and one serving the home users. We have a number of additional Domino databases (e.g., for feedback and for simple forms). We use the Google search appliance."

CONTENT MANAGEMENT SYSTEM

CMS Technology

The Aptrix CMS was developed by an Australian company that's been taken over by IBM Lotus. "We are using the standard product, which separates Web publishing from the design of templates and approval workflows," says Steven, "making it easy to enforce use of the templates."

CMS Authors

The intranet is currently split into universal and departmental databases. The ESS team controls the universal site structure while departmental sites can create new pages at will (within an agreed-upon departmental taxonomy) and have control over their departmental homepage and news.

"We have over 300 authors and approvers looking after different parts of the site," notes Steven. "This distributed model is part of the self-service approach and publishers do not need technical Web skills. Some areas have chosen to have a dedicated team, and others have many more occasional publishers. We produce a design guide and all publishers attend an initial training course and have to pass an annual online refresher test. A downside of the distributed model is enforcing standards across a large group of people."

Steven notes the three biggest challenges for BA content management:

- Ensuring page titles are unique so they work with the search
- Getting people to write well for the Web
- Policing the "no decorative graphics" standard (illustrative graphics, such as maps, are encouraged)

INTRANET TEAM



Pictured (from left, back to front): The BA intranet team: Julia Bend, Penny Quilty, Richard Simpson, Nimmira Juma, Alan Porter, Madhu Manning, Tracey Wallin, Charlotte Glover, Pat Harrison, Delia Steven, Yinsan Pang, Baljit Rihal, Dave Howkins, Allen Huish, and Gary Clark.

The ESS team consists of 20 internal employees working across 15 departments worldwide. The intranet holds a strong position within the organization and is effectively "owned" by the IT department. Directors support and provide governance to ESS to help promote the intranet as a key driver of business change.

BACKGROUND

The intranet began as a channel aimed only at office-based staff, and is now central to all 45,000 BA employees worldwide. Launched in the mid-1990s with help from external IT consultants, the intranet first gained prominence during the move to the airline's new corporate headquarters.

As a channel aimed at office-based staff, the first intranet sites were managed using MS Front Page and some Domino (Notes) databases. In 2001, with the site's size and scope growing rapidly, it became apparent that a move to a single, company-wide CMS was needed. Since then, the technology used to keep the intranet up-to-date has not changed.

In a move toward adopting new ways of working and reducing the user of paper, the intranet was seen as an opportunity to promote business change. A key redesign initiative was to drive greater adoption of self-service culture across the company and to provide greater access away from work. Employees now actively use the intranet from home and elsewhere to access up-to-date news, information, and business processes on a corporate and departmental level.

BA INTRANET—KEY MILESTONES		
Date	**Milestone**	**# of employees logged in to ESS on Christmas Day**
Late-1996	First intranet introduced	
2000	eWorking program (precursor to ESS)	
2001	Move to a CMS (Aptrix)	
2002	Intranet available from home	
early-2003	First major ESS applications (*ePay*, *Staff travel*) became available from home	
2003	ESS launches with new Portal	1,928
2004		2,420
2005	Staff travel booking becomes compulsory online	
2005	100% of employees log in to ESS	4,558
2006	Paper pay stubs eliminated	
2006	More than 200 ESS kiosks deployed in frontline areas for non-office-based staff	
2006	Intranet design aligned with company website (ba.com); Google-based search introduced	6,600
2007	Personalized ESS homepage launches	

Working with Agencies

BA worked with external consultants only to create the intranet's initial version. Since then, the site has been managed and maintained entirely in-house.

GOALS AND CONSTRAINTS

BA's ESS program is intended to radically simplify the airline's back office—to draw all the ESS applications into a single "front door." This effort supports changes underway in both the aviation industry as a whole and in BA's business in particular.

The ESS portal is intended to automate processes and provide BA employees with 100% connectivity and access—from work or home—giving everyone a choice as to how they manage their work style. Most important to BA, the ESS intranet would touch every employee across the organization, not just office workers.

"ESS is one of my favorite programs because it has delivered an enormous business transformational bang for a very small investment buck," says Paul Coby, BA's CIO. "It works because it contains vital services, is easily accessible, and, above all, is easy to use. So, guess what? People use it."

With the redesign, the organization also hoped to achieve a cost savings of £55 million (~$111 million US).

Beyond cutting costs and achieving business efficiencies, the overarching goal of ESS is to encourage a pervasive self-service culture among BA staff that mirrors the self-service changes taking place for the airline's customers.

The ESS program links together a range of corporate initiatives and thus the company's management team has set the following transformational targets for the program:

- **80% of employee administration will be self service.** This refers to corporate online processes that affect everyone in the airline (such as HR functions, staff travel, and helpdesks).
- **No duplicated or paper processes.** Each of BA's 15 departments were challenged to create their own local ESS plan for change, cutting out the endless paper trail and removing duplicate manual systems and processes.
- **Never train offline if you can train online.** E-learning was already established within BA. The "never train offline" target is aimed at promoting some of the existing 450 online courses, as well as challenging future training to include at least one online component.
- **All information available 24/7 online.** This mandate combines the intranet and email for communication and a work stream that enables self-service reporting for key information across the airline.

In addition to the management team's transformational targets, the ESS Program Office developed a standard "dashboard" of key milestones, measures, and targets. These measures are updated and published on a monthly basis for the governance board. Behind these measures is the drive to demonstrate real change in ESS culture. Examples of these targets include:

- 75% increase in training days online
- 100% of staff travel booked online
- 100% of UK transactions procured online
- 80% of personal details updated online
- 99% of UK staff connected to ESS

With measurable targets in place, the team can monitor the ESS program's steady and significant achievements as it evolves. Such benefits are both measurable and noticeable. "ESS is delivering real benefits to the business, both to the bottom line and to the changes in the way everyone is working," says Heath Drewett, BA Group Financial Controller. "ESS is not just for head office. It's for everyone, and especially for those on the frontline in customer-facing roles and in our airport, cargo, and engineering communities. People right across the business are adopting self service."

USERS

The People's Intranet

Employee Self Service through the intranet is a fundamental part of work life for every employee across the entire BA organization. This includes 45,000 users worldwide.

"The thing I am most proud of is that ESS is not just an intranet for office workers," Paul Coby, BA CIO. "Lots of companies have those. ESS is the intranet for everyone—from baggage loaders, customer service agents at the airports, cabin crew down-route, pilots, IT people, and engineers, to BA staff overseas—and it has been from the start."

Coby also notes, "We have proved that if you provide easy access for staff—there are ESS Kiosk PCs in restrooms, access from crew hotels, as well as remote access from portables—you make it easy to use, and you [include] services and information that everyone needs to do their job, then, yes, pretty much everyone can and does use it. ESS is the BA people's intranet and we pay tremendous attention to what our colleagues say about usability and content."

EMPLOYEE GROUPS SERVED BY THE INTRANET (INDICATIVE NUMBERS)		
# of staff	Department	Description
9,000	Airports	Frontline customer service and aircraft apron operational staff at UK airports
2,000	Cargo	All cargo activities including manual handling
300	Commercial	UK sales and marketing
6,000	Engineering	Frontline and management engineers
1,000	HR & Finance	Office-based finance dept
3,500	Flight Operations	Pilots and supporting teams
1,500	Sales & Distribution	UK call centre teams
1,800	IT	
15,000	Inflight Service	Frontline cabin crew
4,500	Overseas	Staff based in cities worldwide

USER TASKS

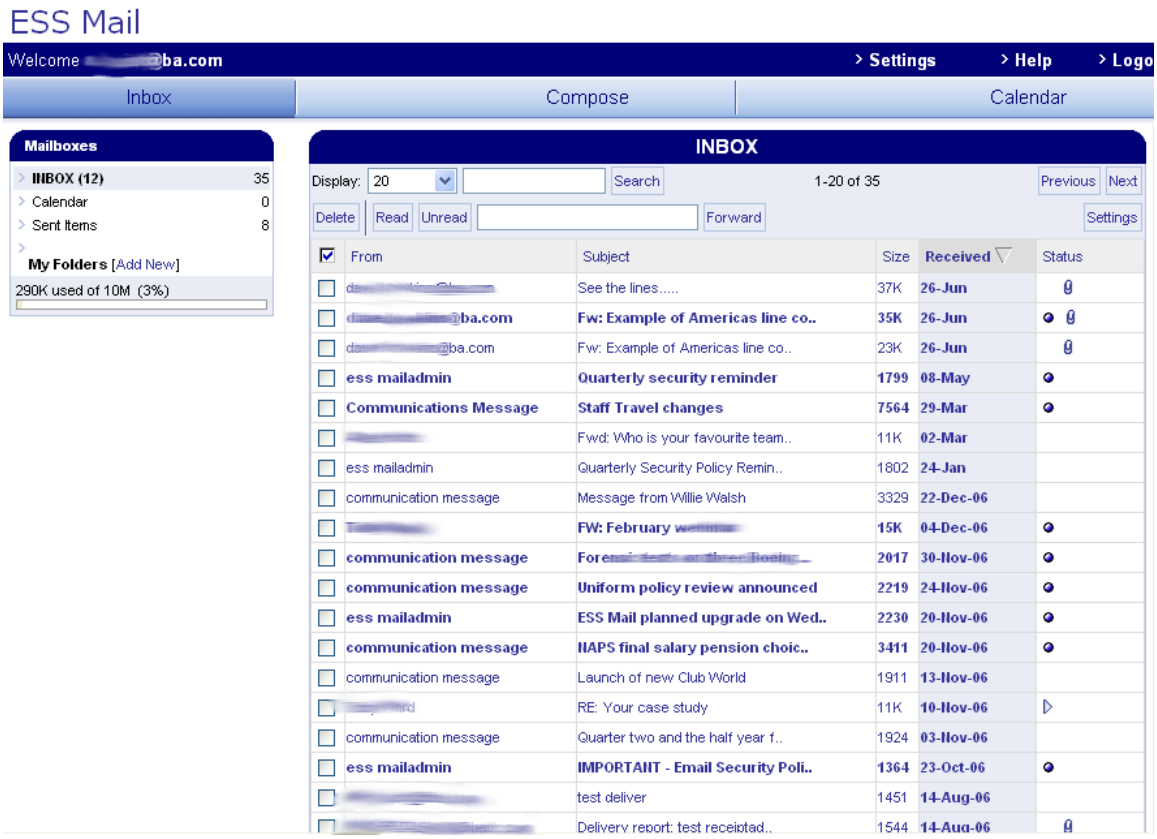
BA staff members connect to the intranet to:

- Read their pay information online
- Book their leave
- Change their work schedule
- Read corporate information
- Update their personal details
- Help solve problems through online helpdesks and FAQs
- Book/manage travel
- Use email

“Individual’s personal information is managed online, as well as checking pay, booking travel, or searching the corporate directory for contact details,” says Kim Pettigrew, BA’s Head of Resourcing Systems, Policy & Services. “As a people business, we give a high priority to giving open access to all staff to valuable information about policies and processes.”

Pettigrew adds, “Holding corporate, HR-related policies and guidelines online means employees can always get the most up-to-date information without having to rely on paper manuals or wait for helpdesk teams to be ‘on duty.’ This benefits everyone because the intranet is a reliable and consistent source of information.”

For mobile staff (such as the cabin crew), ESS is the only way to access their company email service, which they can do from home or en route.



Pictured: A simple Web-based email system rolled out to all 31,000 frontline and operational staff during 2006. The key design principle was "simplicity." The application was based on the standard platform and the team spent most of their time doing user testing and removing many unused features that detracted from the overall experience. User adoption has been astonishing, with over 75% of frontline staff using the system every month.

BASIC INTRANET FEATURES

Job- and role-related self-service applications are unique features that give individuals access to the tools they need to do their jobs. This is achieved by integrating with the "system access" workflow, so that as soon as a person has been given rights to use a particular application, that link will appear on his or her ESS page.

According to Huish, the most mission-critical intranet-based task for employees is knowing exactly when they are scheduled to work. Self-service schedule tools give operational employees the ability to manage every aspect of attendance.

In addition to job-related tasks, the intranet is often used to communicate updates to staff when there is a widespread operational issue such as the "liquids in carry-on baggage" security alert during the summer of 2006.

BA provides a limited amount of new-hire orientation through the site's *What Everyone Should Know* section, and some areas have published specific departmental checklists and information. Additionally, employees make substantial use of the online training courses.

The following chart identifies the site's main features and what each tool provides for the BA staff.

ESS TOOLKIT FEATURES	
Information pages online: 30,000 pages of information about every part of BA published by 300 publishers in one CMS	**Low-cost email capability:** 100% of frontline staff have email, including 31,000 staff who now have a corporate email account for the first time
***Staff travel*:** Available from home or at work	***BA2Buy*:** Online procurement
***Webmail*:** Lotus Web browser email	***EPay*:** Online pay information
***Peopleonline*:** Oracle HR system with employee access	***BANi*:** Interactive BA news
Online surveys: Confirmit: a tool enabling Web-based surveys with instant reporting	***Corporate directory*:** A central directory for all employees
***Learnonline*:** Web-based course booking and tracking service	**Google Search:** Simple intranet search
***Crewlink online*:** Web-based portal for flight and cabin crew (including scheduling)	**Computer-based training:** Quest-based training for all employees
***Crew Voice Response*:** Leave, schedule, and bidding	**Self-service forms:** Among the available forms are leave, feedback, expenses, absence notification, and many more
Single sign-on: One "BSAFE" password available from work and home for the whole system	***my.baplc.com*:** Personal portal for employees from home
Online password change	***Help* online:** Currently, FAQs are online across 40 helpdesks worldwide
***EPensions*:** Online pension calculator	***Emanuals*:** Online manuals on the intranet

Collaboration Tools

Collaboration tools are scattered in pockets throughout the intranet. Since 2006, frontline staff has had access to discussion forums for collaboration and knowledge management (office staff use Lotus Notes for collaboration). The forums were initiated with participation from flight crew and now encompass cabin crew, ground staff, and engineering. Forums are used for peer-to-peer knowledge sharing and problem solving, as well as to pose questions to managers.

Also, the IT department has a few wikis that are being trialed in specific technical areas of the organization. The site's FAQ database includes a feedback option, which employees often use to suggest new questions.

Non-work related community features include *Been Here, Do This,* where staff can share travel experiences and advice; a very popular classified ads section; and *Talking Point,* where staff can comment on a news topic of the week.

Search

The search technology used on ESS is the Google Search Appliance. This was selected in early 2006 to replace a basic Lotus Notes search. The team chose Google from among the field of enterprise search tools because of its well-known performance and brand-recognition attributes.

"It performed well in testing and the Google brand name gives people confidence in the search results," says Steven. "We track the top 100 searches every month, and make sure that they return sensible results, either by adjusting page titles or adding keymatches."

DESIGN PROCESS AND USABILITY ACTIVITIES

Redesign Priorities

Using the intranet to change the way people work meant that ESS had to be easy to use. In many cases, using the intranet to complete tasks became mandatory as BA gradually closed alternative channels, such as phone or helpdesks. "This means that there is considerable support at senior levels to invest in usability and design," says Huish.

Within BA, the intranet initiatives receive broad support from the management team at high levels "At director level, the group performs a strong and supportive governance role helping to drive business change," says Huish. The leadership team created "measurable and challenging business change targets," for ESS. "The latest redesign was driven by the desire to provide a single entry point to ESS and the intranet and to improve usability and access to personalized (e.g., work, role, location-based) content," he says.

In keeping with these goals, the following principles were agreed to across the organization:

- Make employee transactions compelling and cost effective
- Design and simplify online processes for everyone, turning off the alternatives
- ESS applications must be intuitive to use and easy to access
- The ESS portal is the secure, one-stop shop for self service

"The governance group said 'employee transactions had to be simplified, self-served, and online,'" says Huish. "They added that 'ESS must free up time for valuable face-to-face contact with our people.'"

Having clear consensus on the goals and performance targets helped team members clarify project objectives and prioritize their work. "Measuring usage each month provides a snapshot of what employees are doing online," he says. "Metrics have been invaluable in driving change by demonstrating to stakeholders what should be changed."

Despite the usability mandate, the team still had to ensure that they managed site changes efficiently because they faced ongoing cost constraints. One effort in this direction was to reuse BA.com's visual design, providing the intranet with a new look and feel that could be delivered quickly and at a reduced cost.

Creating a Single Entry Point

The most recent redesign effort was driven by the desire to provide a single entry point to ESS and the intranet, and to improve usability and access to personalized content based on the user's job, roles, location, and so on.

The team used a variety of usability methods during the redesign process:

- Card sorting (especially for the *BA and Me* HR site)
- Field studies
- Surveys (online and paper-based)
- User testing of new design prototypes
- User testing of the old intranet
- Studying the server logs

"We also used methodologies advocated by Jakob Nielsen and Steve Krug," says Huish.

According to Steven, team members used a variety of usability methods in the redesign process.

Card sorting:

> Team members wrote one typical piece of content on each card—with 130 cards altogether—and then ask about 100 people from various parts of the company to sort the cards into groups as they saw fit. They then asked participants to make their own title for each group. The team ran the results through a cluster analysis tool. The HR team said that this process revealed much consistency in how users viewed some of their information; for example, there was nearly 100% agreement that "diversity" was a primary topic. However, some results surprised the HR team, including that participants grouped together "performance management" (setting objectives, and so on) with "managing poor performers."

Field studies and user testing of the old/new intranet:

> Here, team members devised tasks—such as: "Find out what profit BA made last year"—and recorded the results. They used Camtasia, a tool that records mouse movement and sound, and asked participants to verbalize their thought processes as they worked on the task. This proved very useful when they played back the sessions for analysis.

Online and paper surveys:

> The team's quarterly online satisfaction survey ends with a general question: "How could we improve ESS?" This sometimes yields suggestions for new intranet content.
>
> Team members have used surveys to test different section headings. For example, they were initially going to call the *Company Procedures* section "Corporate Processes," but discovered via a survey that frontline staff took the word "Corporate" to mean "head office—and therefore nothing to do with me."
>
> To test headings, the team gives participants a short list of headings and asks: "Where would you expect to find the following content on the intranet?"

Studying the server logs:

> Here, team members examine the logs to see what's popular and what's not, and to help identify significant content. On the search and FAQ logs, they look for popular and failed searches—the latter of which might suggest missing

content or the need for synonyms. “For example,” says Steven, “a lot of HR content used the word 'spouse' and, based on searches, we have added synonyms—such as 'husband,' 'wife,' 'partner'—where appropriate.

TIMELINE

Reusing the visual design from ba.com for the intranet site meant the team could deliver the redesign in just six months. The following table outlines the time allocated to each of the major project components.

TIMELINE FOR INTRANET REDESIGN	
Proposal to governance and stakeholder buy-in	1 month
Business case and approvals	4 weeks
Usability	2 months
IT integration and development	3 months
Testing	1 month
Communication/transition	2 weeks

RESULTS

BA has seen many outstanding results from its ESS efforts, including increased site usage, employee satisfaction and participation in managing their work lives online, and overall cost savings to the organization by reducing the reliance on paper processes.

Key Successes

Key successes to date include:

- 45,000 employees—or 100% of all staff, worldwide—have connected to ESS
- 6.5 million page views per month on intranet pages
- Almost 29,000 staff logged in to the intranet on a single day (October 3, 2007)
- 80% of all employees have used online learning
- 100% of employees use an online payslip
- 100% of UK orders are placed online
- 100% of staff travel is now booked and paid for online

Achieving these kinds of results has not been solely from the ESS site redesign. The overall self-service program has benefited from broad organizational support. A business plan and a departmental plan to encourage self service was put in place. Corporate “directives” have helped wean employees from offline activities by turning off alternative channels of service and incentivizing online use.

“Usage of the intranet went even higher—for example, 98% of employees now regularly access ESS each month,” says Huish. “The effect was dramatic for users connecting away from work. Before the redesign, access away from BA was just over

40% month on month. Now, almost 75% are connecting either from home or down route."

One result of the revamped site is that individuals have more immediate access to departmental news and shortcut links to department and job-specific tools and content. For example, visits to departmental news pages increased from 40% to 90% per month. Quarterly ESS Satisfaction Survey results also increased, from 67% to 74% of employees being "satisfied" or "very satisfied" with ESS.

"The appetite for self-service working has increased dramatically over time beyond our expectations," says Huish. And the site changes have enabled the company to achieve their cost savings goal of £55 million (~$111 million US) as of April 2007.

Gordon Penfold, BA's head of IT–Commercial and Corporate, sees the benefits of individual employees being in control: "ESS has enabled us to put employees in direct control of their day-to-day relationship with the business, whilst at the same time increasing efficiency and reducing processing costs. It's a real and compelling example of a 'virtuous circle.'"

Introducing a more effective search engine has also provided easier and quicker access to information. Overall, the self-service model has made tasks much easier and more convenient.

A recent letter to the staff newspaper offers an example of how employees view self service and reflects how much easier it is now to manage their work/lifestyle online. On a recent trip, this individual had to change his travel plans at the last minute, at the airport. "In the old days, all staff travel tickets had to be booked and issued before leaving base, and could not be purchased down route," says Steven. "Now, we have complete flexibility to change our travel plans at short notice and can buy rebate tickets for travel on BA online, even when stranded at a far-flung airport, miles away from the staff travel office."

The successful results of the ESS effort have been recognized throughout the company and lauded at the highest levels of management. As Willie Walsh, BA's Chief Executive, said in 2006: "The computer has revolutionized the way everyone at British Airways works. One of the highlights is Employee Self Service, which is now used by 97% of our staff across the globe. It has helped us save an incredible £38 million in administration costs purely by cutting the old paper and telephone-based systems in our drive to simplify the business and cut our costs."

Surprises

The sign of a helpful application is often the users' hunger for more: more functionality, more integration with their existing systems, more access. At BA, this hunger is evident in employees' request for online capabilities to augment the many they now have access to.

"Experience from previous redesigns indicated that usage and satisfaction would increase after the change," says Huish. "After this last redesign, satisfaction levels increased more than expected and continue to remain high."

"Another surprising result was the extent to which frontline employees are embracing self service," he says. "Feedback tells us they now feel more involved because when they log in they get content targeted to them and their role specifically. Over the years, staff first questioned why information was being put online. Now, those same people want to know why the remaining paper-based information is not available online."

LESSONS LEARNED

Among the team's many lessons learned is that the migration to the new design took longer and needed more management than initially expected. Another key lesson is that more user involvement is better. "Even though 20 Intranet champions, 15 ESS Champions, and senior stakeholders were involved—along with company-wide workshops and road shows—the project needed more people involved," says Huish.

Lessons learned from Allen Huish:

Allow sufficient transition time. "In our case, we needed more time than expected to transition to the new design."

Emphasize standards. "Be tougher when design standards and when enforcing them."

Examine the total user context. "It's important to look at users' overall experience, especially when the majority of them are not office-based."

Check in with users. "Regularly measure user satisfaction with your intranet and get their feedback."

Eliminate offline options. "Are there alternatives to online channels? Switch them off. Adoption of self service increases when users have no other option."

Motivate your users. "Individuals quickly embrace and prefer 'life online' when you give them easy access and compelling reasons to connect."

Campbell Soup Company

Using the intranet:

Campbell is a global company with products in more than 120 countries around the world. Campbell's icon brands make up a diverse portfolio that provides consumers with products focused on convenience, wellness, and quality.

Headquarters: Camden, New Jersey (US)

Number of employees the intranet supports:

First release (July 2007): approximately 8,000 (office- and field-based knowledge workers); subsequent releases (to be completed by July 2008): the remaining 16,000 international employees, production workers in manufacturing facilities, and retail store employees.

Countries where the intranet is used:

Australia, Belgium, Canada, China, Finland, France, Germany, Hong Kong, Indonesia, Japan, Malaysia, Mexico, Netherlands, New Zealand, Russia, Sweden, and the US

Sales (2006): US$73 Billion

Design team:

Campbell hired TandemSeven to design the intranet.

Members:

TandemSeven: Paul Eisen, Principal User Experience Architect; Lawrence Najjar, Principal User Experience Architect; Arnaud Jammaers, Creative Director; Frank Donofrio, Senior Visual Designer

SUMMARY

Campbell Soup Company's intranet team members created an intranet that fully supports the tasks of nearly 10,000 users. They also struck a good balance in supporting both the Campbell brand and several other strong company brands that employees are very dedicated to.

The intranet's homepage offers many vital components. Starting at the top, the Campbell's Soup logo appears in the upper left of the page. But Campbell's is a lot more than just soup; of the many other brands under its corporate umbrella, 11 appear in the *Logo Bar* to the right of the Campbell's logo, including Godiva, V8, Swanson, Pepperidge Farm, and Prego.

Having all of these logos visible helps to remind employees of the many powerful corporate offerings, and helps to foster a sense of community and union. But research conducted by the intranet team revealed that people feel a strong affinity with the brand for which they work. The intranet team wanted to support this loyalty, so they designed skins for each of the major brands. These skins change the visual appearance of parts of the page, such as color and *Media Bar* (© 2007 CSC, all rights reserved), while the general page structure remains the same. The logo bar also changes, defaulting to the brand for which the employee works. Some text, such as the news on the homepage, also targets more closely to the selected brand.

The homepage allows for several portlets in the page's main center column. Users can add, collapse, remove, move, and customize any of these (except for *My Company News*) as they see fit.

The first several portlets present an assortment of news choices to keep people well informed. *Campbell Today* holds the top place on the homepage, displaying the featured corporate story for the day. *My Company News* is populated by news from company sources—such as corporate, a business unit, a department, or a

community—and RSS feeds about the company. Just as we can select the newspapers we want to read, Campbell's intranet users can select which sources they want included on their page, so they get only the news they want. Similarly, the *My News* portlet is populated by selectable RSS feeds of industry news and general news from outside the company. *Campbell Today* displays the featured corporate story for the day. *My People News* is people news that is not customizable by the users. It includes new hire announcements, promotions, and recognition for employees, populated by selectable sources inside the company. This information is nice to have, especially at a larger organization where people could get lost in the hustle and bustle.

The *CEO Update* is posted occasionally, offering important messages to employees, for example, quarterly results or more motivating ideas such as *Winning with Integrity*.

My Business Unit links to the user's business unit page. *My Events* displays event announcements, again populated by selectable sources within the company. *My Job Postings* shows available positions based on criteria the user selects.



Pictured: Campbell Soup Company's intranet homepage, which features various portlets.



Pictured: The homepage featuring a different skin. This one is for Pepperidge Farm.



Pictured: The homepage featuring a skin for Arnott's.

The *Media Bar*© feature, appearing at the top of the homepage, is another way to help integrate all of the organizations' different teams. The nine cells each represent a different business unit or corporate function. When clicked, the associated image and text, audio, or video to the left of the cells changes. It might show items such as news stories, new product images, product advertisements, event coverage, and people news. To see more on the topic, users can click the *Get More* link.



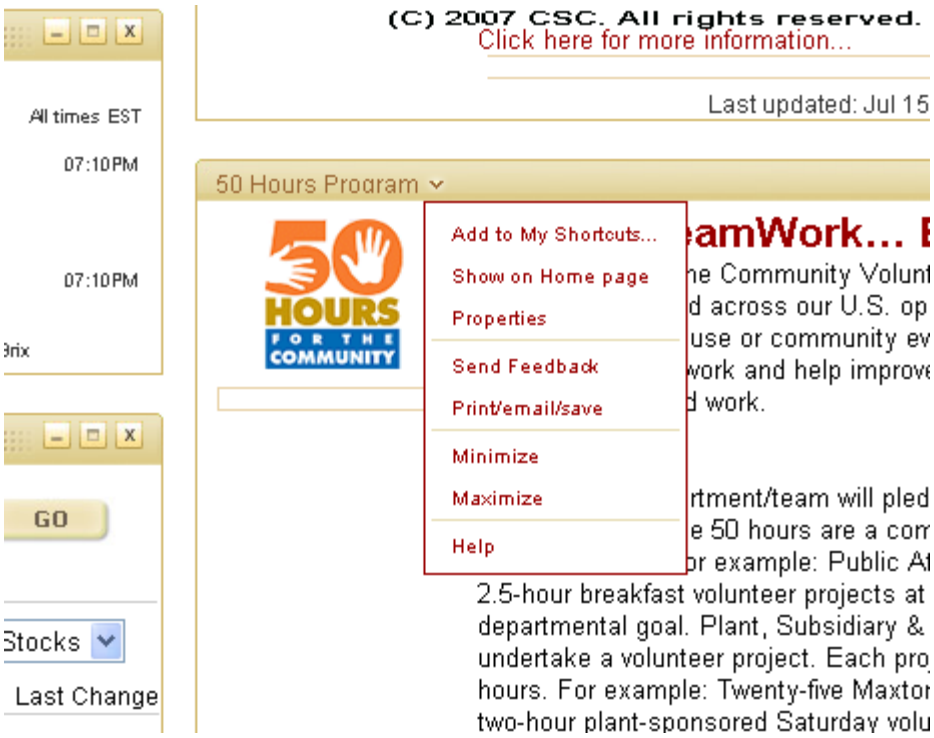
Pictured: The *Media Bar*© gives users quick access to information about nine different business units or corporate functions.

If users prefer to neaten up their pages, they can minimize the *Media Bar*© on all pages, but still have access to a more compact, horizontally oriented version of all nine cells. The last selected state for the *Media Bar*© is retained between user sign-on sessions, which is a nice touch.



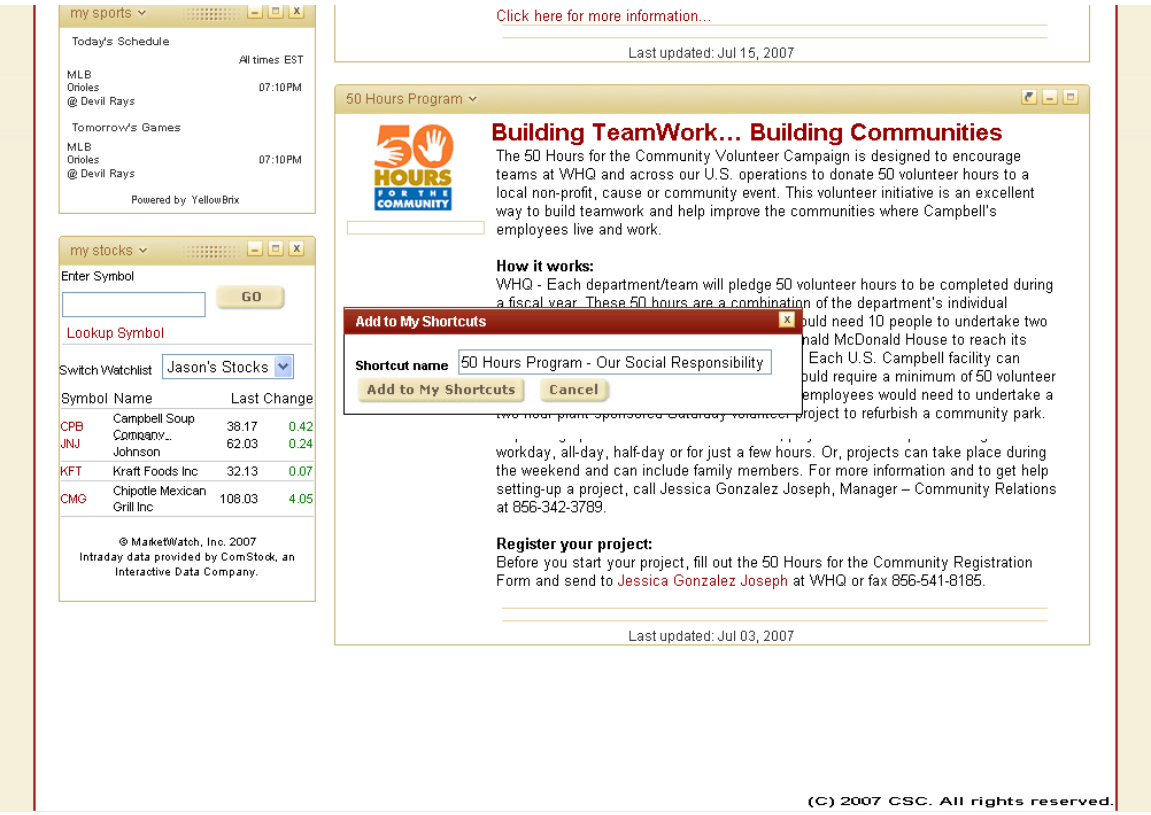
Pictured: Users can minimize the *Media Bar*©, which remains usable in the minimized state.

The left side of pages offers an area for what designers call "productivity portlets." Many of these have a default selection, but most are customized by users. Also, users can minimize, maximize, close, restore, and drag and drop any of these productivity portlets in the left column. Some of these offerings include: *My Shortcuts,* including helpful default shortcuts and ones users create themselves. Users can easily add items to their shortcuts using a small arrow icon at the top right of every portlet. Users can also click the portlet title bar's dropdown menu arrow to open the menu, and choose *Add to My Shortcuts.*



Pictured: Users can easily add items to *My Shortcuts* using a simple menu or an icon at the top of every portlet.

A dialog box then appears, displaying a default name for the shortcut. Users can rename it if they choose.



Pictured: A dialog box appears that lets users change the shortcut's default name.

Once the link is named, the shortcut is added to the top of the *My Shortcuts* list.

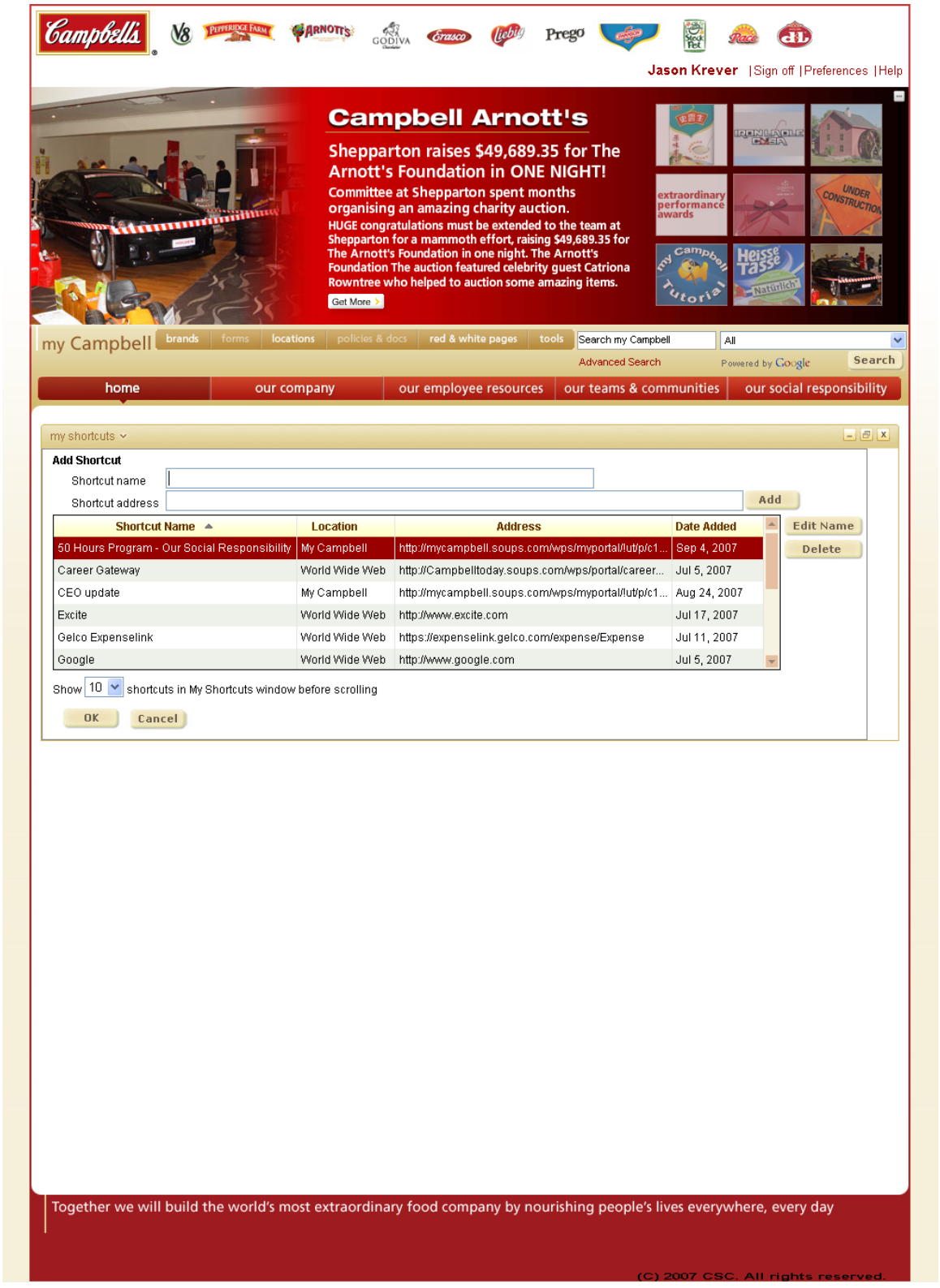


Pictured: The *50 Hours Program* link appears at the top of the *Shortcuts* list.

Clicking the arrow in the *My Shortcuts* portlet title bar opens the menu to customize the shortcuts.



Pictured: Users can easily open the menu to customize their shortcuts.



Pictured: Users can also add shortcuts to external websites.

Other productivity portlets include: *My Weather*, *My Sports*, and *My Stocks* (with Campbell provided by default). In the future, Campbell plans to add: *My E-mail*, with

Lotus Notes inbox content and common email functions; *My Calendar*, a Lotus Notes calendar; and *My Alerts*, which are automatic, selectable notifications sent when there's a change in a selected portlet's contents—such as a policy change.

Navigational breadcrumb links show the user's location in the IA. The main global navigation appears just below the banner and lets users link to all major intranet sections. *Home*, of course, links users back to the homepage. And, while we don't typically recommend offering a *home* link on the homepage itself, it works in this case because the item looks selected (using a darker color than the rest of the tabs, and adding a small arrow below the tab itself).

The *Our Company* major section navigation choice leads to subsites for business units and functions. These are organized hierarchically, paralleling the actual organizational hierarchy: for example, Campbell corporate, then business units, then functions. This order is familiar to employees.

Our Employee Resources navigates to pages for career planning, personal and compensation information, health and safety information, the employee purchase program, and more. Users often have trouble finding the navigation to these types of applications on average intranets because designers try to separate them into too many categories, such as *HR, Policies,* and *Procedures.* Users waste time clicking back and forth between these, trying to find the right category. In the case of the Campbell's intranet, putting all of these navigation choices under a single, aptly named major section is an interesting, bold, and successful choice.

The next major section, *Our Teams & Communities,* opens subsites for functional teams across the corporation, such as marketing sales and IT; and communities, such as Campbell administrative professionals, African-Americans, Asians, Lesbian-gay-bisexual-transgendered persons, Hispanics, and Women at Campbell.

The final major section, *Our Social Responsibility,* links to employee-sponsored charitable and volunteer initiatives, plus the company's position on issues such as wellness and the environment.

The Campbell's intranet team, armed with user research and ingenuity, was able to create a large-scale, customizable intranet that communicates and unifies the whole organization while still respecting all of its brands under the main umbrella. This intranet has it all, from soup to nuts—or soup to chocolate, at least.

URL AND ACCESS

Campbell Soup Company's intranet, my Campbell, is accessed at: mycampbell.soups.com. It's bookmarked in the user's browsers and is every user's start-up page. Employees outside the company access the site via VPN.

"Employees at our manufacturing plants can access the intranet on kiosks," says Brad Scheiner, Program Manager, Campbell Soup Company. "These employees have the same access to information that our office-based employees do. They can log in to the intranet, customize their homepage, access their Human Resources information, and much more."

TECHNOLOGY

Technologies used on the site include:

- IBM WebSphere Portal 6, Extended Deployment Edition
- IBM WebSphere Application Server
- IBM HTTP Server
- IBM Tivoli Access Manager, Enterprise Edition
- IBM Domino Server and Lotus Notes
- CVS
- Rational Software Architect 7
- Google Search Appliance
- Interwoven Teamsite
- Interwoven Metatagger
- Adobe Photoshop
- Windows XP, AIX

- MANTIS issue and defect tracking
- MKS and ManageNow ticketing systems

- Omniture Metrics

The underlying technology has changed from the Domino platform to WebSphere Portal as the site has evolved. With the new intranet, Tivoli Access Manager was implemented to provide single sign-on to the user community.

CONTENT MANAGEMENT

Content Authors Drive the Technology Requirements

For its CMS technology platform, my Campbell uses Interwoven Teamsite. The parameters of the current implementation were driven by a stark realization about the old site: one of its biggest weaknesses was its lack of support for content authors. Users grew frustrated with the difficulty involved in publishing and updating content in the old system.

“Campbell operates in a decentralized manner for content loading,” says Victoria Colaneri, Director HR Technology & Processes, Campbell Soup Company. “There was no support model for end users, and they struggled to a point where they in effect ceased using the tool.”

“We realized if we did not deliver a tool where content owners could easily update and add content on a regular basis, our implementation would quickly fail,” she says, “because there would not be enough new information to drive repeat visits.”

With this in mind, the company embarked on a complete re-implementation of Teamsite, focused on ease of use for content authors. This implementation let

developers build custom workflows into the system. Authors are now authorized to work within specified work areas and each work area corresponds to an intranet portlet.

According to Thomas Obermeyer, Manager/Architect for CapTech Ventures, Inc., the company that planned and executed the site's technology implementation, content is now created using either customized, canned templates, or a free-form template for more flexibility. "Content can be previewed: the preview is customized to render the content just as it will look in Portal, even though Teamsite and Portal are disconnected systems," he says. "When publishing content, the authors can apply metadata and set an effective date."

The current Teamsite implementation better supports content authors, inviting updates that are more frequent and resulting in more end-user satisfaction.

Content Owners

Within Campbell, content owners/administrators are split between corporate functions and business units. Individual authors in each of those areas are responsible for maintaining content that is published to their sections of the site.

Content authors work with established standards. Enforcement of the style guide has not been an issue. These authors have a canned set of templates to work with and those templates are built into the CMS. Advanced authoring is done as a special case using a free-form template in the system.

Teamsite also keeps track of editing, approving, and publishing of all content generated within it so version control is not an issue.

INTRANET TEAM



Pictured: TandemSeven design team members (left to right): Lawrence Najjar (interaction design), Paul Eisen (interaction design), Arnaud Jammaers (visual design), and Frank Donofrio (visual design)

The redesign effort for my Campbell was accomplished through a joint collaboration between the internal Campbell intranet team and three outside agencies: TandemSeven, CapTech Ventures, and Computer Sciences Corporation (CSC).

The ownership of the strategy, technology, and management of the full development process remained with the internal Campbell team and TandemSeven, a design agency that was brought in for user research, design, and Flash development.

The perspective provided by working with outside agencies proved pivotal to the project's success.

"As TandemSeven had no previous working history with Campbell, we came in with a fresh perspective and an open mind about what it would take to create an effective solution," says Paul Eisen, TandemSeven's Principal User Experience Architect. "[We] were able to stay objective throughout the process, without an allegiance to any particular business unit, location, or function."

In an effort to identify the most important issues facing employees across the company, TandemSeven conducted detailed research, including sponsor and user interviews, contextual inquiry, and an employee-wide survey.

CapTech Ventures developed the technical architecture and led the build and testing for the full solution, while CSC provided senior architecture and Java Web application development expertise to assist the IBM, Captech, and Campbell teams with technical implementation.

The various agencies' areas of expertise complemented one another to the benefit of end users. "Blending usability expertise (TandemSeven) with Portal expertise (CapTech Ventures) to find ways to leverage the best user-experience opportunities within a portal site was a key contributor to the portal's successful implementation," says Thomas Obermeyer, Manager/Architect for CapTech Ventures.

Each agency brought a team of experts to the Campbell project, and their individual contributions added up to a unified vision and an expertly executed implementation. By working together, the strength of the individual contributors created a solution that was much more than the sum of its parts.

TandemSeven Design Team:

- Two User Experience Architects (Paul Eisen and Lawrence Najjar)
- Creative Director (Arnaud Jammaers)
- Visual Designer (Frank Donofrio)

CapTech Ventures Team:

- Senior Enterprise Architect
- Portal Architect
- Development Lead
- Senior Business Analyst
- Portal/Portlet Developer
- Development Manager
- QA Lead
- Google Developer

Computer Sciences Corporation Team:

- Portlet Developer
- Web Services Developer

Campbell Soup Company has an internal intranet staff of ten, in the following roles:

- Director of Global HR Technology & Process
- Director Organization Communications
- Content Management Specialist
- Communications Manager
- Organizational Communications Specialist
- IT Web Services Manager
- IT Program Manager
- 3 Project Managers

BACKGROUND

Prior to *my Campbell*, the intranet had no designated owner organization within the company. According to Jason Krever, Campbell's IT Manager–Web Services, this lack of ownership allowed the site to grow without appropriate governance and defined processes, and without what he calls "good cross-functional representation."

"The first intranet was a combination of a loose collection of websites that employees were creating using Microsoft Front Page," says Krever. "In 2003, WebSphere Portal was introduced. During that time, the intranet was used mainly as a communications vehicle with content provided by Corporate Public Affairs."

That group owned the content for an early attempt at online communications (a Lotus-Notes-based application) and was thus subsequently responsible for the majority of the homepage content in the Websphere environment.

Hundreds of other websites existed within the company, each managed locally by content owners, departments, or individuals, but there was no governing body for the site as a whole. Enhancements were made on a case-by-case, site-by-site basis; this fragmentation resulted in an inconsistent user experience and outdated and unreliable data.

Problems encountered during this period included:

- Duplication in how portal technology was being implemented. IT was responding to new requests on a case-by-case basis (business by business, function by function, and so on).
- Lack of corporate standards and governance meant that the websites were built to meet the needs of the individual business units and functions and weren't focused on providing a common set of tools to enhance employee productivity or engagement.
- The site evolved into a fragmented, unproductive employee experience, where content and services were inconsistent and hard to find and use.

- Fragmented deployment of technology resulted in a higher cost of ownership.

"It showed that Campbell was uncertain of the place of the intranet as a true enabler and what function should drive its use," says Krever. "The current placement of ownership between HR and IT signals the company's understanding of the new intranet being a primary point of relationship between employees and the corporation and a major factor in forming corporate culture. It's also indicative of the fact that technology can drive organizational efficiencies and that an intranet is a key area where IT can assist to drive cultural change."

In July of 2005, a steering committee was formed to review the situation, work with IBM to create a business case, and recommend a path forward.

IBM worked with Campbell to deliver a discovery and strategic analysis effort. "This was to evaluate the feasibility and value of a portal redesign and implementation, determine appropriate ownership and governance, estimate budgetary requirements, and begin preliminary technology road mapping," says Krever.

IBM also worked to understand the current environment and the organization's needs and constraints, as well as to provide an industry-wide perspective on the role of portal technology in organizations such as Campbell.

Campbell's Chief HR and Communications Officer and its CIO presented the findings of this effort to the CEO and CFO in December 2005, and gained approval to move forward.



Pictured: The old homepage, before the *my Campbell* redesign.

The Redesign: Working With Agencies

The initial strategy and business case for the redesign was carried out internally, with support from an external technology consulting firm. Once the initial budget was acquired, TandemSeven was hired to define the user experience.

After conducting extensive research, including employee interviews and surveys, TandemSeven created the user-experience architecture, consisting of the IA, interaction design, and visual design. TandemSeven also facilitated the high-level requirements and scope specification and was responsible for creating the detailed design specifications for the user interface. TandemSeven designed, developed, and tested the Flash code for the *Media Bar*© while the internal team managed the building, testing, and implementation.

TandemSeven worked closely with Campbell through the building, testing, and implementation phases to address ongoing design trade-offs.

CapTech's technical expertise was vital during iterative design sessions, ensuring that the final design would translate to the site without sacrificing the ideologies and concepts central to TandemSeven's design and Campbell's vision of the new portal.

CapTech was responsible for the architecture, systems integration, technical design, and development. CapTech also played an instrumental role in applying the TandemSeven user interface design onto the IBM WebSphere Portal platform. CapTech collaborated with IBM to implement advanced Portal customization to support *Show on Home Page*, a user-oriented feature that allows users to easily add any portlet's information to their personal page.

The CapTech team's expertise was essential when integrating and leveraging new and existing systems to support the Portal. CapTech designed and implemented a solution to publish content from Interwoven Teamsite CMS to WebSphere Portal version 6, utilizing Portal's Java Content Repository. This solution included handling security for sensitive content as well as indexing the content in the Google Search Appliance. The result is a fast-responding and familiar user experience for finding information, without sacrificing governance and information safeguarding.

GOALS AND CONSTRAINTS

General Intranet Goals

According to Victoria Colaneri, the *my Campbell* intranet is intended to replace over 100 independent, disconnected Intranet assets across the corporation. The site's goals are to contribute significantly to the following business drivers:

- Increase Campbell's competitiveness in the marketplace by lowering its operating costs.
- Become a tangible example of internal innovation that is moving Campbell from good to great.
- Help Campbell attract and retain the next generation of employees, who have high expectations about workplace technology.
- Increase employee productivity and engagement.
- Connect our dispersed, global workforce and create a sense of community among employees of various business units by keeping everyone informed about what's going on throughout the company through a single access point for company and business unit information.

Redesign Goals

Eisen crafted the following experiential brand promise to govern the solution definition that guided the development efforts:

"To engage Campbell employees in all business units and locations around the world, the enterprise portal is your online workplace for information and tools to maximize your productivity, connect with colleagues, and manage your personal and career development."

Out of this promise, TandemSeven articulated the following design goals:

Interactive design: Throughout the Campbell enterprise portal, regardless of the source of content or the user's location in the portal, users will encounter a consistent interactive experience. Users will be exposed to a range of content in a small number of views, thereby readily identifying the available content. Further, access to desired information and actionable items will be efficient, with a minimum number of user actions. A key component is the ability for all employees to be able to personalize the content on their homepage.

Creative design: The primary objective of the creative design is to strengthen and extend the emotional connection that employees make with their business area and with the company as a whole.

Constraints

Campbell's constraints are similar to those of other large companies attempting to create a complex internal communication platform such as an intranet: the distinct (and sometimes conflicting) needs and desires of multiple stakeholders representing individual business units, geographies regions, brands, and functions across the organization. Adding to the complexity, these groups often maintain a variety of operating procedures for publishing content and communicating with employees.

According to Eisen, in addition to delivering the design that met the above constraints within an established timeframe (five months), the team had to ensure that the design conformed to security restrictions and brand identity standards for all business units.

There were also technical constraints, according to Obermeyer. "The Campbell team made a decision up front not to have the design be constrained by technology," he says. "Therefore, fitting the design requirements to technical capabilities posed some challenges. The team did a highly effective job of collaborating to make appropriate compromises, when necessary. In addition, IBM has incorporated several core components of the design into the next release of Portal 6.0."

USERS

The users of *my Campbell* include:

- **First release** (July 2007): About 8,000 office- and field-based knowledge workers with dedicated computers who work in various countries in Asia-Pacific, Europe, Latin America, and North America
- **Subsequent releases** (to be completed by July 2008): The remaining 16,000 international employees including those who use shared computers? such as production workers in the manufacturing facilities and retail store employees.

USER TASKS

Currently, employees use the intranet to do the following:

- Stay up-to-date on news from their business units and the corporation
- Learn about and access all specialized (non-MS Office) tools supported by the organization (such as a sales planning tool for V8 brand managers)
- Find information on all Campbell locations and facilities worldwide
- Find information on all product brands worldwide
- Access the employee directory
- Access organizational homepages for all business units and their subsidiary departments and functions
- View upcoming events hosted by others (across business units, functions, and geographies) and readily add those events to their calendar (future release)

- Use a Google-powered search facility to search all intranet content
- Set their portlet preferences
- Customize content on their homepages and productivity portlets (such as shortcuts)

Future releases (scheduled through July 2008) will enable further user tasks including:

- Find any form published by any Campbell area through a Google-searchable, consolidated forms listings with applicable security applied at document or user-group levels
- Use a Google-search to find any of Campbell's intranet-based reference materials, including policies, procedures, manuals, standards, and other guidance and training documents
- Continue to connect with and share information with peers in an increasing number of communities of interest; social networking tools will also increase (by July 2008)
- Access email (by end 2007)
- View calendar (by end of 2007)

BASIC INTRANET FEATURES

The basic features of *my Campbell* include:

- Common search interface for brands, forms, company locations, policies, documents, employee directory ("red & white pages"), and tools
- Employee-customizable productivity bar (on the left side of all portal windows) for frequently-used portlets, such as email and calendar
- Employee customizable content and visual presentation on homepage
- Portlet customization options, including the ability to: add any portlet (such as the employee directory) to the homepage with two clicks; add a shortcut to any portlet with two clicks; and drag a portlet to a different vertical position (within its existing column) on the homepage
- Employee-customizable third-party RSS feeds
- Global *Media Bar*© with nine frequently updated multiple-media information segments
- Employee-selectable skins for each major corporate brand (such as Arnott's, Campbell's, Godiva, and Pepperidge Farm)
- Campbell brand logos across the top of each page, with a link to the employee's business unit brand in the upper-left corner
- Areas that encourage departments and cross-organizational teams and communities to create pages to share information and improve efficiency
- Consolidated content and functions, including news, tools, employee directory, forms, policies, email, calendar, and portal search
- Features that offer common communications from corporate to all employees

- Features that let business units, departments, and teams efficiently communicate information.

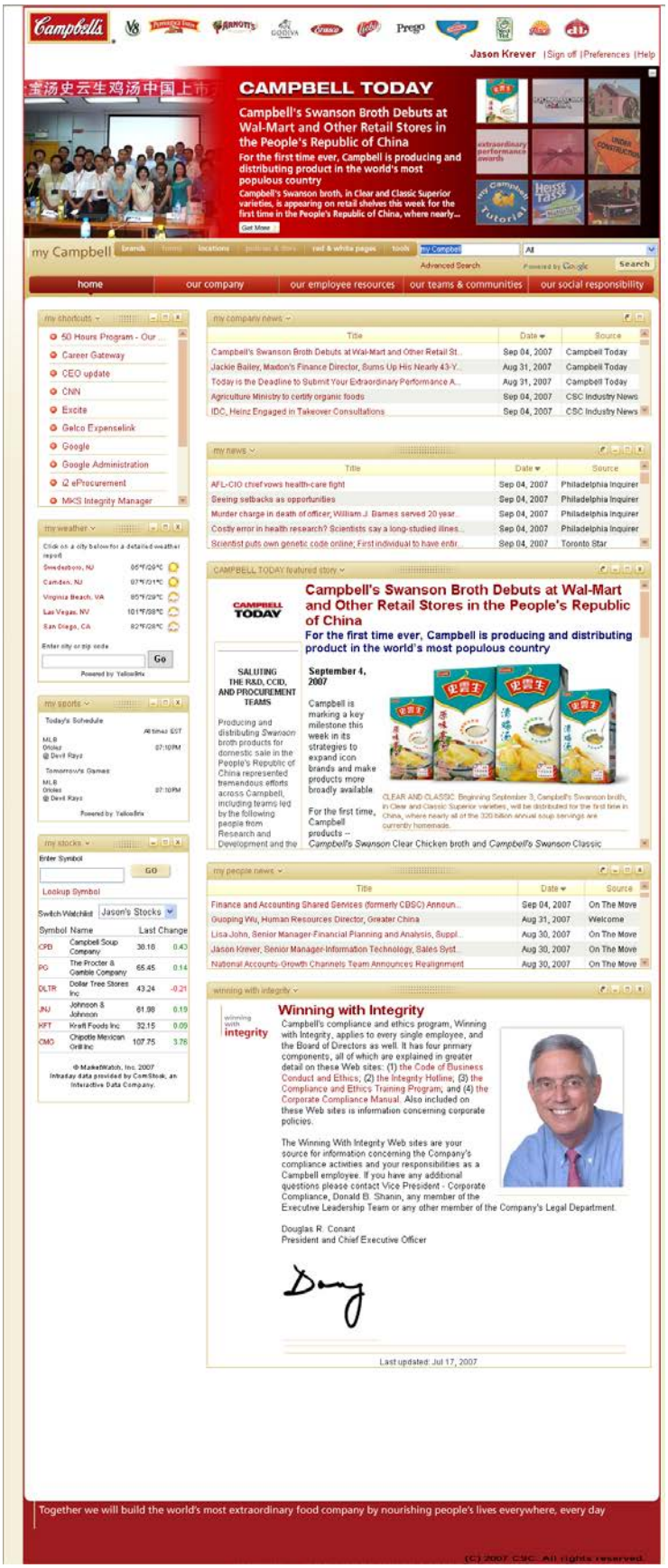
Search

The Campbell intranet now uses the Google Search Appliance, but prior to the new design, the intranet didn't have an enterprise search tool. In the short time since its implementation, the team has already received positive feedback from users.

"The thing we found most useful," says Campbell's Colaneri, "was that having a powerful search engine like Google in the early days of the go-live dramatically increased the adoption rate. Users were more quickly able to locate the information they needed. Having Google also simplified the user support required from IT. Users were instructed to simply enter the item they needed into Google and, in turn, they received helpful search results."

Before deciding on Google, the team reviewed several leading enterprise search products; Google led the list. Reasons included: cost, completeness of vision, and the product roadmap of new offerings that could be "added on" or even included in the purchase. These factors were considered unmatched by the other products under consideration.

"In addition, the administration and tuning of Google does not require a vast amount of specialized knowledge on the part of the IT team," says Krever. "Finally, and most obviously, *everyone* is familiar with the Google experience in terms of interface and search-result quality and formatting. This helps with reducing the learning curve on our employee population's part… plus, what a great way to add instant credibility to a search tool by simply adding 'powered by Google!'"


Campbell's
Jason Krever | Sign off | Preferences | Help
CAMPBELL TODAY
Campbell's Swanson Broth Debuts at Wal-Mart and Other Retail Stores in the People's Republic of China
For the first time ever, Campbell is producing and distributing product in the world's most populous country
Campbell's Swanson broth, in Clear and Classic Superior varieties, is appearing on retail shelves this week for the first time in the People's Republic of China, where nearly...
my Campbell
Search
home
our company
our employee resources
our teams & communities
our social responsibility
my shortcuts
50 Hours Program - Our ...
Career Gateway
CEO update
CNN
Excite
Geico Expenselink
Google
Google Administration
i2 eProcurement
MKS Integrity Manager
my company news
Title
Date
Source
Campbell's Swanson Broth Debuts at Wal-Mart and Other Retail St...
Sep 04, 2007
Campbell Today
Jackie Bailey, Madon's Finance Director, Sums Up His Nearly 43-Y...
Aug 31, 2007
Campbell Today
Today is the Deadline to Submit Your Extraordinary Performance A...
Aug 31, 2007
Campbell Today
Agriculture Ministry to certify organic foods
Sep 04, 2007
CSC Industry News
IDC, Heinz Engaged in Takeover Consultations
Sep 04, 2007
CSC Industry News
my news
AFL-CIO chief vows health-care fight
Sep 04, 2007
Philadelphia Inquirer
Seeing setbacks as opportunities
Sep 04, 2007
Philadelphia Inquirer
Murder charge in death of officer; William J. Barnes served 20 year...
Sep 04, 2007
Philadelphia Inquirer
Costly error in health research? Scientists say a long-studied illnes...
Sep 04, 2007
Philadelphia Inquirer
Scientist puts own genetic code online; First individual to have entir...
Sep 04, 2007
Toronto Star
my weather
Swedesboro, NJ
Camden, NJ
Virginia Beach, VA
Las Vegas, NV
San Diego, CA
Go
my sports
Today's Schedule
Tomorrow's Games
my stocks
Enter Symbol
GO
Lookup Symbol
Jason's Stocks
Symbol
Name
Last
Change
CPB
Campbell Soup Company
30.18
0.43
PG
The Procter & Gamble Company
65.45
0.14
DLTR
Dollar Tree Stores Inc
43.24
-0.21
JNJ
Johnson & Johnson
61.98
0.15
KFT
Kraft Foods Inc
32.15
0.09
CMG
Chipotle Mexican Grill Inc
107.75
3.76
CAMPBELL TODAY featured story
CAMPBELL TODAY
Campbell's Swanson Broth Debuts at Wal-Mart and Other Retail Stores in the People's Republic of China
For the first time ever, Campbell is producing and distributing product in the world's most populous country
SALUTING THE R&D, CCID, AND PROCUREMENT TEAMS
September 4, 2007
Campbell is marking a key milestone this week in its strategies to expand icon brands and make products more broadly available.
For the first time, Campbell products -- Campbell's Swanson Clear Chicken broth and Campbell's Swanson Classic
my people news
Finance and Accounting Shared Services (formerly CBSC) Announ...
Sep 04, 2007
On The Move
Guoping Wu, Human Resources Director, Greater China
Aug 31, 2007
Welcome
Lisa John, Senior Manager-Financial Planning and Analysis, Suppl...
Aug 30, 2007
On The Move
Jason Krever, Senior Manager-Information Technology, Sales Syst...
Aug 30, 2007
On The Move
National Accounts-Growth Channels Team Announces Realignment
Aug 30, 2007
On The Move
winning with integrity
Winning with Integrity
Campbell's compliance and ethics program, Winning with Integrity, applies to every single employee, and the Board of Directors as well. It has four primary components, all of which are explained in greater detail on these Web sites: (1) the Code of Business Conduct and Ethics; (2) the Integrity Hotline; (3) the Compliance and Ethics Training Program; and (4) the Corporate Compliance Manual. Also included on these Web sites is information concerning corporate policies.
The Winning With Integrity Web sites are your source for information concerning the Company's compliance activities and your responsibilities as a Campbell employee. If you have any additional questions please contact Vice President - Corporate Compliance, Donald B. Shanin, any member of the Executive Leadership Team or any other member of the Company's Legal Department.
Douglas R. Conant
President and Chief Executive Officer
Last updated: Jul 17, 2007
Together we will build the world's most extraordinary food company by nourishing people's lives everywhere, every day
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Pictured: Users can search the entire *my Campbell* portal, as well as other not-yet-integrated internal Web sites. To search for "my Campbell," the user performs the following steps:

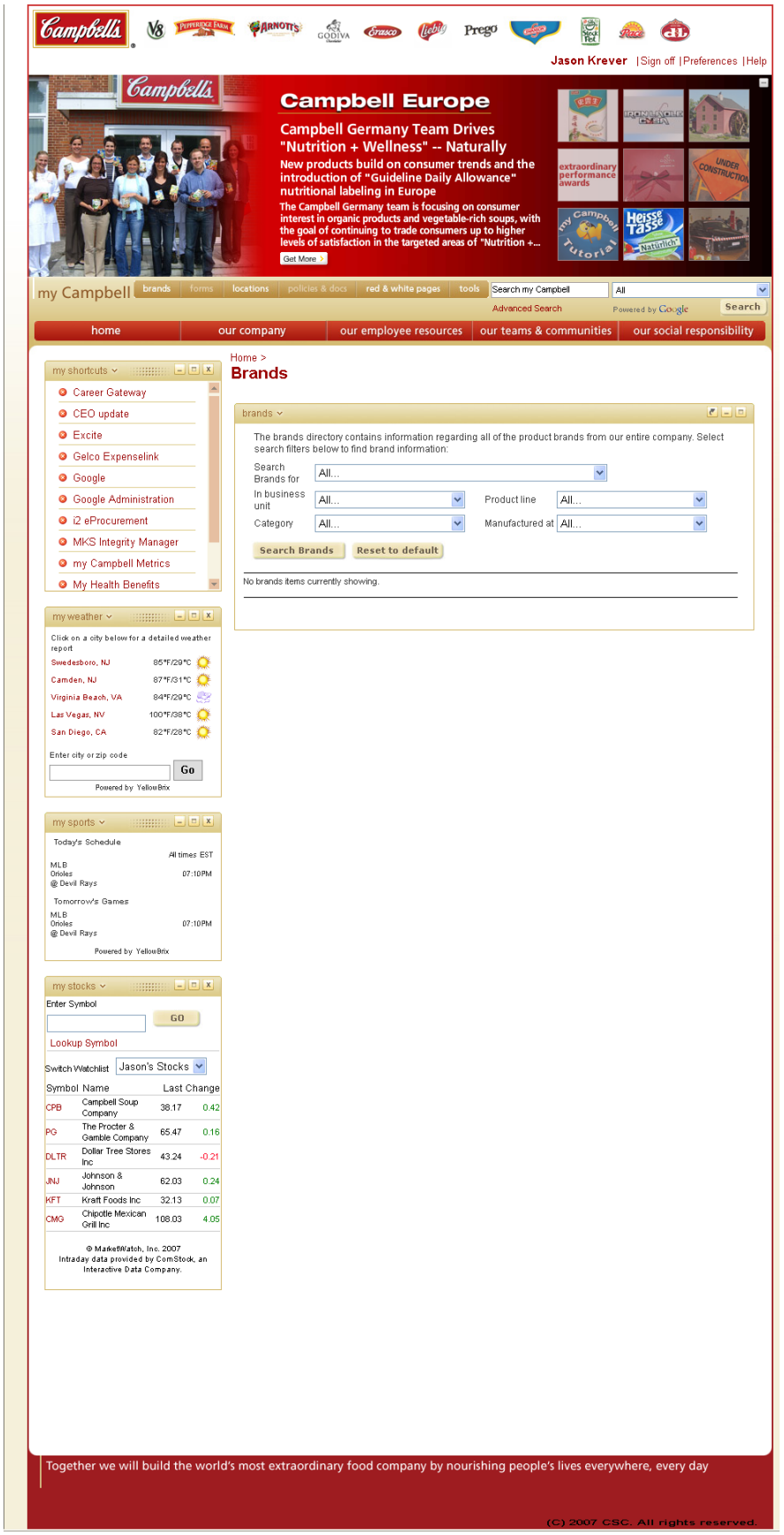
Step 1: From any page, the user types the search terms into the *Search* entry field near the top right and clicks on the *Search* button. Note: the default search scope is *All*, but users can narrow the search to any major site section (such as *Our Company* or *Employee Resources*).


Campbell's
Jason Krever | Sign off | Preferences | Help
CAMPBELL TODAY
Campbell's Swanson Broth Debuts at Wal-Mart and Other Retail Stores in the People's Republic of China
For the first time ever, Campbell is producing and distributing product in the world's most populous country
Campbell's Swanson broth, in Clear and Classic Superior varieties, is appearing on retail shelves this week for the first time in the People's Republic of China, where nearly...
Get More
my Campbell
brands
forms
locations
policies & docs
red & white pages
tools
Advanced Search
Search
home
our company
our employee resources
our teams & communities
our social responsibility
my shortcuts
50 Hours Program - Our ...
Career Gateway
CEO update
CNN
Excite
Gelco Expenselink
Google
Google Administration
i2 eProcurement
MKS Integrity Manager
search
Search my Campbell for:
Search my Campbell
Switch to Advanced Search
Reset to default
Viewing 1 - 10 of 1000 my Campbell items matched.
my weather
Click on a city below for a detailed weather report
Swedesboro, NJ 85°F/29°C
Camden, NJ 87°F/31°C
Virginia Beach, VA 85°F/29°C
Las Vegas, NV 101°F/38°C
San Diego, CA 82°F/28°C
Enter city or zip code
Go
Powered by YellowBrix
my sports
Today's Schedule
All times EST
MLB
Orioles @ Devil Rays 07:10PM
Tomorrow's Games
MLB
Orioles @ Devil Rays 07:10PM
Powered by YellowBrix
my stocks
Enter Symbol
GO
Lookup Symbol
Switch Watchlist Jason's Stocks
Symbol Name Last Change
CPB Campbell Soup Company 38.18 0.43
PG The Procter & Gamble Company 65.45 0.14
DLTR Dollar Tree Stores Inc 43.24 -0.21
JNJ Johnson & Johnson 61.98 0.19
KFT Kraft Foods Inc 32.15 0.09
CMG Chipotle Mexican Grill Inc 107.75 3.76
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Pictured: Step 2: The portal search results appear. The user clicks on the title of the desired result ("Now Showing: The New my Campbell intranet Portal").



Pictured: Step 3: The result appears in a “lightbox” (in full contrast on a low-contrast page).

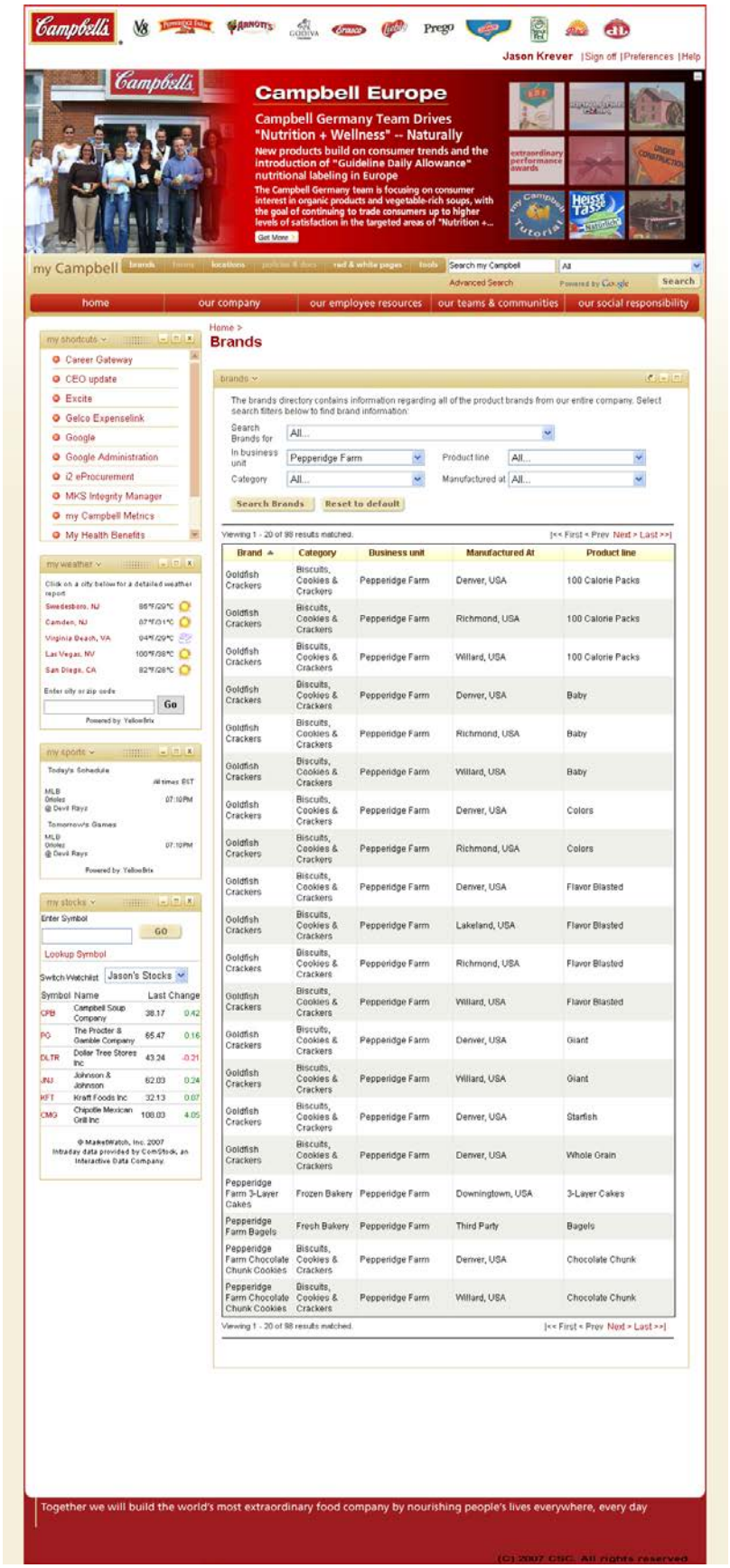

Jason Krever | Sign off | Preferences | Help
Campbell Europe
Campbell Germany Team Drives "Nutrition + Wellness" -- Naturally
New products build on consumer trends and the introduction of "Guideline Daily Allowance" nutritional labeling in Europe
The Campbell Germany team is focusing on consumer interest in organic products and vegetable-rich soups, with the goal of continuing to trade consumers up to higher levels of satisfaction in the targeted areas of "Nutrition +...
Get More
my Campbell
brands
forms
locations
policies & docs
red & white pages
tools
Search my Campbell
Advanced Search
Powered by Google
Search
home
our company
our employee resources
our teams & communities
our social responsibility
my shortcuts
Career Gateway
CEO update
Excite
Gelco Expenselink
Google
Google Administration
i2 eProcurement
MKS Integrity Manager
my Campbell Metrics
My Health Benefits
my weather
Click on a city below for a detailed weather report
Swedesboro, NJ 85°F/29°C
Camden, NJ 87°F/31°C
Virginia Beach, VA 84°F/29°C
Las Vegas, NV 100°F/38°C
San Diego, CA 82°F/28°C
Enter city or zip code
Go
Powered by YellowBrix
my sports
Today's Schedule
All times EST
MLB
Orioles @ Devil Rays 07:10PM
Tomorrow's Games
MLB
Orioles @ Devil Rays 07:10PM
Powered by YellowBrix
my stocks
Enter Symbol
GO
Lookup Symbol
Switch Watchlist Jason's Stocks
Symbol Name Last Change
CPB Campbell Soup Company 38.17 0.42
PG The Procter & Gamble Company 65.47 0.16
DLTR Dollar Tree Stores Inc 43.24 -0.21
JNJ Johnson & Johnson 62.03 0.24
KFT Kraft Foods Inc 32.13 0.07
CMG Chipotle Mexican Grill Inc 108.03 4.05
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Intraday data provided by ComStock, an Interactive Data Company.
Home >
Brands
brands
The brands directory contains information regarding all of the product brands from our entire company. Select search filters below to find brand information:
Search Brands for All...
In business unit All...
Product line All...
Category All...
Manufactured at All...
Search Brands
Reset to default
No brands items currently showing.
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Pictured: A directory search. Users can sort directory search results by clicking on the column headers in the results table. For example, to sort the results of a *Brands* directory search, the user performs the following steps:

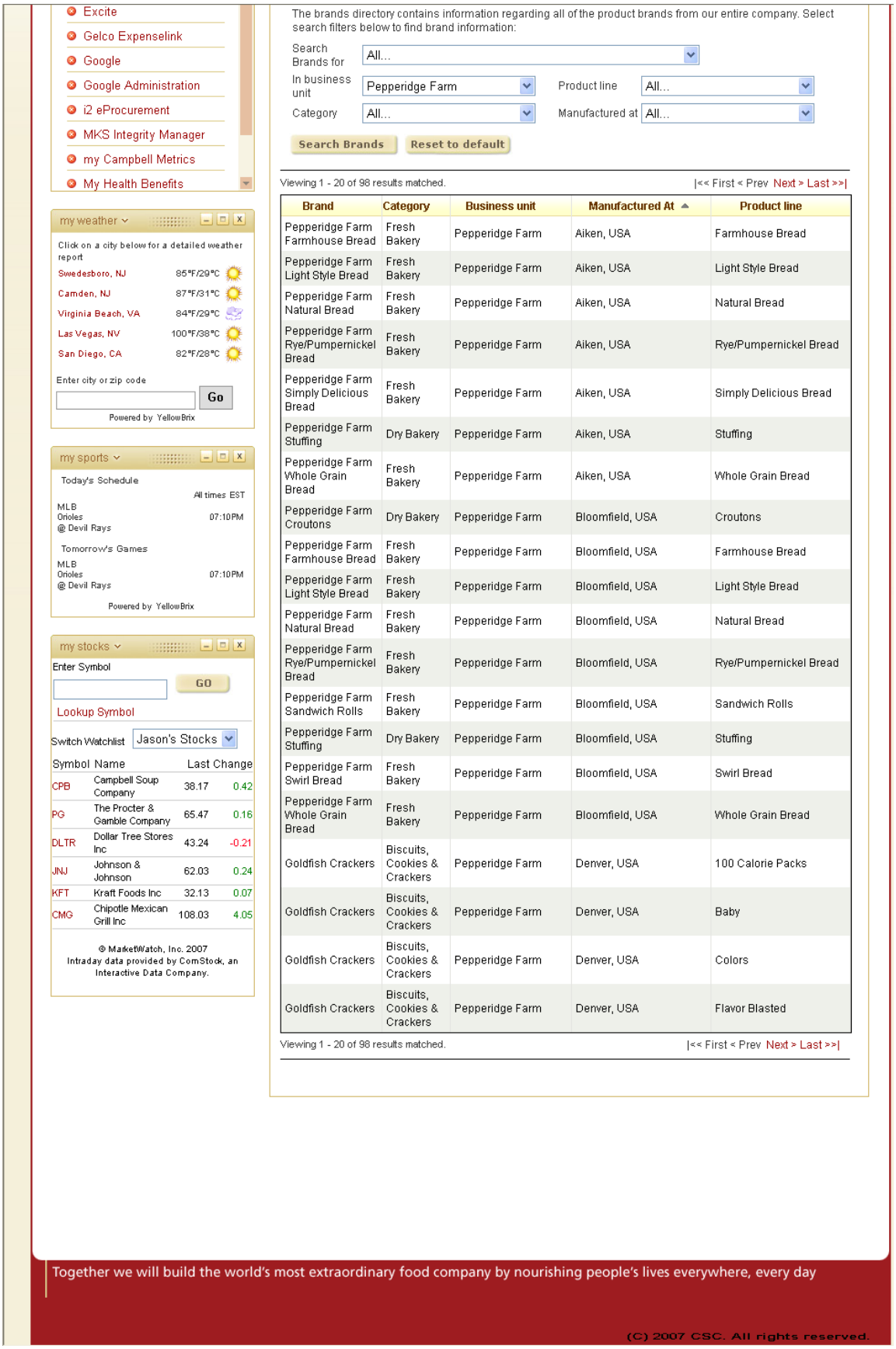
Step 1. The user clicks on the Brands directory search button and that directory's search page appears.


my Campbell
brands
forms
locations
policies & docs
red & white pages
tools
Search my Campbell
All
Advanced Search
Powered by Google
Search
home
our company
our employee resources
our teams & communities
our social responsibility
my shortcuts
Career Gateway
CEO update
Excite
Gelco Expenselink
Google
Google Administration
i2 eProcurement
MKS Integrity Manager
my Campbell Metrics
My Health Benefits
Home >
Brands
brands
The brands directory contains information regarding all of the product brands from our entire company. Select search filters below to find brand information:
Search Brands for
All...
In business unit
Pepperidge Farm
Product line
All...
Category
All...
Manufactured at
All...
Search Brands
Reset to default
No brands items currently showing.
my weather
Click on a city below for a detailed weather report
Swedesboro, NJ 85°F/29°C
Camden, NJ 87°F/31°C
Virginia Beach, VA 84°F/29°C
Las Vegas, NV 100°F/38°C
San Diego, CA 82°F/28°C
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my sports
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All times EST
MLB
Orioles
@ Devil Rays
07:10PM
Tomorrow's Games
MLB
Orioles
@ Devil Rays
07:10PM
Powered by YellowBrix
my stocks
Enter Symbol
GO
Lookup Symbol
Switch Watchlist
Jason's Stocks
Symbol Name Last Change
CPB Campbell Soup Company 38.17 0.42
PG The Procter & Gamble Company 65.47 0.16
DLTR Dollar Tree Stores Inc 43.24 -0.21
JNJ Johnson & Johnson 62.03 0.24
KFT Kraft Foods Inc 32.13 0.07
CMG Chipotle Mexican Grill Inc 108.03 4.05
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Pictured: Step 2: The user narrows the *Brands* search by selecting the *Pepperidge Farm* business unit and clicking on *Search Brands*.


Campbell's
Jason Krever | Sign off | Preferences | Help
Campbell Europe
Campbell Germany Team Drives "Nutrition + Wellness" -- Naturally
New products build on consumer trends and the introduction of "Guideline Daily Allowance" nutritional labeling in Europe
The Campbell Germany team is focusing on consumer interest in organic products and vegetable-rich soups, with the goal of continuing to trade consumers up to higher levels of satisfaction in the targeted areas of "Nutrition +...
Get More
my Campbell
Search my Campbell
Advanced Search
Search
home
our company
our employee resources
our teams & communities
our social responsibility
my shortcuts
Career Gateway
CEO update
Excite
Gelco Expenselink
Google
Google Administration
i2 eProcurement
MKS Integrity Manager
my Campbell Metrics
My Health Benefits
my weather
my sports
my stocks
Home >
Brands
brands
The brands directory contains information regarding all of the product brands from our entire company. Select search filters below to find brand information:
Search Brands for
In business unit
Pepperidge Farm
Product line
Category
Manufactured at
Search Brands
Reset to default
Brand
Category
Business unit
Manufactured At
Product line
Goldfish Crackers
Biscuits, Cookies & Crackers
Pepperidge Farm
Denver, USA
100 Calorie Packs
Richmond, USA
Willard, USA
Baby
Colors
Flavor Blasted
Lakeland, USA
Giant
Starfish
Whole Grain
Pepperidge Farm 3-Layer Cakes
Frozen Bakery
Downingtown, USA
3-Layer Cakes
Pepperidge Farm Bagels
Fresh Bakery
Third Party
Bagels
Pepperidge Farm Chocolate Chunk Cookies
Chocolate Chunk
Together we will build the world's most extraordinary food company by nourishing people's lives everywhere, every day

Pictured: Step 3: The *Brands* directory search results appear.


Excite
Gelco Expenselink
Google
Google Administration
i2 eProcurement
MKS Integrity Manager
my Campbell Metrics
My Health Benefits
my weather
Click on a city below for a detailed weather report
Swedesboro, NJ 85°F/29°C
Camden, NJ 87°F/31°C
Virginia Beach, VA 84°F/29°C
Las Vegas, NV 100°F/38°C
San Diego, CA 82°F/28°C
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Orioles @ Devil Rays 07:10PM
Tomorrow's Games
MLB
Orioles @ Devil Rays 07:10PM
Powered by YellowBrix
my stocks
Enter Symbol
GO
Lookup Symbol
Switch Watchlist Jason's Stocks
Symbol Name Last Change
CPB Campbell Soup Company 38.17 0.42
PG The Procter & Gamble Company 65.47 0.16
DLTR Dollar Tree Stores Inc 43.24 -0.21
JNJ Johnson & Johnson 62.03 0.24
KFT Kraft Foods Inc 32.13 0.07
CMG Chipotle Mexican Grill Inc 108.03 4.05
© MarketWatch, Inc. 2007
Intraday data provided by ComStock, an Interactive Data Company.
The brands directory contains information regarding all of the product brands from our entire company. Select search filters below to find brand information:
Search Brands for All...
In business unit Pepperidge Farm
Product line All...
Category All...
Manufactured at All...
Search Brands
Reset to default
Viewing 1 - 20 of 98 results matched.
|<< First < Prev Next > Last >>|
Brand | Category | Business unit | Manufactured At | Product line
Pepperidge Farm Farmhouse Bread | Fresh Bakery | Pepperidge Farm | Aiken, USA | Farmhouse Bread
Pepperidge Farm Light Style Bread | Fresh Bakery | Pepperidge Farm | Aiken, USA | Light Style Bread
Pepperidge Farm Natural Bread | Fresh Bakery | Pepperidge Farm | Aiken, USA | Natural Bread
Pepperidge Farm Rye/Pumpernickel Bread | Fresh Bakery | Pepperidge Farm | Aiken, USA | Rye/Pumpernickel Bread
Pepperidge Farm Simply Delicious Bread | Fresh Bakery | Pepperidge Farm | Aiken, USA | Simply Delicious Bread
Pepperidge Farm Stuffing | Dry Bakery | Pepperidge Farm | Aiken, USA | Stuffing
Pepperidge Farm Whole Grain Bread | Fresh Bakery | Pepperidge Farm | Aiken, USA | Whole Grain Bread
Pepperidge Farm Croutons | Dry Bakery | Pepperidge Farm | Bloomfield, USA | Croutons
Pepperidge Farm Farmhouse Bread | Fresh Bakery | Pepperidge Farm | Bloomfield, USA | Farmhouse Bread
Pepperidge Farm Light Style Bread | Fresh Bakery | Pepperidge Farm | Bloomfield, USA | Light Style Bread
Pepperidge Farm Natural Bread | Fresh Bakery | Pepperidge Farm | Bloomfield, USA | Natural Bread
Pepperidge Farm Rye/Pumpernickel Bread | Fresh Bakery | Pepperidge Farm | Bloomfield, USA | Rye/Pumpernickel Bread
Pepperidge Farm Sandwich Rolls | Fresh Bakery | Pepperidge Farm | Bloomfield, USA | Sandwich Rolls
Pepperidge Farm Stuffing | Dry Bakery | Pepperidge Farm | Bloomfield, USA | Stuffing
Pepperidge Farm Swirl Bread | Fresh Bakery | Pepperidge Farm | Bloomfield, USA | Swirl Bread
Pepperidge Farm Whole Grain Bread | Fresh Bakery | Pepperidge Farm | Bloomfield, USA | Whole Grain Bread
Goldfish Crackers | Biscuits, Cookies & Crackers | Pepperidge Farm | Denver, USA | 100 Calorie Packs
Goldfish Crackers | Biscuits, Cookies & Crackers | Pepperidge Farm | Denver, USA | Baby
Goldfish Crackers | Biscuits, Cookies & Crackers | Pepperidge Farm | Denver, USA | Colors
Goldfish Crackers | Biscuits, Cookies & Crackers | Pepperidge Farm | Denver, USA | Flavor Blasted
Viewing 1 - 20 of 98 results matched.
|<< First < Prev Next > Last >>|
Together we will build the world's most extraordinary food company by nourishing people's lives everywhere, every day
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Pictured: The user sorts the results by manufacturing location by clicking on the *Manufactured at* table column header.

Community Building

Company-sponsored clubs, employee networks, project teams, and other features comprise the site's community aspects. The *Teams and communities* websites provide news, events, and shared documents and links.

Although these sites are still controlled via a central set of designated administrators, planning is underway to enhance these features, adding document sharing and internal social networking (Facebook-type) functionality and peer-to-peer networking.

DESIGN PROCESS AND USABILITY ACTIVITIES

According to Colaneri, Campbell defined the redesign's goal as "to provide better, more meaningful tools and information to our employees in order to engage them and make them more productive."

To achieve that goal, the design team conducted a range of research activities prior starting any work on the site. Research methods included interacting with users in their workplaces, user testing on design prototypes, and stakeholder interviews. The designers also studied the old site's server logs to get a feel for frequency of use.

With all of this research in hand, the designers analyzed the findings and rolled the results into planning documents that guided the design and subsequent development efforts.

Usability Methods

The following box explains the team's methods and results.

CONTEXTUAL INQUIRY (FIELD STUDIES)

METHODOLOGY

Paul Eisen:

"We performed a contextual-inquiry study in person with 26 employees in multiple workplace types (e.g., factory floor, factory office, sales office, and head office) and locations in the US and Canada, and virtual context-inquiry (using Web-conferencing software to focus on the desktop) with 10 additional employees on other continents. We sampled employees across various job levels, roles, and functions."

Lawrence Najjar:

"To identify frequently used functions, we also asked employees to show us their browser bookmarks. Most users had very few bookmarks. Then we asked users to show us the page of the previous intranet that they used most. The employees struggled to find the page, often taking 10 minutes to navigate to it. Once there, we discussed why the page was helpful, then the employee usually clicked back to *Home*."

OUTCOME

Paul Eisen:

"This in-depth contact with sponsors and employees confirmed the perceived value of the project and also enabled us to form hypotheses about the relative importance of various requirements for the portal solution. We then tested these hypotheses in the form of a company-wide survey, polling all employees with dedicated workstations and receiving responses from 45% (3,766 of 8,436). We did not formally usability test the previous intranet. During the contextual inquiry sessions, we watched as employees demonstrated the things that they do, probing for their reactions to how it currently works."

Lawrence Najjar:

"We found that most people used the previous intranet only to read the corporate news and organization announcements. The original intranet lacked a search function and the information architecture was not well organized. So, most users did not know that helpful functions, such as viewing available employee discounts, were on the original intranet.

"In the user interviews, it became clear that users needed some way to quickly and easily bookmark intranet pages. This insight led to the one-click 'add to my shortcuts' icon that we added to every portlet."

PROTOTYPE TESTING
METHODOLOGY
The team conducted user testing of new design prototypes.
OUTCOME
Paul Eisen: "We conducted one formal usability test with 15 users across geographies, business units, and functions. We validated many of our design ideas, and also refined some in response to the user behavior and comments, to produce a more effective solution for the initial release."

SPONSOR INTERVIEWS
METHODOLOGY
Paul Eisen: "We conducted sponsor interviews (13 individual, and two groups of about 10 people each) to appreciate the goals and business drivers for the solution, high-level requirements, and potential obstacles to the success of the project."
OUTCOME
Paul Eisen: "One piece of feedback that we continually heard during our initial user interviews was that people were frustrated with the status quo. With their familiarity with the Web—and many with other company intranets—they were savvy and experienced enough to demand better than what their intranet was offering them. Users universally cited lack of consistency and connectedness, and difficulty finding content as daily obstacles to their productivity. Armed with this consistent and passionate feedback, our efforts validated and invigorated the intentions of the whole team—the development team, the operating committee, and the steering committee—to press hard for real change. With this motivation, people became very creative in finding ways to implement the many facets of the new design."

Making Feedback Actionable

Next, team members had to organize the user research findings into a deliverable that would make the results actionable.

"We connected our research findings to our design approach using a user-experience strategy document that we called a 'user-experience brief,'" says Eisen. "We used this document to bring together the essence of what we had learned thus far, and to lay out a path for the solution."

The teams also used this document as a repository for project goals and, within it, crafted six personas to represent critical user features that would be validated in the design phase.

"This document was the vehicle for driving stakeholder consensus of the core elements of the design solution—features like personalization, overarching structure

of the site, use of multimedia, inclusion of productivity content, and the treatment of business unit and corporate branding, among other important facets," says Eisen.

This document guided TandemSeven's early designs. "Close on the heels of this high-level design, the TandemSeven creative design team formulated visual concepts to deliver on the key creative objectives described in the user-experience brief," says Eisen.

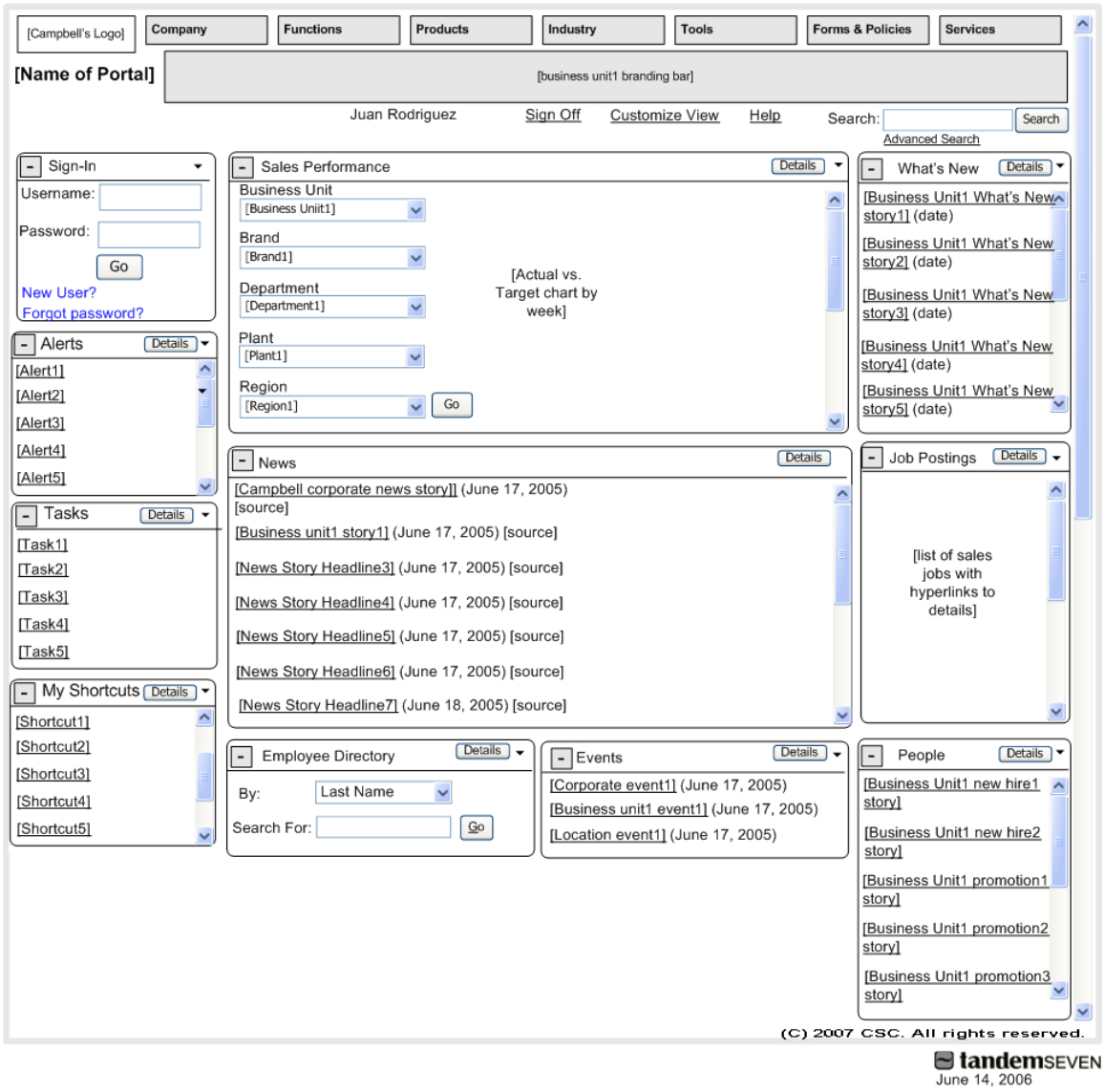
The team presented each design component to a small operating committee, along with rationale and design alternatives.

Site features inspired by this process include:

- Completely personalizable homepage
- *Media Bar*©
- Directories
- The ability to add shortcuts
- Show (a specific feature) on homepage
- Centralized, cross-site search
- Branding, identification, and community (themes/skins)
- The ability to send feedback to portlet owners

Surprising Results

During the usability evaluations, Lawrence Najjar, Principal Usability Architect, said he was surprised by how well participants understood the user interface design, "and appreciated what the new design could do for them," he says. "The new intranet was a radical change from the intranet they had been using for years. Yet, most participants quickly understood the new design and saw the benefits of the new functions, organization, navigation, and visual design. Participants especially liked all the customization features."



Pictured: The redesign project's first wireframe.

TIMELINE

Planning, requirements gathering, and technical specification began in 2005 and lasted well into the spring of 2006.

The design phase itself took only five months (May–December 2006). "This consisted of 94 business days for the research, design strategy, interactive architecture, design specifications, and the development of the creative concepts for all skins—Campbell's Red & White, Godiva, Pepperidge Farm, and Campbell Arnott's," says Eisen. "An additional 20 days were needed to design all of the graphic elements and deliver a style guide."

The new site launched in July 2007, and the team continues to upgrade it, with new features and enhancements planned through July 2008.

Key redesign milestones include:

- **2005:** Foundation phase/develop new intranet concept
- **May—September 2006:** Design and develop functional requirements
- **July—November 2006:** Plan technical implementation
- **December 2006:** Finalize technical architecture and design
- **November 2006–May 2007:** Iterate technical development (four iterations)
- **November 2006–July 2007:** Implement content management
- **May-June 2007:** Conduct system integration and performance testing
- **June 2007:** Conduct user-acceptance testing
- **Early July 2007:** Limited launch
- **July 16, 2007:** Global launch of new intranet

Launch

Launching the redesigned my Campbell portal was not a quiet affair executed through a simple email alert to employees. The team planned a whole range of launch activities around a movie theme and raised awareness and excitement about the new site company-wide.

"We posted stories on the intranet, held demos in our Café and conference rooms, provided communications toolkits to key stakeholder groups and change agents, and developed brochures, desk drops, posters, etc.," says Liesl Henderson, Director Organization Communications, Campbell Soup Company. "We also used the concept of a 'production crew' that roamed on the day of launch. We tapped roughly 75 employees at World Headquarters and five to 10 others at each of many of our other locations around the world to be part of this production crew. The production crew members donned special t-shirts and walked the floor at different times during the day of launch to check in with employees. They asked a few questions about how things were going and answered questions about functionality, etc. and reported their feedback/employees' comments to us at the end of the day."

"Following launch, we have done follow-up stories on the portal to remind employees of various types of functionality, and will do additional demos to answer questions and continue to drive usage," she says.

RESULTS

Colaneri explained the tangible project results as follows:

- "The portal [*my Campbell*] represents a tangible example of internal innovation," she says. "The technology is cutting edge." The site was the first global implementation of IBM WebSphere Portal 6.0., says Colaneri, and IBM adopted several of Campbell's design elements for its portal's next release. "A technology foundation and framework were established to ensure a cost effective and rapid delivery for new portal applications and business collaboration, which will reduce the time and cost to implement new technology."

- Because it provides a single access point for company and business unit information, "the new design easily connects our dispersed, global workforce and creates a sense of community among employees of our varied business units by keeping all employees informed about what's going on throughout the company," she says. "Since *my Campbell* helps employees gain more knowledge about other parts of the company, it promotes business literacy and fosters more knowledgeable and engaged employees."
- The portal introduced new tools, such as Google search, and services that better organized content and gave employees greater access to internal and external information. As a result, says Colaneri, employees are better able to do their jobs, "thus increasing efficiency throughout the company," she says. "In addition, the portal incorporates new functionality known as *Directories*, which provide easier access to reliable information. The *Directories* provide a centralized collection and repository of highly used assets such as forms, policies, and tools. The centralized collection supports a foundational principle of maintaining 'one version of the truth.'"
- Finally, because the redesign made it "significantly easier" for users to load content, more people are likely to add content over time. This, says Colaneri, means that content will be "refreshed more frequently, providing users better and more access to information."

COMPARING METRICS FROM REDESIGN

Metric	Previous Portal	New Portal	Commentary
Unique visitors per day	405	3,000	
Total visitors per day	1,675	13,850	
Average page views per visit	9.12	1.43	Because users have the ability to consolidate the data they use most frequently on their personal homepage, the need to visit multiple pages decreases. In addition, the ability to perform powerful enterprise content searches and better organized content means less hunting and random browsing
Total page views per day	15,270	19,849	
Number of users with homepage set as default	2,500	8,400	
Average visits per month for employees in Europe	192	10,200	Numbers are similar for all non-US locations

Thanks to the redesign, Campbell employees can now:

- Find information quickly and easily, and be confident that it's accurate. And, if they can't find something, they can be confident that it's not there.
- Connect directly and emotionally with their brand and business unit, seeing it—for the first time—in the context of a diverse global corporation.

- Explore all that Campbell offers its employees in a clear and organized way.
- Readily access and view the latest product, people, and organizational news, advertisements, and photos using the engaging *Media Bar*©.
- View their email and personal calendar on every portal page (future release).
- Set up shortcuts to any desired content and access those shortcuts on every page.
- Place any desired content on their personalized homepage.
- Start from a single common application to perform many work tasks.
- Customize content, including homepage portlets, productivity bar portlets, news sources, portal shortcuts, third-party information feeds, and visual appearance.
- View news from Campbell corporate, business unit, department, project team, community, and industry.
- Create pages and content for department, project teams, and communities.
- Add tools, documents, and other content that will benefit other employees.
- Use common tools.
- Update personal information, such as home address.
- Interact with integrated email and calendar functions.
- Search for information and tools using a consistent and familiar user interface, powered by Google.
- View company information (such as business unit news and updates from leaders), employee resources (such as corporate discounts, personal information, and compensation summaries), and accomplishments and opportunities related to social responsibility.
- Participate online with project teams and communities.
- Customize weather, sports, stocks, and other lifestyle portlets with content of interest, and view these portlets on any page.
- Change job locations, functions, or even business units and still get to all needed content in the same way.
- Easily change design themes ("skins") to represent a different business unit or brand.
- Identify how current any content is by glancing at the last-updated status in the footer.
- Easily identify and contact a portlet's owner.

The Users Speak

Following is a small sample of quotes the team received, unsolicited, from around the world. According to Colaneri, employees used the feedback feature on all portlets to send in reactions to the new design. "We received hundreds of emails over the first week in production through our centralized administrator mailbox," she says.

> "As an end user, I had a very positive Portal experience today. I needed the Campbell PowerPoint template. I opened the portal and typed a couple of simple search terms into the Google bar and the #3 results were exactly what I was looking for. Previously this would have been a huge challenge to find."
>
> "The new Campbell website is fantastic!!! Really good job, I find myself looking at the news and what's going on—on the other side of the world now, where I never used to before!!"
>
> **"**You have designed a terrific application that will become essential to the daily Campbell life."

"I perused my Campbell yesterday and found it to be everything that I hoped for and more (it is definitely aesthetically pleasing and a wealth of information). I know you spent countless hours working to ensure the success of this much-anticipated piece of art! It is wonderful and much appreciated!"

"The format is fantastic and it looks beautiful. The sign-on is much easier than before and I can't believe how easy it is to find things."

"I love the ability to personalize my homepage. It saves me so much time when trying to find the things I use every day. Thank you."

LESSONS LEARNED

The most striking lessons that the team learned along the way involved the power of behavioral research and the profound effect it can have on design.

The project team's lessons learned regarding behavior research:

Interview users in their workplaces. "When we interviewed users in their offices, they showed us the functions they use and the pages they bookmarked. When we went to plants, we learned that the users there had very different preferences and needs than the workers in the corporate offices."

Get stakeholders and developers involved early in the process. "Interview stakeholders to identify their challenges, needs, and ideas. Review early designs with developers so they can research feasibility."

Gather requirements early. "Use these as a basis for estimating cost and schedule, prioritizing tasks, and creating the design."

Perform quick usability feedback sessions. "Do this with representative users so you can improve the design."

Whenever possible, bring wireframes to stakeholder design reviews. "People more quickly understand design concepts when you show them, rather than talk about them."

Have a designer available to provide design explanations. "Make design adjustments during the development phase."

General lessons learned from the project team:

Communicate early and often. "Define a clear communication and change-management plan at the beginning of the project. Develop several different types of vehicles for introducing the change and provide thoughtful learning materials."

Project management. "Establish a single project manager and final decision maker."

Requirements gathering. "Ensure requirements are thoroughly defined before development begins. Make room for change, as change is inevitable, but be clear about the impact of change to timeline and budget. When change is needed, follow a well-defined change management process to understand and document the impact on the design/implementation."

Change management. "Practice sound change management. Ensure as changes are made that they are documented and incorporated to requirements documents."

Budget management. "Plan budget thoughtfully and use solid projection models for ongoing costs throughout project."

Leave adequate time for thorough execution of quality processes. "Key processes include code reviews, unit testing, integration testing, user acceptance testing, performance and load testing."

Stakeholder management. "Ensure solid governance is in place and that members are actively engaged. Ensure appropriate governance exists and that a broad representation of the business sits on a governing decision making body. Meet often to confirm project status, make decisions, and review change requests."

Issue tracking: "Incorporate an issue-tracking tool early on in the project. A tool such as Mantis greatly improves communication across all parties on a project. This proved true for our project in the end, but we should have started using the tool with good discipline very early in the project."

Lessons Learned from Paul Eisen:

Formalize stakeholder interactions. "Formalize the interaction among designers, the business, and technology through Joint Application Development (JAD) sessions to explore design and technology issues and alternatives, and arrive at sensible solutions that consider all trade-offs. CapTech introduced the idea of JAD sessions and they steered the project team in a successful direction."

Listen to all parties and address issues immediately. "With multiple and diverse stakeholders, it's critical to the schedule for the business lead to hear and acknowledge all views and interests, and then drive quickly to a recommended resolution, rather than letting opposing views fester. The business lead, Victoria Colaneri, played this role exceptionally well, enabling the pace of the design work to continue at its aggressive pace."

Educate and empower stakeholders. "Educating the stakeholders as to our design approach and their role, and continually grounding the presented work in the context of the methodology, empowers the stakeholders to assert their interests at the appropriate time and in an effective manner."

Lesson Learned from Lawrence Najjar:

Deliver wireframes as soon as possible. "They were very effective at getting people engaged and in explaining the user interface design."

Lesson Learned from Thomas Obermeyer:

Consider and track integration costs. "Implementing a custom design into a vendor platform such as Portal adds complexity, time, and cost to a project; the impact to budgets and schedules should be clear upfront and tracked throughout the life of the project."

Coldwell Banker Real Estate Corporation

Using the intranet:
Coldwell Banker Real Estate Corporation, a subsidiary of Realogy Corporation (NYSE: H), has been a premier provider of full-service real estate services for over 100 years. Around the globe, it has more than 3,800 independently owned and operated residential and commercial real estate offices, staffed with over 126,000 sales associates.

Headquarters: Parsippany, New Jersey (US)

Number of employees the intranet supports: 126,000

Sales Office Locations: Coldwell Banker has franchises and/or company-owned stores in all 50 states, as well as in 32 countries and territories including: Aruba, Australia, Bahamas, Bahrain, Belize, Bermuda, Canada, Cayman Islands, Costa Rica, Dominican Republic, El Salvador, France, Indonesia, Ireland, Israel, Jamaica, Jordan, Lebanon, Mexico, Netherlands, Nicaragua, Panama, Puerto Rico, Saudi Arabia, Singapore, Spain, St. Kitts & Nevis, St Martin/St. Maarten, Turks & Caicos, United Arab Emirates, Venezuela, and the Virgin Islands (British and US)

Sales (2006): US$301.7 billion in closed sales volume across 4,000+ franchise offices

Design team:
In-house, by three staff members, supported by the following agencies: Kinesis Marketing (strategy, creative development, and program management support); Modus Associates (design and usability expertise); and Bootstrap Software (technical development and implementation)

Members:

Coldwell Banker: Helen Galasso, VP Interactive Marketing; Sandy Sklareski, Director Franchise Marketing; Jocelyne Issa, Manager Franchise Marketing; Lisa Madden, Senior Manager, Interactive Marketing

Kinesis Marketing (www.kinesismarketing.com): Gordon Miller, Creative Lead; Jo Stapleton, Strategy and Program Management; Larry Latore, Designer; Jason Kirwin, Content Migration

Modus Associates (www.modusassociates.com): Scott McDonald, Strategist; Kristen Kulenych, Customer Experience Lead; Sara Hohn, Customer Experience Strategist; Nicole Cadoret, Design Lead

Bootstrap Software (www.bootsoft.com): David Bottomley, Project Manager; Zoe Holtzman, Assistant Project Manager; Jay Erickson, Business Analyst; Kristina Vogel-An, QA Manager; Jessica Ong, QA Lead; Andy Laird, QA Analyst; Leonid Brodsky, QA Developer; Jon Tinnirello, DBA; Paul Batchis, Tech Lead; Mark Udit, Senior Developer; Jef Guarente, Senior Developer; Dhanya Madhu, Junior Developer; Jeff Chew, Interface Developer

SUMMARY

Coldwell Banker's intranet designers weren't looking for bells and whistles or fluff when designing this intranet. Instead, they took a practical approach to design, precisely adhering to what they know to be their users' needs. And, in the process of meeting those needs, created an elegant design that even included a few artful bells and whistles.

The welcoming homepage is neither too crowded nor sparse. News, announcements, and events take the Lion's share of the main content area, informing employees of happenings throughout the organization.

The peach banner promotes seminars and links to more information to help agents improve their skills and, ultimately, to sell more.

The left-hand margin shows users their work, active listings, sales targets, and graphs to help them get a snapshot of the information. They can choose different categories and see charts for that information as well. Below this, users have links to more personal selections, which are based on their job and profile, such as *My Local MLS* and *Custom Marketing Center.*

The upper-left utility navigation—*Home, News & Announcements, Events, My Account, Site Feedback, Help,* and *Logout*—is visible, but also subtly designed so it doesn't occupy too much space.

In the upper right (just where it should be), a simple open field is preceded by the word *Search* and followed by an arrow to invoke the search; this is an expected and well-designed user interface. Also, a link to *Advanced Search* appears just after the arrow to invoke that search. This is a fine feature to offer for more advanced users. Its presentation is also subtle, and because it follows the main search and is associated commands, the advanced feature is unlikely to waste other users' time or befuddle the less experienced.

Presenting the day's mortgage rates let brokers and sellers offer current figures to would-be buyers.

Surveys ask business-related questions that actually make employees think, while the questionnaire answers can help other agents. For example, one question asked was: *What has the most impact on your market?* The multiple choice answers were: *Mortgage Rates, New Construction, Area Job Gains/Losses,* and *Demographic Changes.*

To make the page easier to read, people can select the larger "A" icon near the *Set your preferred text size* prompt in the lower right. This is a nice feature since many people don't know how to change text size using the browser commands (and even those who do might simply forget to do so). Also, by offering this feature on the page, designers can better dictate the resulting look than if users increase text size through their browser function.

The designers focused on improving business performance, and while considering this, they derived the main navigation names and categories. They limited the main navigation to six simple choices. And, rather than trying to think of branded or catchy names for these menus, they used the terms associated with real tasks that support and reinforce the key activities that drive a real estate professional's business performance:

- *Get Listings*: content and programs that support the acquisition of new real estate listings
- *Sell Listings*: information that helps users sell their properties
- *Promote Myself*: tips on self-promotion in the user's community
- *Manage My Business*: tools that help users quickly understand and improve their business results
- The *Recruit & Retain*: job openings and how to apply, plus benefits to entice current employees to remain at the organization
- *Learn*: Coldwell Banker's abundant resources, programs, and incentives for employees, including those for professional development and personal enrichment



Pictured: The Coldwell Banker intranet homepage offers news, announcements, events, and a very task-oriented menu.

The *Get Listings* section also includes items such as presentations and training. This *Training and Education* menu links to content from the intranet's *Learn* section that focuses on getting listings. Users can access these offerings directly via the fly-out menu, or via the landing page, which has descriptions.



Pictured: The *Get Listings* menu offers choices that help agents acquire more real estate listings.



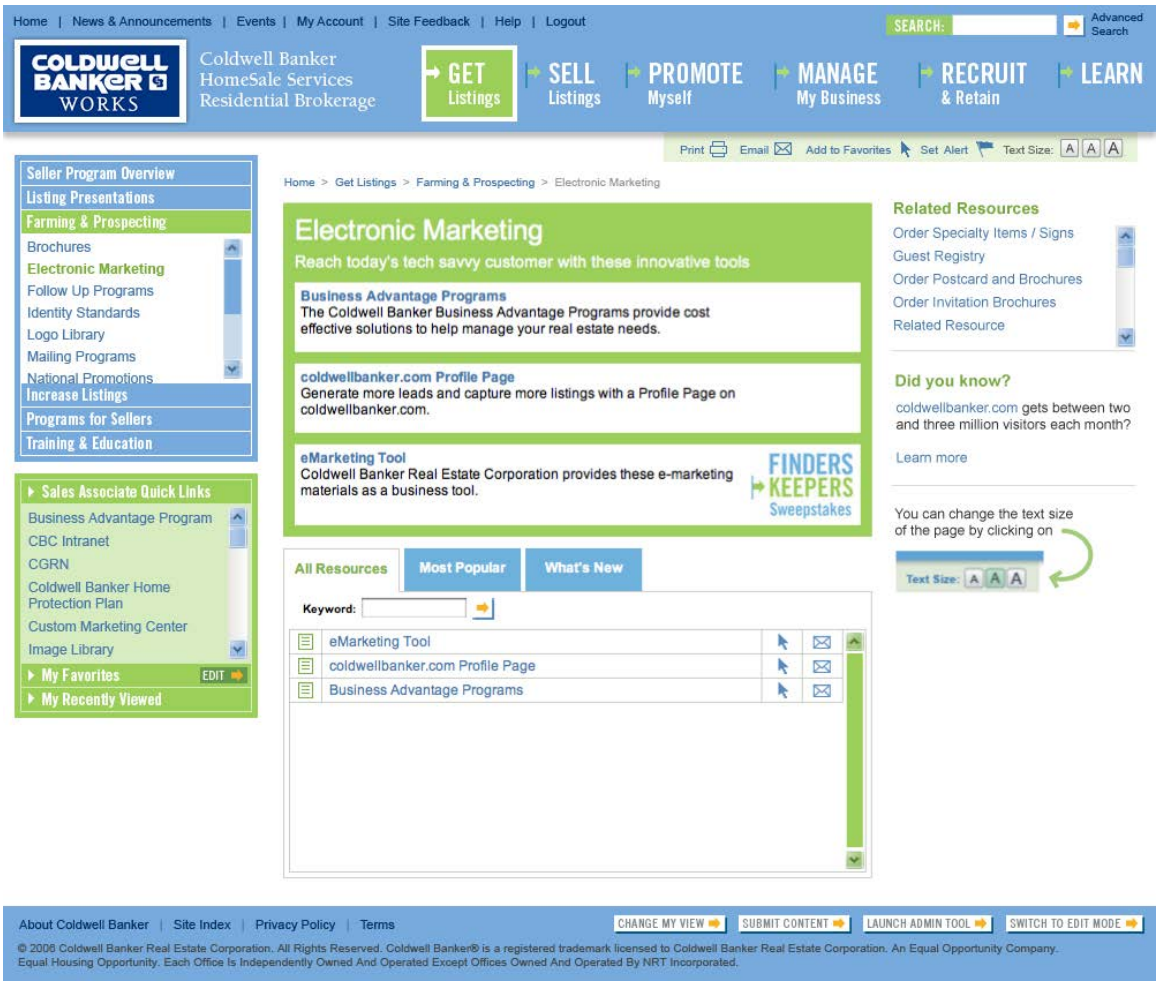
Pictured: The intranet's *Get Listings* section offers various choices to help agents acquire additional listings.

The *Farming & Prospecting* section offers helpful presentations and plans for agents to use to promote themselves, from TV to direct mailings. The section also discusses the corporate identity and how to best use the logo to maintain a consistent, high-credibility brand.



Pictured: The *Farming & Prospecting* section offers helpful presentations and plans for agent self-promotions, from TV to direct mailings.

The *Farming & Prospecting* section's *Electronic Marketing* subsection gives valuable tips for online messages and promotions.



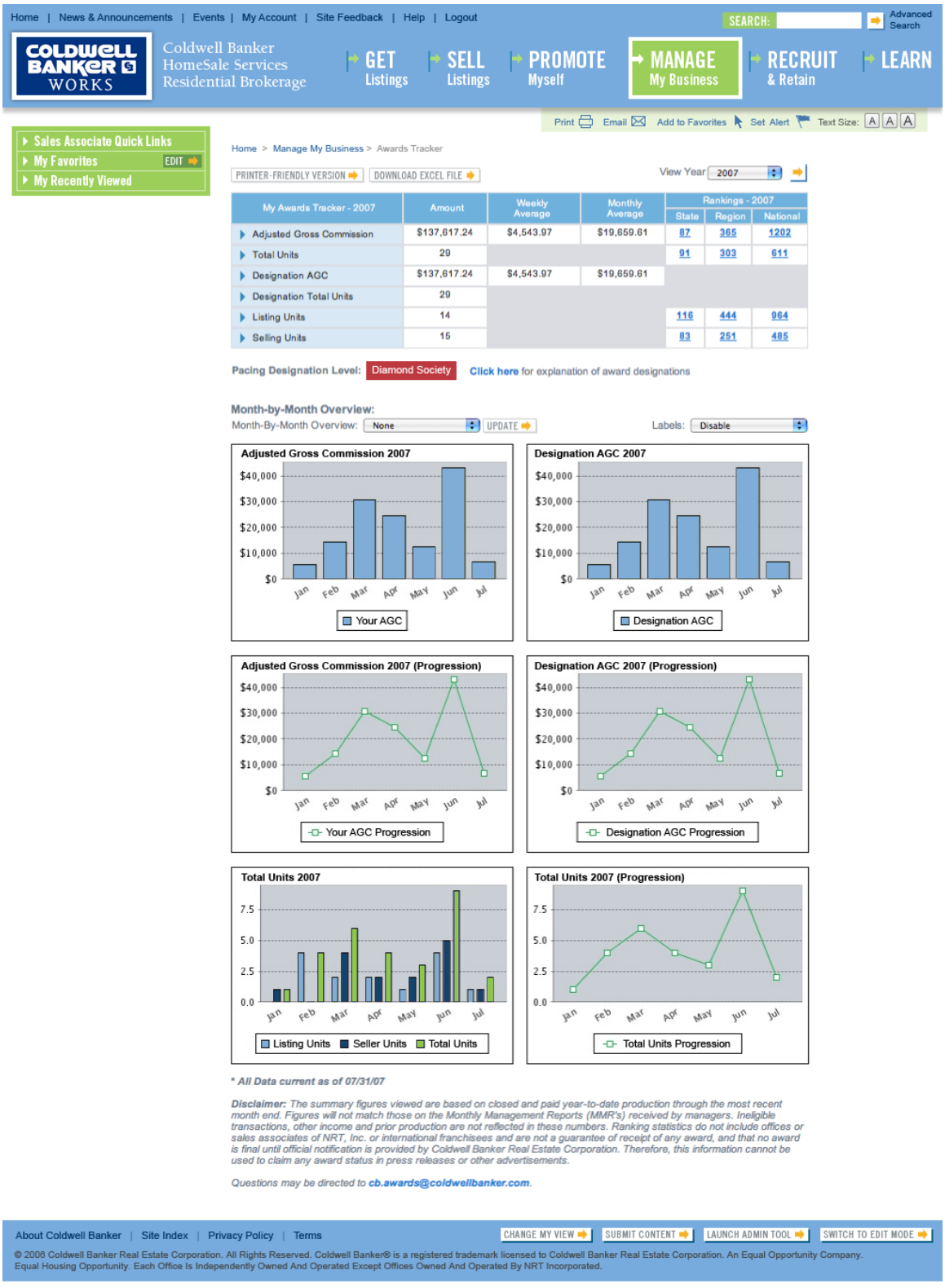
Pictured: The *Electronic Marketing* subsection offers valuable tips for online messages and promotions.

The *Manage My Business* section contains telling graphs and tables that let agents track their progress toward sales goals. The *Awards Tracker*, located center page, tracks the number of homes each agent has sold. The term "award" is used internally to denote a confirmed home sale. To instill gratification and healthy competition, the site compares these against both the employee's personal performance targets and local and national averages.



Pictured: The *Manage My Business* section contains telling graphs and tables about employee sales targets and status.

The *Awards Tracker* application offers even more elements to help agents meet their goals and stay abreast of their progress. Revealing charts offer views of sales associates' adjusted gross commission (AGC), progress toward award designations, number of units sold, and other personal performance indicators, all plotted over time. This can be extremely motivating to employees. *Awards Tracker* also tracks weekly and monthly earnings averages, and ranks an agent's performance within his or her office, region, and nation.

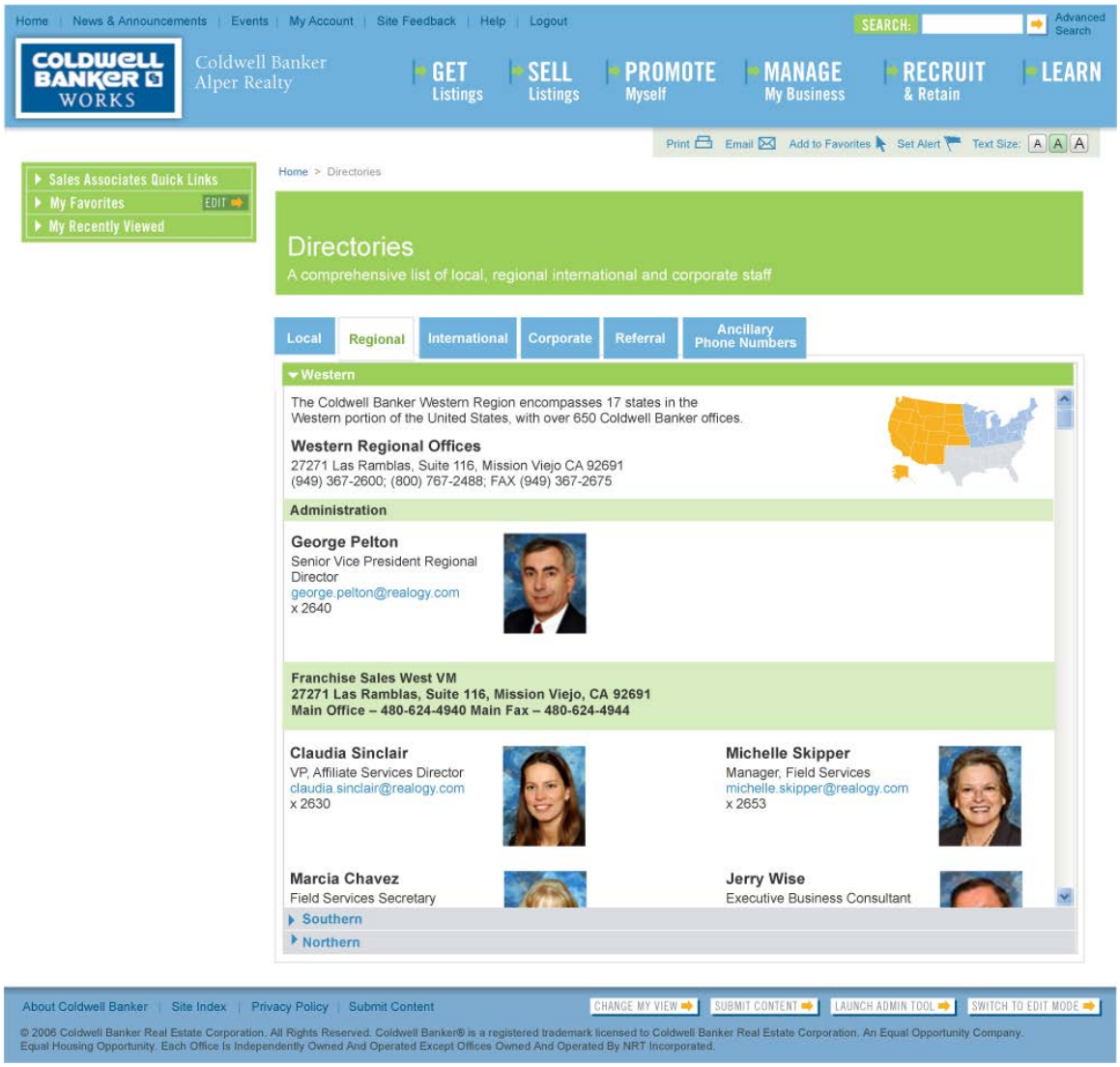


Pictured: The *Awards Tracker* application motivates sales associates to sell. Charts reveal adjusted gross commission and progress toward award designations, among other things.

To the right of the *Awards Tracker* application is the *My Tools* section, which contains business-related applications and websites. In addition to internal links, there are links to external websites such as the Multiple Listing Service (MLS) and ColdwellBanker.com.

The employee directory goes beyond the typical—users can see colleagues and their vital information, as directory entries include data such as name, title, email, and telephone extension, along with good quality photographs. Tabs for *Local, Regional, International, Corporate, Referral,* and *Ancillary Phone Numbers* cover the main categories and enable employees to find each other via geography (which makes sense in a real estate setting). Plus, users can search locally, regionally, and nationally for expertise and referrals. *Referral* is the main colleague search. It helps agents find colleagues in other offices for referral purposes. Designers chose these tabs and their names based on usability findings on how users think about seeking out colleagues.

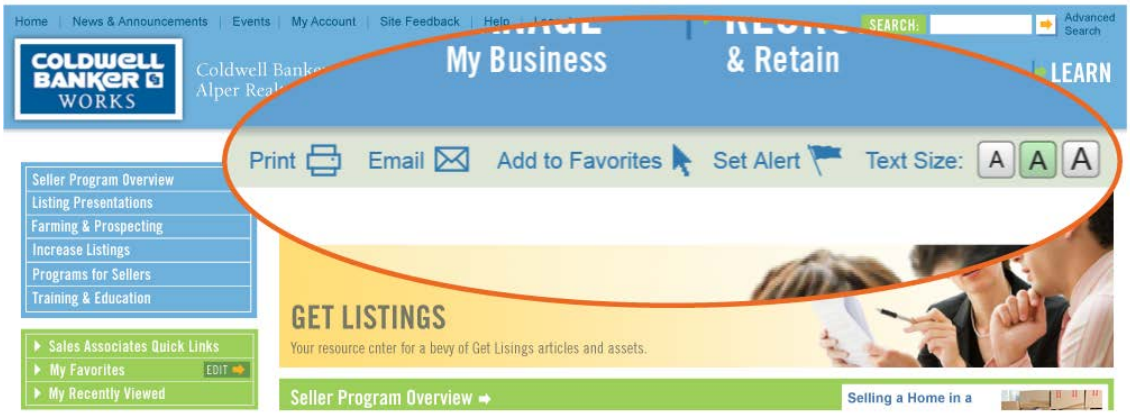
This directory helps to create a global community of practice at the organization.



Pictured: The *regional* tab in the Coldwell Banker intranet's employee directory. The top of the page displays a summary of the Western Region,

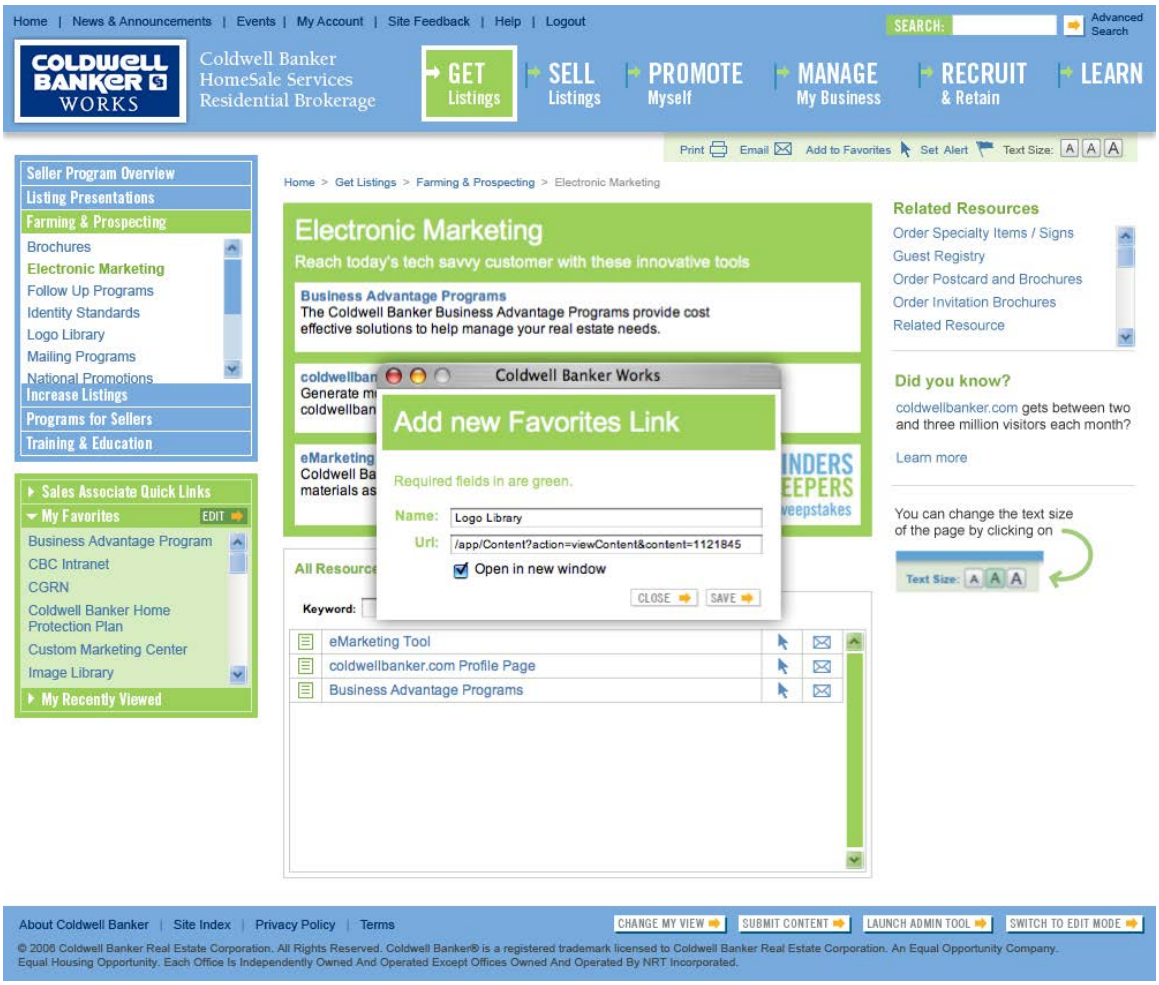
plus the main address and phone and fax numbers. A map on the top right highlights, in yellow, the states included in the regional category.

Letting users add favorites is always a nice feature. While users can add favorites at the browser level, letting them add them on the intranet is helpful for people who share PCs or travel. On this intranet, a toolbar in the upper right of all pages offers an *Add to Favorites* command. Clicking it starts the process of adding the current page to the user's *My Favorites* expandable window, which is accessed by clicking on a persistent page element (*My Favorites*). Alternatively, users can access the list by clicking the *Edit* button next to the *My Favorites* link.



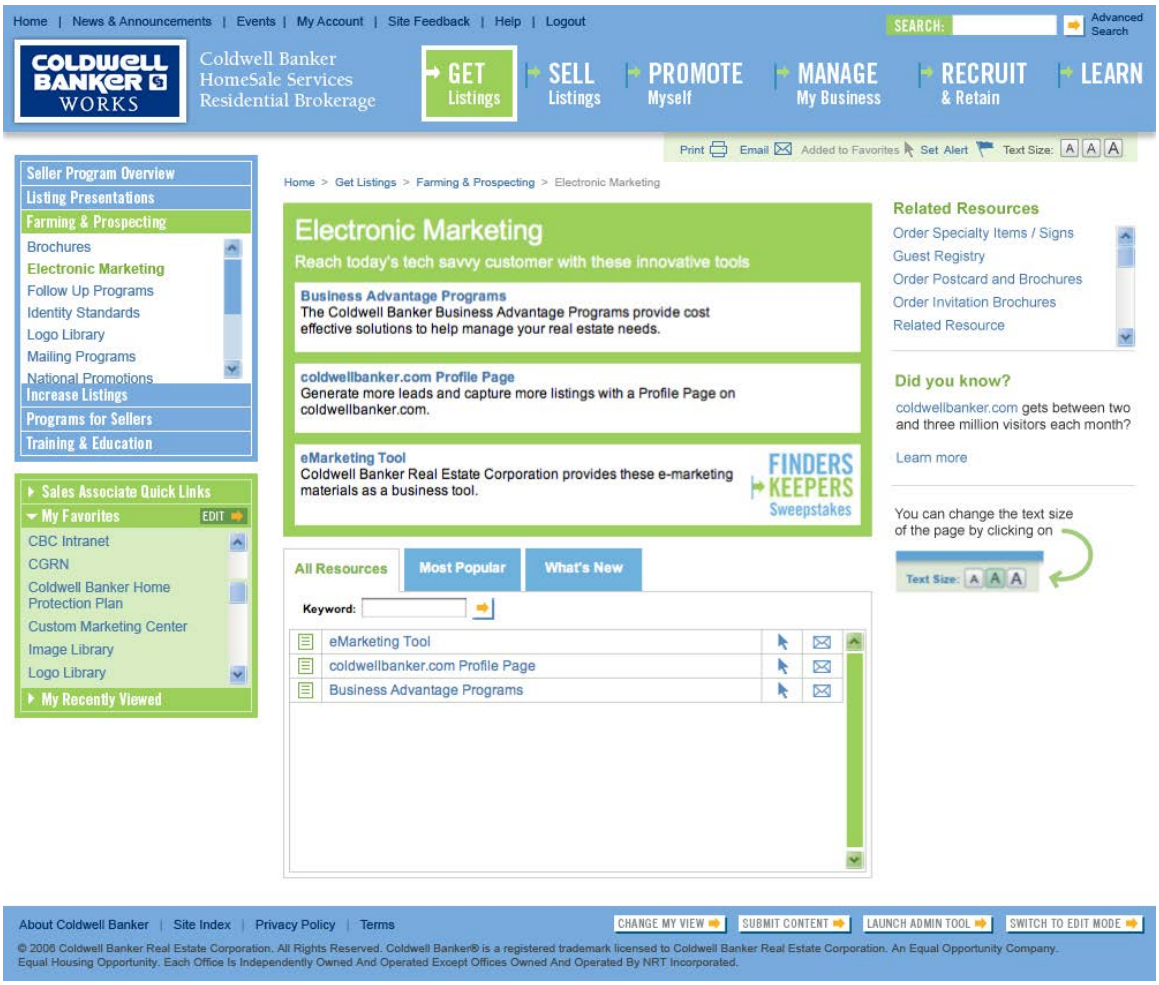
Pictured: The toolbar in the upper right (blown up here) offers the *Add to Favorites* command. This lets users add their current page to their favorites list, which is accessible through the *My Favorites* link on the right side of all pages.

Once users click the *Add to Favorites* link, a small pop-up appears that lets them name the favorite.



Pictured: Users can name the favorite, edit the URL, and select whether they want the favorite to open in a new window.

After clicking the *Save* button, users are presented with a brief confirmation in the same window, which then closes. Users remain on the same page after the favorite is added; they can then see the newly added favorite in that section on the page's left side.



Pictured: After adding a favorite, users remain on the page they were on when they decided to add it. The link to the new favorite—in this case, *Logo Library*—appears on the left.

The Coldwell Banker intranet enables the success of real estate agents and brokers, from every stage of their workday to every stage of their careers. The applications and task-based navigation demonstrate and verify how very user-focused the intranet team was when they designed this site.

URL AND ACCESS

The login page for Coldwell Banker Works is: www.coldwellbankerworks.com. Users are taken to their homepage with customized navigation, imagery, and data based on their permission level. Because Coldwell Banker is a franchise organization, they can't mandate that the site be bookmarked in the user's browser.

With a valid user name and password, the site is fully accessible from anywhere.

TECHNOLOGY

Whereas the company's former intranet, CBNet, utilized HTML and basic Flash, the new site takes full advantage of Web 2.0 technologies and services such as Ajax, Flash, RSS, Web services feeds.

The intranet runs with the following technologies:

- Oracle 10g database
- Java 1.5 for back-end programming
- JavaScript for front-end programming
- Hibernate 2 persistence engine, with home-grown data-access API
- Lucene 2 search engine, with home-grown search API
- Weblogic 10 Web container
- JSP for page rendering
- Apache 1.5 gateway Web server
- Red Hat Enterprise 4 operating system

"For hardware, we currently use a three-tier approach with dedicated servers at each layer," says Jay Erickson, Principal and Business Analyst, Bootstrap Software, the agency responsible for the site's technical development and implementation. "But we are in the process of moving to a virtual server environment for the top two layers. Oracle needs a dedicated machine. There's also a dedicated NFS for all our images and a dedicated server for the data warehouse. All the servers are Dells."

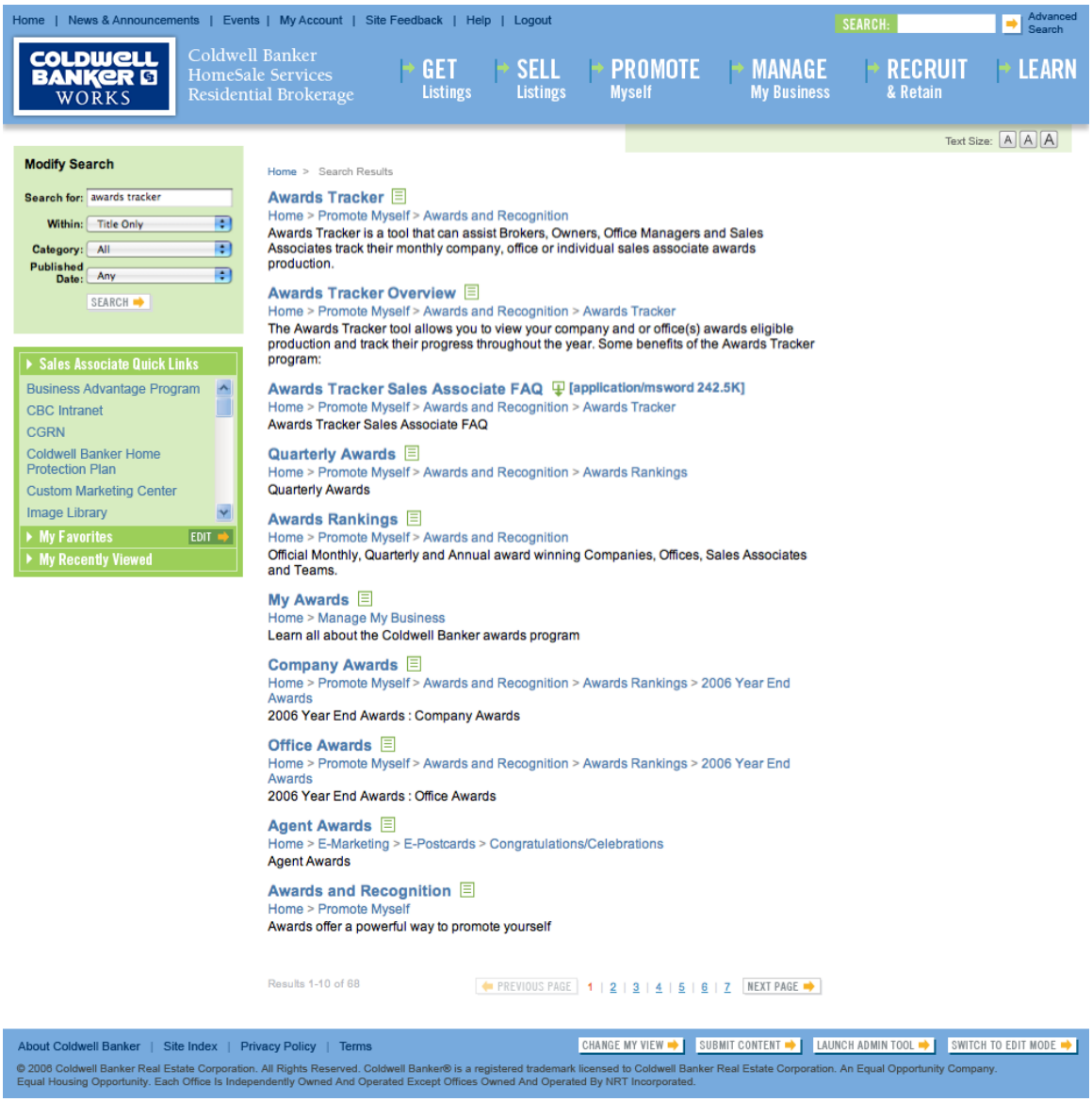
"For tracking bugs we use an open source application, Mantis, with a lot of our own modifications," he says. "We also have a very robust QA process that features: JUnit, Selenium, and HtmlUnit."

Search

Like many of the site's applications, search was built from the ground up. "We have written a robust, thread-safe, and application-specific search API based on Lucene 2," says Erickson. "We wanted this to be a powerful engine and we wanted the flexibility to change the way it functions because it's expected to be an area of change and growth going forward."

They chose this solution because of the agency's experience with other high-traffic sites. "Furthermore, we need absolute control over the way it behaves," says Erickson, "because we expect the business rules that inform the search behavior to change over time."

Tracking searches is not yet in place. "CBWorks is still in its infancy," according Erickson, "but search tracking is an area where we expect to glean intelligence for development direction in the future."



Pictured: A search results page. The search was for "awards tracker," which is the application that displays performance data and graphs within the site's *Manage My Business* section.



Pictured: Search results page for the query “news.”

CONTENT MANAGEMENT

CMS Authors

Reflecting the nature of Coldwell Banker’s franchise model, content is managed on two levels: corporate and local. Local brokers have complete autonomy to publish whatever they want, but there is a hierarchy of permission levels (by job title) that governs contributions. There are also so-called “co-mingling” rules to blend-in corporate content in an effort to provide a seamless experience for each franchise in the user base.

Erickson explains the co-mingling rules: "Through the CMS, content can be added at both corporate (headquarters) staff and local (franchise or office) staff. The site is designed so that corporate and local content will appear together as 'resources,' and not as corporate or local resources per se."

Rules were built into the CMS to maintain a balance between the two types of content to ensure that neither will dominate the experience. Corporate administrators can tag important content to guarantee its accessibility, even when there is limited space.

"This compromise was seen as the best way to balance the need for a strong local experience with the need for critical corporate content and information to be exposed to the field," says Erickson.

Within the CMS, each type of content has a template that determines its data fields, appearance, and functionality. "We restrict where each template can appear," says Erickson, "in order to maintain control of the overall design and look and feel of the site." Site administrators also restrict permissions in some cases. Because consistency and quality are paramount to the brand image, only corporate administrators can post new images to the site.

The templates are completely defined in the database and only appropriate templates can be selected for use in any particular situation. Once selected, the template governs the nature of the content.

"From time to time, we rollout new templates based on feedback from the field," says, Erickson, "We maintain an audit trail of content edits. We also let users monitor any area, so they receive email notices when content of interest is updated."

Custom CMS Technology

Erickson calls Coldwell's CMS "pretty sophisticated" technologically. Bootstrap designed the CMS custom for Coldwell Banker. "The CMS is completely integrated into the Web application," he says, "and uses the site's database and search engine."

The content structure's organization drives the user experience and ability to dole out permissions appropriate to each and every brokerage and agent across the 150,000-person user base.

"There were two key drivers in designing the CMS," says Erickson, "It had to be intuitive and easy-to-use, because most of the people using it are business and real estate professionals, not technologists. Hence, we kept it simple, with plenty of inline help. It had to feel 'ownable' to users in the field (non-headquarters users), so they would be more likely to contribute content and also trust the content that was contributed by others. Ownability was achieved by creating a usable and localized experience throughout the site."

Attending to franchise office needs is in keeping with the overall strategy behind the intranet: to make it feel like a local intranet, not a corporate one. Because users had previously shown apathy or ambivalence toward corporate-mandated tools, the design team wanted to steer clear of this model for the new site.

The content is primarily organized by parent/child relationships, where any piece of content can have multiple parents (a directed graph structure). Content can also be "related" to other content anywhere in the content structure.

"These items then appear as 'related content' for users who are searching or browsing the site," says Erickson, "This allows contributors to designate relationships between content items that might be useful to other users."

Content is templated and the template defines the content's structure and functionality. Content can then be rolled out to the user community with a range of permission levels and a variety of business rules. These permissions determine security access and personalization details.

Coldwell's permission levels are based on the following characteristics:

- Corporate Office
- Local Office
    - Brokerage
        - Office(s)
- International Office
- User Types and Security Levels
    - Corporate User
    - Franchise Owner
    - Office Manager
    - Sales Associate

Customization of the CMS is continuing as the site grows, and plans are in place for specific features. "We're also about to rollout enhancements to allow third-party video content and dynamic image sizing and cropping," says Erickson.

INTRANET TEAM



Pictured: The Coldwell Banker and Kinesis Marketing Teams. Front row (from left): Jocelyne Issa, Coldwell Banker, Manager Franchise Marketing; Pam Holland, Kinesis, Program Management; Sandy Sklareski, Coldwell Banker,

Director Franchise Marketing; Lisa Madden, Coldwell Banker, Senior Manager, Interactive Marketing; Back row (from left): Jo Stapleton, Kinesis, Partner, Program Management; Gordon Miller, Kinesis, Partner, Creative Director; Larry Latore, Kinesis, Design; Helen Galasso, Coldwell Banker, VP Interactive Marketing.



Pictured: The Modus Associates and Bootstrap Software Teams. Front row (from left): Sara Hohn, Nicole Cadoret, Kristen Kulenych, and Scott McDonald, Modus Associates; Mark Udit, Leonid Brodsky, Jeff Chew, Kristina H. Vogel-An, and Dhanya Madhu, Bootstrap Software. Back row (from left): Jessica Ong, Zoe Holtzman, David Bottomley, Paul Batchis, Jeff Guarente, Jade Rothman, and Andy Laird, Bootstrap Software. Not pictured: Jay Erickson, Bootstrap Software.

Coldwell Banker Works is developed and maintained as a joint effort between two divisions of the Marketing Department: Interactive Development (for technical execution) and Franchise Marketing (for content management and communication).

The intranet team is comprised of three internal staff members and is augmented by agency staff when required. Lisa Madden, Coldwell Banker's Senior Manager, Interactive Marketing, explains the breakdown of staff roles and responsibilities for site management:

> **Director of Franchise Marketing:** responsible for the site's top-line strategy and direction, continuously providing value from the field perspective, which an agency could not provide.
>
> **Manager of Franchise Marketing:** responsible for the site's content management, as well as the communications regarding the new site prior to and after launch. The communication to the field is very important, especially in a franchise organization. This is a well-established function within the marketing department and it wouldn't make sense to outsource it solely for this project.

Project Manager: responsible for seeing that not only is the site launched in a timely manner, but all aspects of the business that are impacted by the launch are being managed appropriately. Such aspects include the communication campaign, education support materials from the Education Department, and products and tools that referenced the old site and need to be amended.

BACKGROUND

Helen Galasso, Coldwell's VP of interactive marketing tells the story of how the intranet evolved: "The Coldwell Banker Works intranet—formerly called CBNet—was launched five years ago as a static website allowing corporate headquarters to publish assets and information for use by local offices throughout the country. The site grew considerably over time to include over 6,000 pages and 20,000 content items. This rapid and largely ad hoc growth resulted in a site that users perceived as too dense, hard to use, headquarters-centric, and not relevant to their daily needs and work styles. This led to low adoption rates and low levels of trust, necessitating the need for this latest site redesign."

In 2006, the organization made a strategic decision to retool the site. The rebranded site, "Coldwell Banker Works" was intended to transform the intranet from merely a repository of information into an interactive work site, empowering users in their job functions. The company wanted to give site users business and productivity tools to help them achieve their daily and long-term objectives.

To develop the site they envisioned, the Coldwell Banker team looked to outside agencies to provide specific expertise and partnership. In this joint effort, the Coldwell Banker team provided strategic direction and project management, while looking to Kinesis Marketing for strategy, creative development, and program management support. Modus Associates provided design and usability expertise, and Bootstrap Software rounded out the team with technical development and implementation expertise.

"Specific expertise from our partners has provided us with a distinct competitive advantage in the strategy, design, functionality, and usability of our Web offerings," say Galasso.

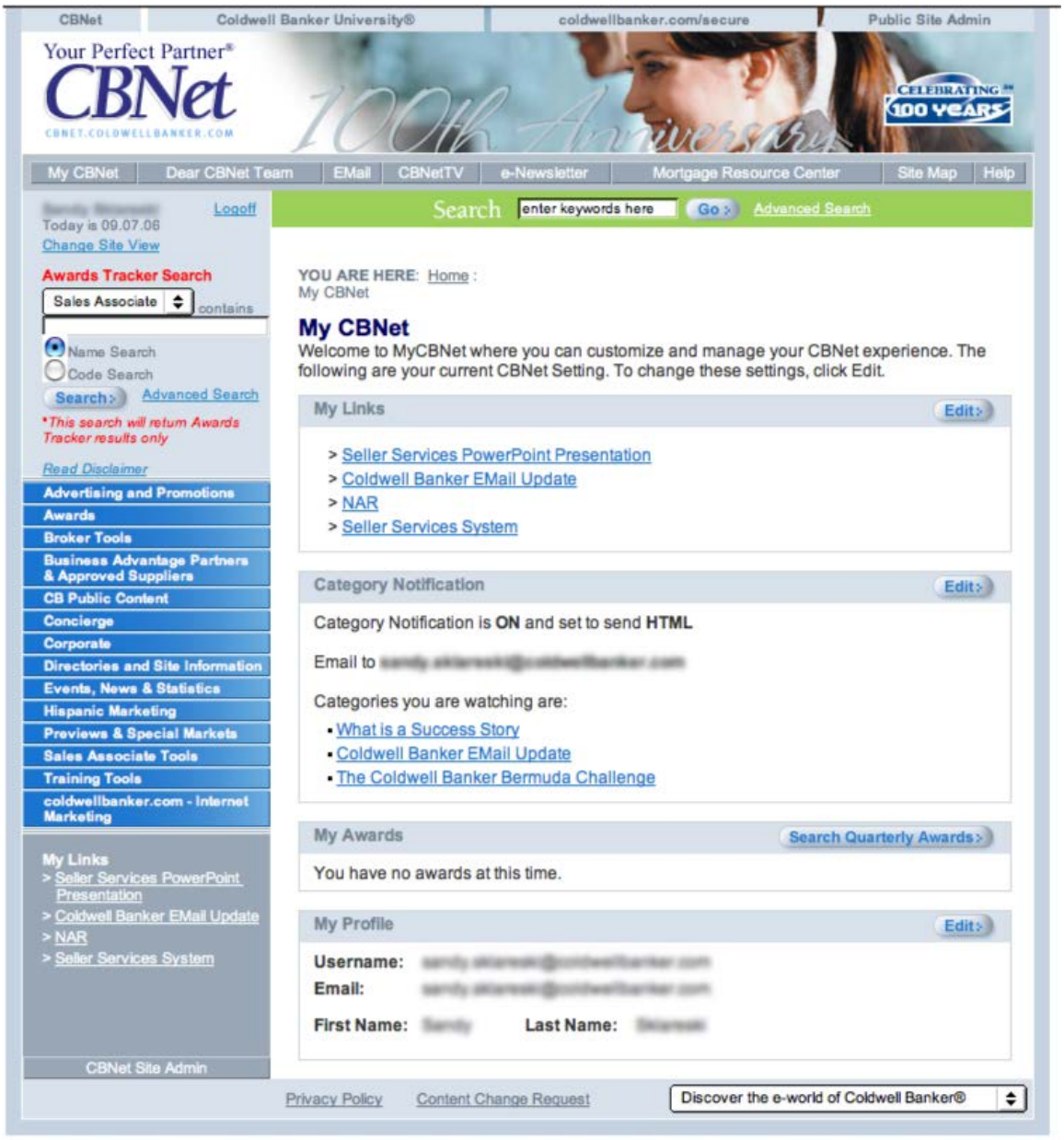
By fostering close client/agency relationships, the Coldwell Team has forged a cohesive group of disparate members all working toward the company's intranet goals.

"Our process and agency relationships are such that it was a collaborative process from the beginning," says Galasso. "With a productive and healthy exchange of ideas among several groups that brought their own expertise to bear on the project. We realized tremendous value in having the entire team active on the project throughout all phases, streamlining communication and enabling a more rapid and informed development process."

Gordon Miller, Kinesis Marketing's Creative Director, sums up the tenor of the working relationship between the various teams: "Credit for this site and its successes is due equally to the individual skills of some very talented people, and to the exceptional client/agency relationship that Helen Galasso, Barbara Salerno, and their people have fostered. Without that daily interaction, access, and trust, the site couldn't be what it is."



Pictured: The CBNet homepage. This site served as the organization's intranet prior to the launch of Coldwell Banker Works.



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Pictured: The CBNet site's personalization tool. This feature was no longer necessary in the new Coldwell Banker Works because pervasive personalization and customization make the entire site a *My CBNet*.

GOALS AND CONSTRAINTS

As a franchise business, the brand's primary goal is to create systems and best-in-class tools so valuable that they give franchisees a competitive advantage. The redesigned intranet had to deliver on that goal.

"The new Coldwell Banker Works is architected from top to bottom to educate, motivate, and facilitate the success of real estate agents and brokers at every stage

of their careers," says Scott McDonald, Modus Strategist, "making Coldwell Banker and its people the most formidable force in the real estate business."

For an organization such as Coldwell Banker, with its decentralized franchise structure, building the site to meet the stated goals is one challenge; finding an effective way to maintain it is another, perhaps more difficult, task.

"We have a vast and diverse audience with many needs and, in some cases, different business practices and definitions," says Madden. "And so our content management requirements are equally vast and under constant pressure to be refined, tagged, optimized, defined differently, etc."

The previous intranet accommodated 27 unique user types. This was a direct reflection of the pressure to accommodate the diversity of the site's audience (or at least address the *perception* of that diversity within the organization).

"This resulted in a very unwieldy experience," says McDonald. "For the redesign, we boiled this down to only three user types, which allowed us to design a vastly simplified content management experience."

A host of user experience issues also plagued the old CBNET site as a result of eight years of ad hoc growth with little strategic direction or planning. The redesign's central goal was to address the poor user experience that had developed over the years, leading to low adoption rates and high levels of mistrust and user frustration.

Other project goals include:

- Improve the navigation to provide better access
- Deliver a more relevant experience by providing personalized information for each user
- Provide cost savings and best-in-class tools to local franchises by making the platform customizable so that it can be easily adopted as an integrated local intranet
- (More effectively) leverage the company's considerable intellectual and human capital
- Improve user adoption by creating a more personalized, valuable, and efficient user experience
- Consolidate all corporate content and applications into a single, consistent, and intuitive interface
- Achieve greater brand quality and consistency (internally and externally)



Pictured: Simple top-level pages focus users on priority business activities and content. Relevant training and education resources appear as related content.

USERS

Coldwell Banker Works is an extranet used by the company's 3,800 franchise offices and 126,000 real estate agents located in all 50 US states and its international offices. System users are from the following groups:

Brokers: the company's franchise owners operate as independent business owners

Sales Associates: Real estate agents

Corporate Staff: Site administrators

USER TASKS

The new Coldwell Banker Works is a place where brokers and sales associates can perform the following tasks:

- Easily access the latest local and national industry news and events

- Find and download corporate brand assets, guidelines, and how-to's
- Track, manage, and improve their business performance
- Customize and order marketing materials and supplies
- Find and collaborate with colleagues and subject matter experts around the country
- Advance their professional knowledge and development
- Contribute, update, rate, comment on, print, or share site content
- Manage their user profile, set alerts and notifications, and customize their content display

BASIC INTRANET FEATURES

- National/local news and events
- Professional development resources
- Brand standards and assets
- Marketing and sales guidelines and templates
- Branded stationery, collateral, and merchandise fulfillment
- Personalization/customization
- Peer ratings and reviews of site content
- Business management and reporting tools
- Company staff directory
- Site-wide search
- Email alerts and notifications
- User account management
- Content management
- Internal marketing



Pictured: Related resources on content pages give users a complete picture, exposing them to content they might not otherwise see.

Collaboration Tools

Real estate is a highly mobile culture, with users spending little time in the office. As such, Coldwell Banker didn't invest in community or collaboration tools that would require a considerable time investment by users. The most robust collaboration tool on the new site is the employee directory and expertise-finder that allows sales associates and brokers to find peers across the country with specialized knowledge or expertise. This tool helps the company create value for its associates by providing a global community of practice. The new site also enables and encourages users to upload resources and best practices for use by their colleagues.

"One of the key innovations of Coldwell Banker Works," says McDonald, "Is that it appears to users as their local office intranet and not a corporate intranet. This was

done to make the site as relevant as possible to them, and to address their aversion to 'top-down' corporate resources and information."

"To achieve this, we branded the intranet based on the user's local franchise, prioritized local news and content, and created a highly-personalized site experience that includes prominent placement of their personal business information, including personal photo, award designations, performance statistics, property listings, business contacts, and favorite resources."

Data Visualization: The Killer App

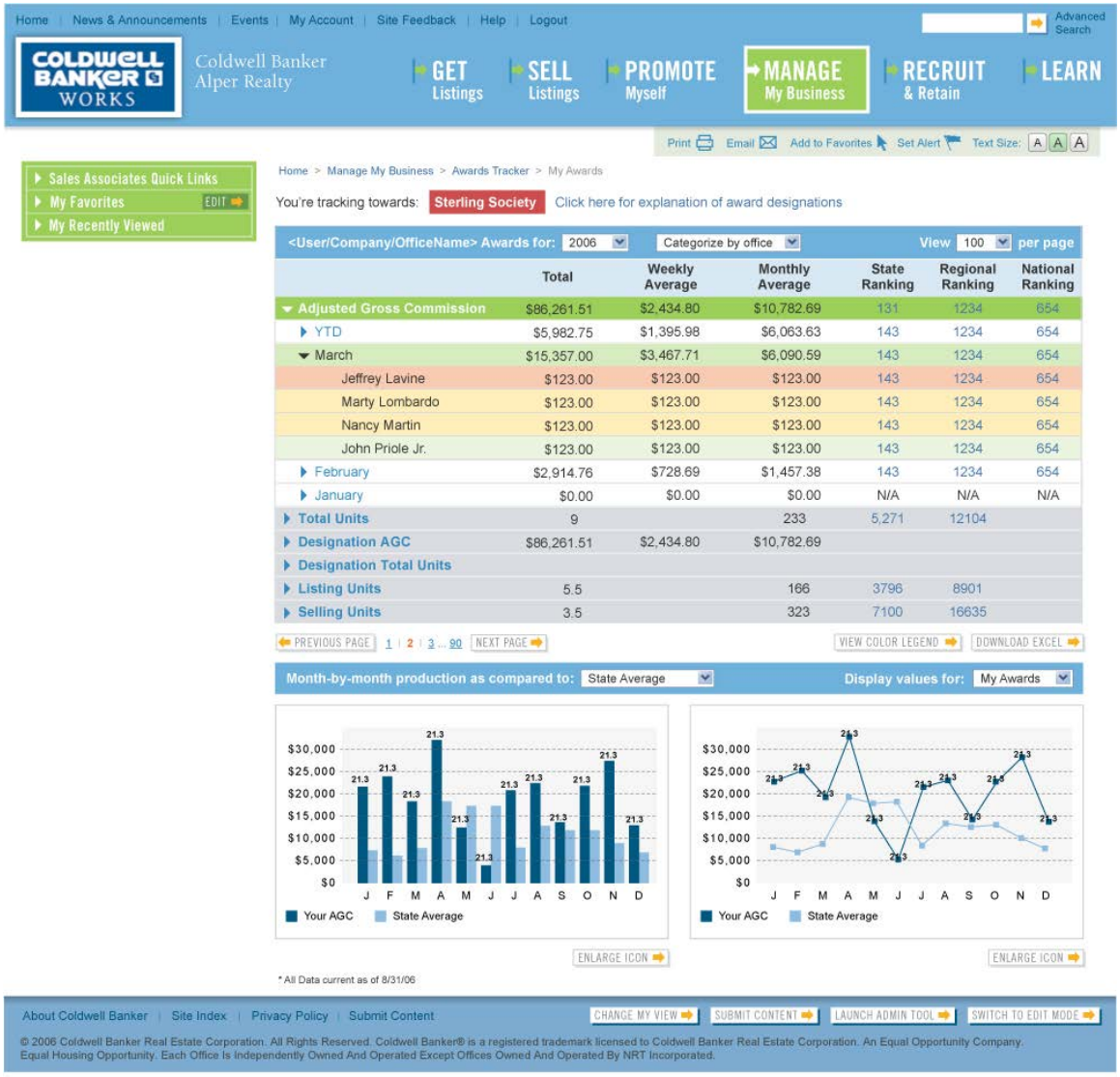
Coldwell Banker uses data visualization tools to engage the users and create a sense of competition among the franchisees. The site's "killer app" according to McDonald, is the site's *Manage My Business* section, where users see performance data in visually compelling ways in an effort to tap into the users' innate competitive nature.

This tool was designed to focus on performance by providing unique views of the data, such as comparisons with performance targets, benchmarks, and averages around the country. These pervasive and readily accessible performance insights were not previously available to Coldwell Banker's sales associates or brokers.

McDonald says these tools contribute to making the intranet an indispensable part of a user's daily workflow. "The culture of real estate is a highly competitive one," says McDonald. "Real estate professionals make money by selling properties, and they earn professional glory by selling more properties than their peers. By visualizing and making a game of this core dynamic that drives the business, we ensured that Coldwell Banker Works would become an indispensable part of users' daily workflow, and that users would then be more likely to see and use all of the other valuable assets that the intranet offers."

Despite the tool's valuable contribution to the overall site, it's still considered a work in progress. Budget, time, and organizational constraints kept them from fully realizing what they see as the tool's full potential. Prioritization decisions for this phase were very straightforward: because of the tight timeline for launch, the team could only utilize data and functionality that already existed.

"Our longer-term vision for this section is much more ambitious and it was clearly articulated in our creative deliverables for the intranet, which gives us a roadmap to evolve from," says McDonald. "We look forward to growing into this vision for a robust set of business measurement and management tools in the coming years,"



Pictured: A deeper view of the *Manage My Business* data visualization features. This section offers pie charts, graphs, and other engaging visualizations that help users quickly understand their performance in relation to a quota or to local, regional, and national averages.

DESIGN PROCESS AND USABILITY ACTIVITIES

Approach

Rather than spending time figuring out the specifics of what was wrong with the old site (just about everything, according to the team), they employed a "rip and replace" approach; choosing a wholesale redesign rather than an evolutionary set of changes.

In making design decisions, the team integrated two types of data into their decision-making: behavioral research methods applied to current users, and outside expert research.

Usability Methods

The team conducted behavior research with the assistance of Coldwell Banker's two agencies (Kinesis Marketing and Modus Associates) and involved engaging both end users and stakeholders. By meeting with users in the field and talking with them about their daily work habits and workflows, the team was able to glean insights that could easily be translated into actionable design choices.

Scott McDonald describes the team's usability methods as follows:

Field studies/user interviews: "We visited two local franchises to interview representatives of our two main user groups: brokers (franchisees) and sales associates. We asked them about their daily work habits and workflows. We asked them about their usage of the previous intranet, their frustrations and desires for it. We learned from users that, on the whole, they were very locally focused in their day-to-day activities, they distrusted corporate mandates and programs, and they found the legacy intranet site difficult to understand and use. We used this knowledge to develop a highly-localized, personalized, and simplified site experience that prioritized the content users valued most, while still exposing them to key corporate messaging and content."

Comments heard during user interviews:

> "Good content on the site, but I can't find it."
>
> "Once I find the content I need and leave the site, I have a hard time locating it next time."
>
> "The site is organized based on 'corporate' departments—very hard for us to understand."

Corporate stakeholder interviews: "Our interviews with corporate stakeholders helped us to understand the priorities and must-have business objectives of the new intranet. This gave us a complete view of where corporate and local goals diverged and overlapped, and helped us to reconcile them into a customer experience that served the interests of both well."

Insights from the stakeholders and user interviews:

- The majority of users visited the intranet about once per month, and very few made it a habit.
- Most users found the site difficult to use.
- Real estate professionals make money by being away from their desks, so the solution had to deliver value to users as time-efficiently as possible.
- The site and its content were seen as "top-down" and corporate-centric, whereas real estate professionals are independent-minded and focused on their local communities and offices. They felt alienated from and mistrustful of the intranet.

User feedback analysis: "The Coldwell Banker corporate intranet team had collected user feedback in an Excel spreadsheet over a period of time. The design team analyzed this feedback for patterns and commonalities, and used it in our design decision-making. What we learned was very similar to the findings from our user interview program."

Task analysis: "Utilizing the expertise of 12 representative users (from corporate and the field), we did an in-depth task analysis around the key business activities that users engage in every day. We used this information to design our new task-

based navigation, and to organize and prioritize the content within that new navigation scheme."

Content inventory: "As the legacy intranet evolved over time, no effort had been made to track or inventory the content of the site. Our inventory cataloged over 5,000 unique content items in an Excel spreadsheet. This volume was more than twice what Coldwell Banker thought we would find. The inventory was valuable in multiple ways during the design process, including that it:

- helped us organize and architect the new site;
- helped the client decide which content to keep, eliminate, or edit; and
- helped us to manage the migration of content from the legacy site to the new one."

Traffic data analysis: "We analyzed the traffic and search patterns of the legacy intranet, which showed the design team which topics were of greatest interest to users. This helped us to ensure that the right content was prioritized and easy-to-find. The traffic data was largely inconclusive because the site's usability was so poor. However, it did help us to understand which site areas and content were of most interest to users, and it provided us with a baseline by which to judge the success of our redesign."

Outside sources consulted for the redesign project:

- Nielsen Norman Group *Intranet Design Annual* (2005 and 2006)
- *Building Intranet Portals: Report from the Trenches* by the Nielsen Norman Group.
- Various Forrester research papers on usability and intranet design
- *Proven Portals* by Dan Sullivan (Addison Wesley)
- *The Human Side of Intranets* by Koehler, Dupper, Scaff, Reitberger, and Paxson (St. Lucie Press)
- *Information Dashboard Design* by Stephen Few (O'Reilly)
- *Intranets: Enterprise Strategies and Solutions* (a bi-monthly industry newsletter)
- *Improving Intranet Search* by Step Two Designs (2006)

TIMELINE

The redesign effort spanned 18 months from requirements gathering to launch. Below are some key milestones in the process:

- **October 2005:** Business requirement and strategy development
- **October—March 2006:** User surveying and research
- **April—December 2006:** Vision and user experience development
- **December—June 2007:** Technical development
- **June 2007—present:** Ongoing improvements and development

RESULTS

- Traffic has increased by 34% (as measured by successful logins)
- Some of the largest franchise companies have or are in the process of adopting coldwellbankerworks.com as their local intranet

What users can do now that they couldn't do before:

- Get an immediate snapshot of their business and its real-time status on the homepage
- Get one-click access to all functionality at their disposal (from their personal listing inventory to their coldwellbanker.com *Profile Page*)
- Get a best-in-class local intranet that they can easily edit and manage, without spending a dime on development

User feedback after the redesign:

> "I can finally understand the navigation!"
>
> "Not only is the (content) great, but the site works well and the design is clean and inviting."
>
> "For the first time in my career at corporate, I didn't get a complaint about a new product we launched at the conference."
>
> "I love it—the categories make so much more sense now."
>
> "I had no idea this stuff was here—now I'll use this site all the time!"

LESSONS LEARNED

Design team members share what they learned on the way to launching the new intranet.

Lessons learned from Scott McDonald:

> **Address complexity head-on.** "Be realistic with yourselves and with upper management. Intranet projects touch every facet of an organization and are inherently complex. There is a strong tendency to overlook this complexity at the beginning of a project and to not share difficult news as the project progresses. As painful as honesty may seem, a sub-optimal or disastrous project outcome will be far worse."
>
> **Be creative in resolving stakeholder tensions.** "Intranet redesigns are about more than organizing information well. In organizations where there are tensions between corporate and local interests, there are creative ways to not only overcome those tensions, but to harness them for the advancement of all."

Lessons learned from Lisa Madden:

> **Listen to your users.** "Ask them what they want in the site. It's their user experience, so they need to provide direction."
>
> **Content is crucial.** "Allow enough time—more than you think you will need—for cataloging, gathering, organizing and creating your intranet's content. This can be a tedious and painful process, but it's critical to the success of your intranet project."

Share the load. "Hold content contributors accountable for the quality, timeliness, and maintenance of their own materials. This is the best way to ensure that your site remains manageable as well as relevant."

Lessons learned from Gordon Miller:

Meet real-world needs. "With such an inherently complex enterprise, the only possible route to user acceptance is to design a site that reflects the real-world needs and workflow of the users. Use nomenclature they are familiar with and present it within a clean, simple, and inviting design.

"If we had to do it over again now, we would create a longer testing period to ensure a smoother launch and to provide all key functionality from the very beginning."

IKEA North America Services, LLC

Using the intranet:

Since its founding in Sweden in 1943, IKEA has offered a wide range of home furnishings of good design and function at low prices. IKEA has a strong company culture that puts an emphasis on smart solutions, togetherness, being socially responsible, and creating good results from small means. IKEA has operated in the US since 1985. The IKEA USA Intranet is part of the IKEA Intranet and is designed, developed, and managed by a small group of in-house co-workers in the US Internal Information Department.

Headquarters: Conshohocken, Pennsylvania (US)

Number of employees the intranet supports: 12,000

Locations: One service office and 33 store locations within the US

Sales: not available

Design team:

In-house, by four staff members supplemented (very occasionally) by freelance writers and designers

Members:

Beth Gleba, US Internal Information Manager; Karla Shafer, US Intranet Web Editor; Brian Wasson, US HR Communicator; Luz Morales, Intranet Writer

SUMMARY

The small IKEA US intranet team worked hard under strict budgetary constraints and some (albeit good) design dictations from above. They turned what could have been an unconstructive situation into one that fosters collaboration and communication. Many small touches add up to one major upbeat success in the IKEA US intranet.

The IKEA US intranet supports IKEA North America Services, LLC, and is an important part of the main Global IKEA intranet. Each country represented at IKEA has their own intranet site for communicating local information, such as benefits, sales reports, and training schedules. As the "main" intranet, Global IKEA, is responsible for information that applies to all locations, such as product information, merchandising guidelines, and business strategies.

IKEA US and other local intranets follow the templates and style sheet established by Global IKEA. While Global IKEA is very hands off in terms of dictating what local sites publish, the relationship between the US and global intranets is collaborative.

The US intranet, also referred to as *US Retail Inside,* serves 12,000 IKEA employees at 33 retail locations across the US. The majority of site users are managers in some capacity, such as store managers, assistant store managers, business navigators (known as "controllers" in other companies), customer service managers, HR managers, logistics managers, sales managers, system trainers, cash office managers, interior design managers, and IKEA food service managers. Many users—65-75% of them—get their information via kiosks right out on the sales floor.

And, as users access the intranet, they can get important information right on the homepage, which is uncluttered and offers compartmentalized information in well-marked sections. On the left side is a section dedicated to home furnishings, IKEA's business. The *Home Furnishings Focus* section links to information about upcoming sales and promotions. It also links to the US marketing department site. Having

these links and dates right on the homepage helps managers keep well aware of events and promotions they should be running (or at least aware of)).



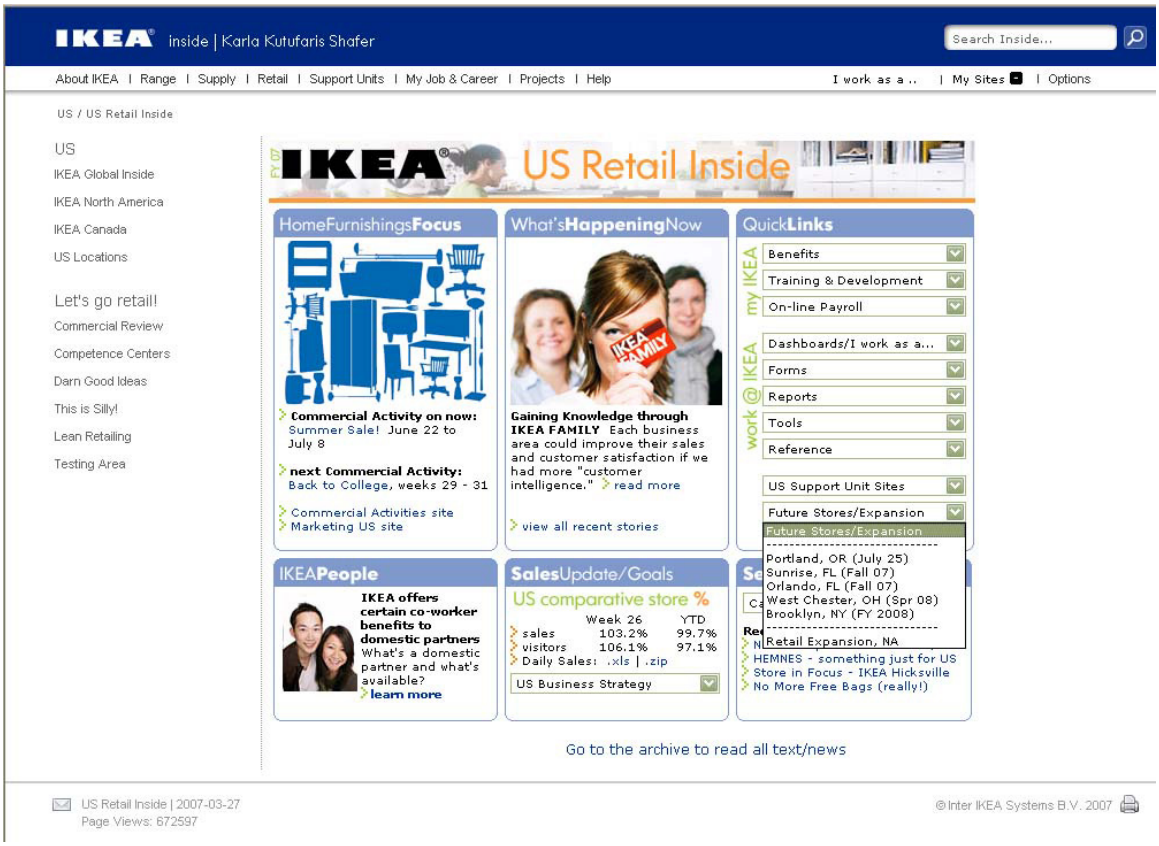
Pictured: Many users access the intranet from kiosks in employee cafes that are right on the sales floors.

The *What's Happening Now* section in the center of the homepage showcases an article about the business, such as what IKEA employees can do to learn even more about their customers and to share knowledge with other departments around the organization.

The *Quick Links* section on the right helps users to hit some of the most popular intranet sections. Only sections of interest to all employees make this list, such as *online payroll* and *HR Benefits.* Designers considered the top 10 places that users went to from the homepage and made sure they were represented. The link choices were also informed by user feedback and information from the Internal Information department.

A byproduct of the design is that clustering similar tools and links together saves space on the homepage. In previous designs, the homepage was too long and required too much scrolling.

Also, under the *Quick Links* area is a link to *Future Stores/Expansions.* Clicking the drop-down opens a list of locations where stores will be opening or expanding. The organization plans to open five new stores each year—huge growth, considering there are currently only 33 US stores. The 12,000 US co-workers, as well as many others working around the world, find these store openings to be thrilling. Moreover, many of them are proud to be a part of the excitement.



Pictured: The homepage's *Future Stores/Expansions* list links to some of the intranet's most popular pages, where users can see progress for store openings and news about recently opened stores.

To help each and every employee share in the excitement, the intranet offers both *Build-Up* sites, which share photos and notes about the progress of coming stores, and *Store Opening* coverage when the event actually occurs. These are some of the most popular pages on the intranet.



Pictured: A *Store Opening* page shows pictures of the new store, people at the opening, and other event highlights.

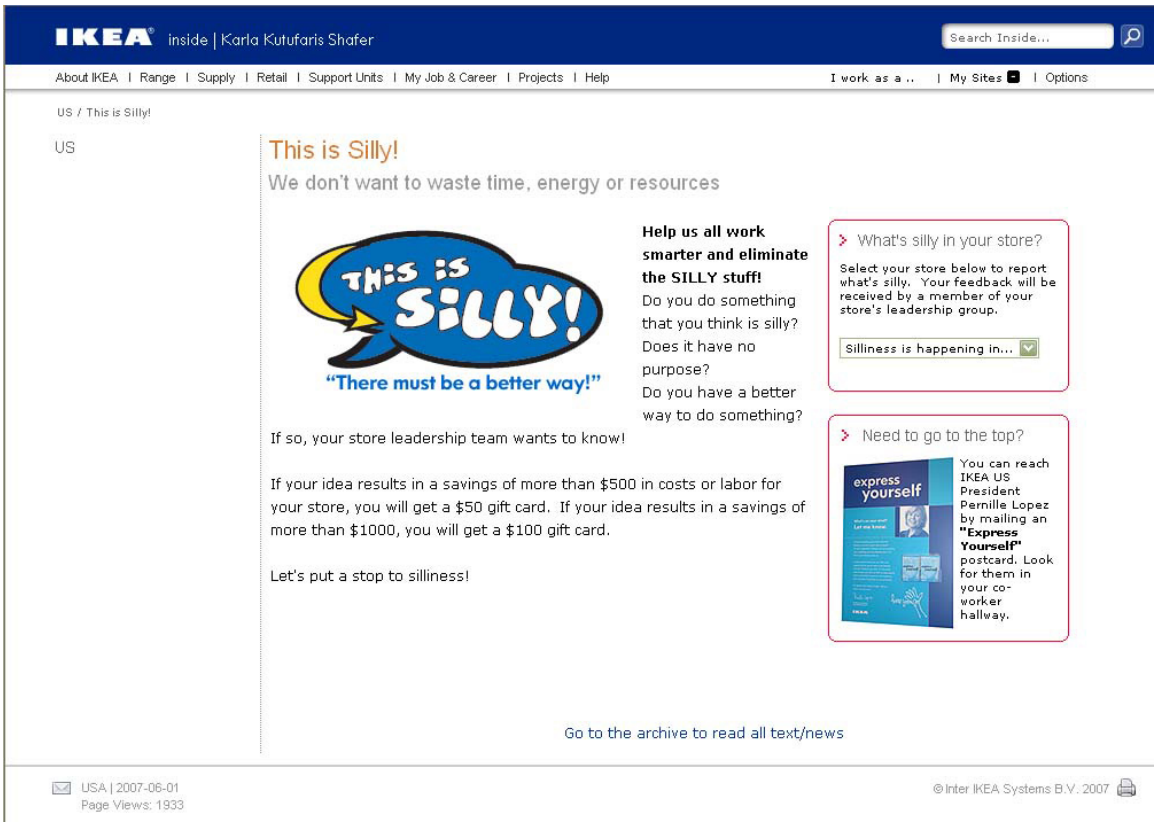
The purpose of the *IKEA People* section in the homepage's lower left area is to show that IKEA is a community. With so many stores in the US alone, keeping people connected is essential if they are to understand and learn from each other. Some topics that have been showcased in this section include co-worker stories; HR news,

such as “Time to sign up for an FSA”; and notification of special perks and benefits available to IKEA employees.

Designers and managers also feel it’s important that employees know the state of their company. Every Monday morning, the Web Editor takes numbers generated by the Finance department and posts them in the *Sales Update/Goals* section in the homepage’s lower middle section. At a glance, users can see a table displaying the percent of sales goals met for the prior week, as well as for the year to date. They can also see the percentage of store-visitors goals met for the prior week and year to date. If users are interested in daily sales, they can download an Excel spreadsheet or compressed zip file with this detailed information. Most employees have selling as part of their core job, and seeing how well they are doing can be gratifying and motivating.

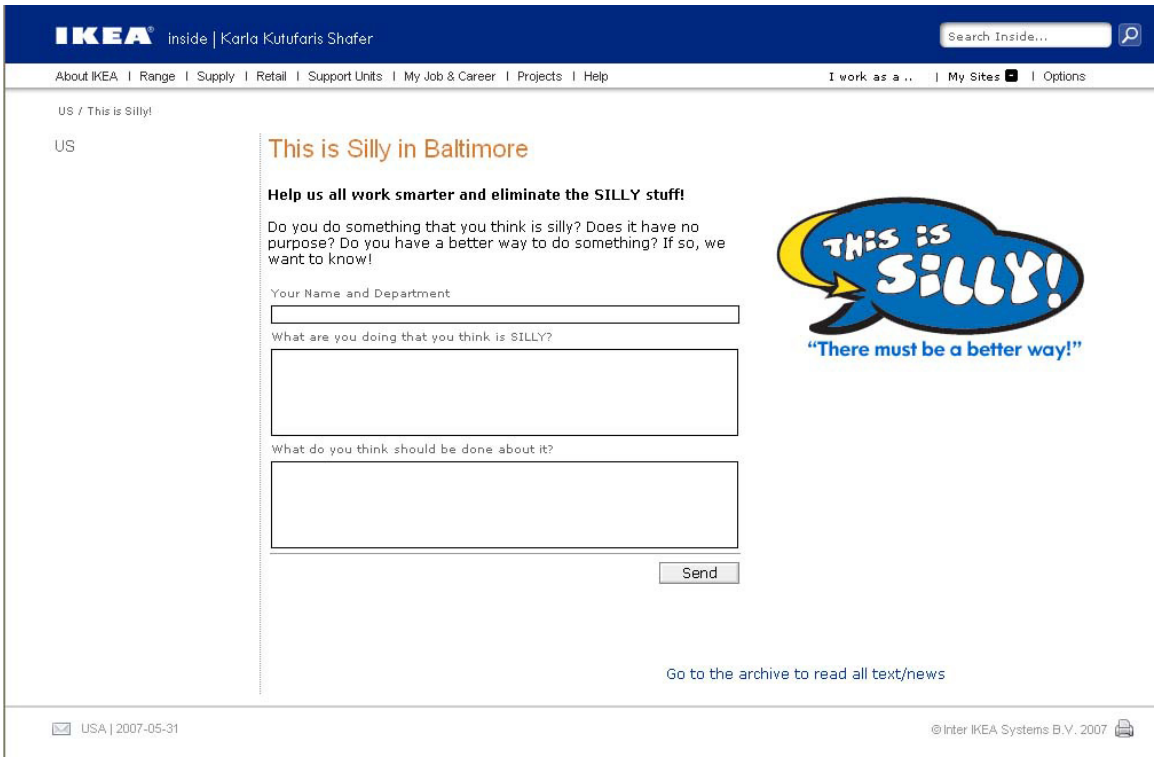
The *Search&Find* section in the lower right offers various capabilities for searching the site and other parts of the intranet. Also, some of the more popular links are posted here. The idea is that, if many people have found the link important, then still more people will be looking for it—or at least interested in it if it’s presented to them. Note that there is also a simple site search (an open field in the upper right), were users typically go to do a straightforward intranet search.

One of many features that support the organization’s casual and fun culture is the *This is silly!* feature, which users link to via the left-side navigation. This is basically an online suggestion box. A page encourages these suggestions, describes where the comments go, and outlines the possible rewards submitters might receive; it also instructs submitters to indicate the store location where they work.



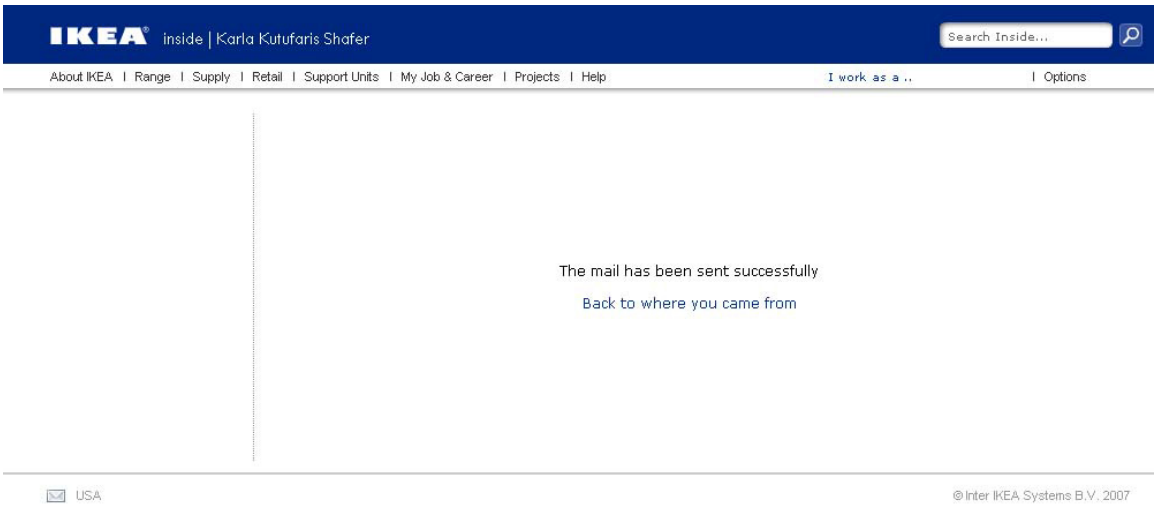
Pictured: The fun writing style encourages users to submit comments and suggestions.

Once users choose their store, they can fill out the form about what they find "silly." The form is very simple, requesting the user's name, department, what they feel is silly, and how they suggest changing it.

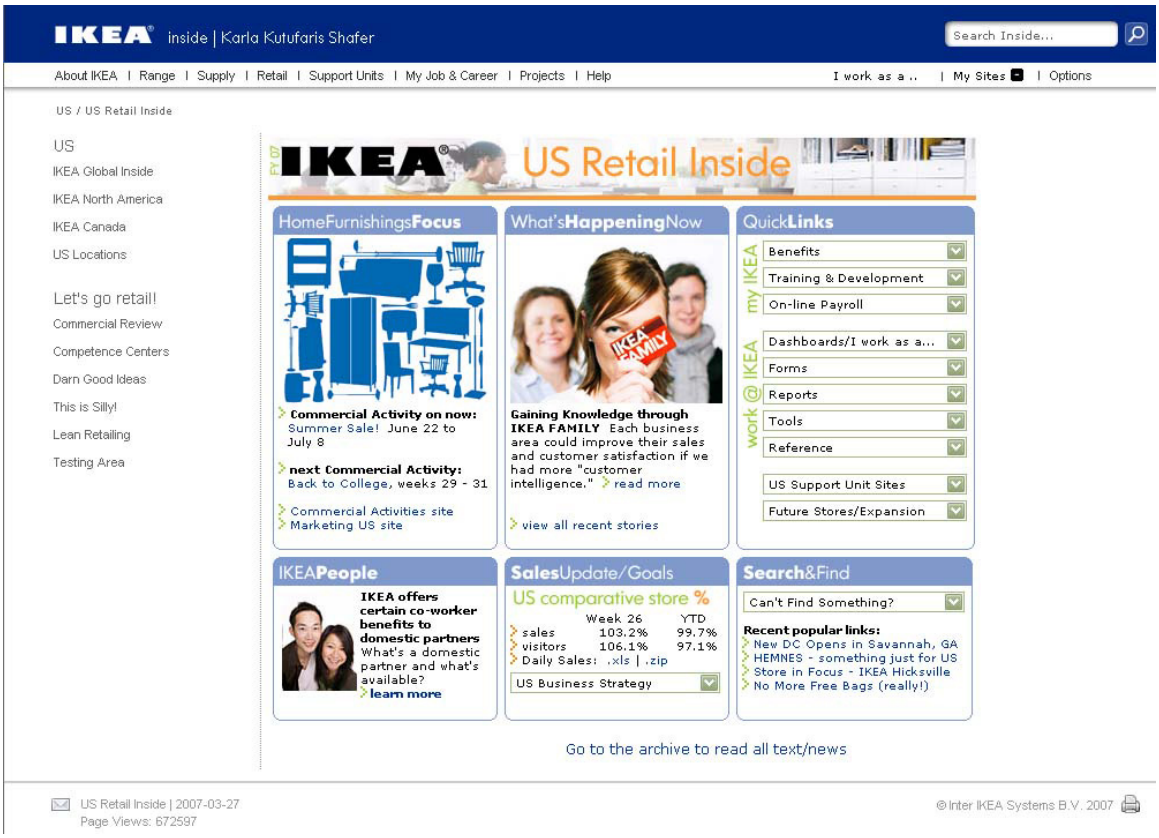


Pictured: A simple form lets users describe what they feel is not working well at their store and how they suggest fixing it.

Once users send the form, the intranet presents a *Thanks for the feedback* message. Just after this, a confirmation message informs the user that the email has been sent successfully (see below). From there, the store's management team responds to the individual.



Pictured: Users are notified when their messages are sent.



Pictured: The IKEA US retail intranet homepage offers current information about sales promotions, sales goals met, and news, plus information about people.

Some intranet teams procrastinate and complain about low budgets and the need to patiently wait to acquire and implement new technology. The IKEA team is nothing like this. Instead, the team members make the most of what they have with an eye toward more improvements in the future. This is a sign of an unquestionably great team.

The IKEA intranet team is using their in-house content management tool, but is in the process of implementing portal technology. To smooth the transition, the team has created a series of role-based pages that mimic how they envision the role-based portal pages working. This is like training wheels for portal design and personalization. It helps the designers get a jumpstart on determining necessary profiles for personalization, and could help acclimate users to the idea so they're not shocked when the new portal design launches. And, continually researching users' responses now will help the team avoid future pitfalls.

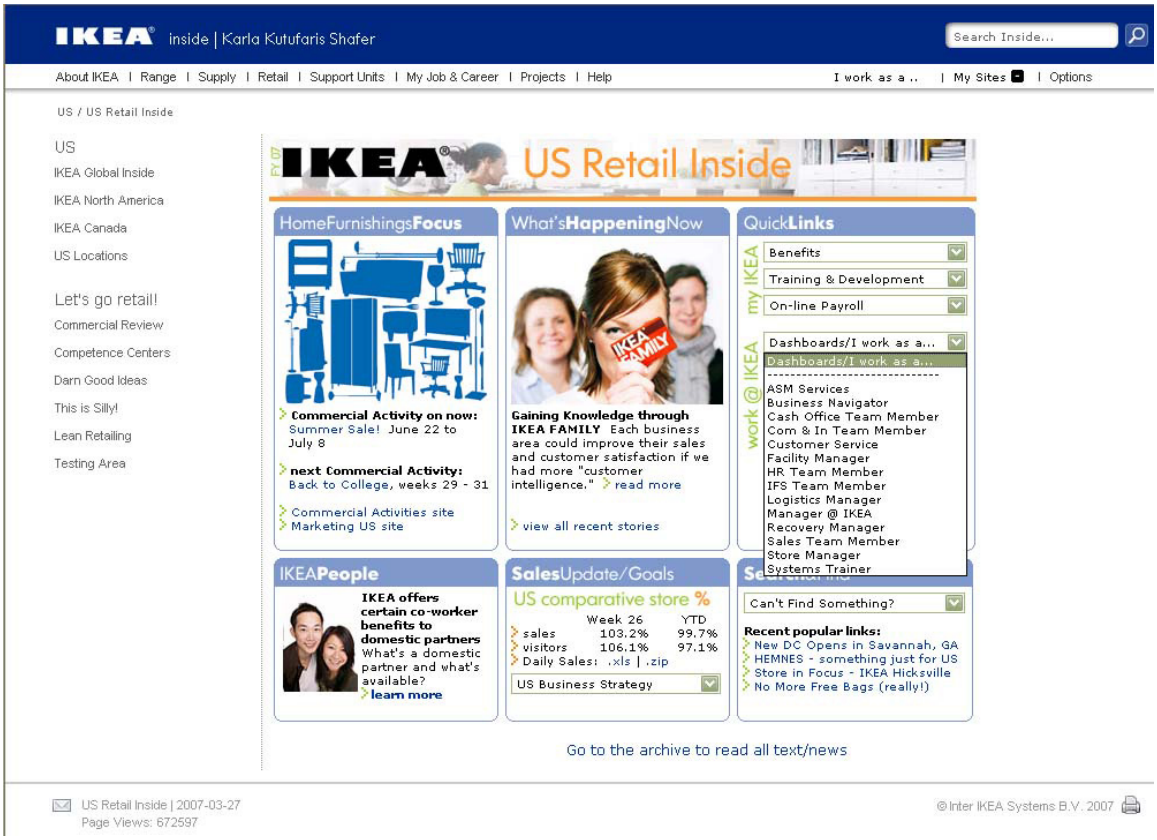
The US IKEA designers call these role-based pages *Dashboard* pages. They've created dashboards for store roles that represent about one-fourth of employee population, totaling approximately 3,000 employees served by the *Dashboards*.

Those roles include:

- Store Manager
- Assistant Store Manager of Services
- Business Navigator (IKEA's name for the Store Controller)

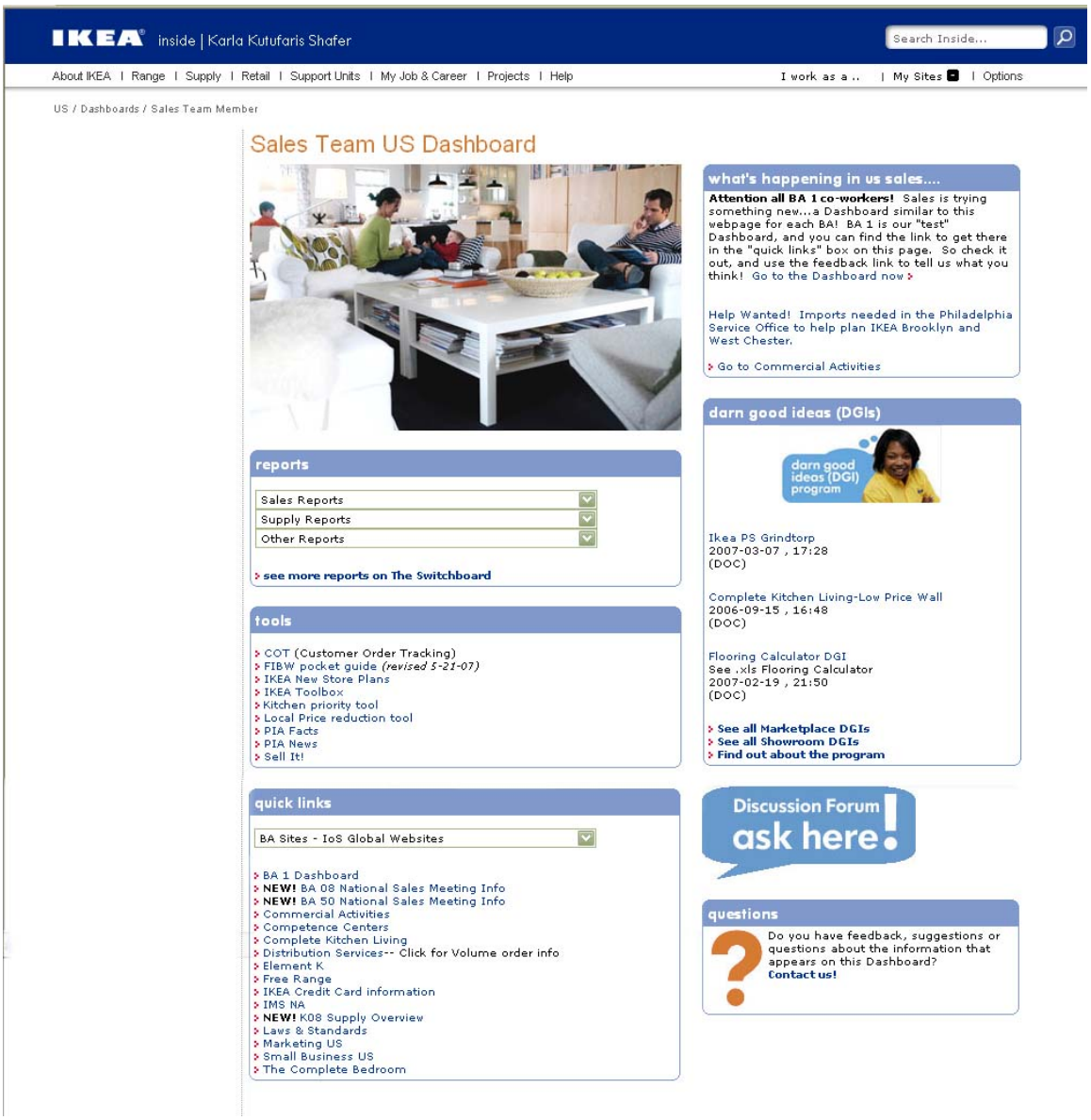
- Sales Team Member
- Cash Office Team Member
- Customer Service Member
- HR Team Member
- Food Service Member
- Logistics Member
- Recovery Member
- Systems Trainer

Dashboards is visible and easily clickable from a homepage drop-down list in the *QuickLinks* area.



Pictured: Users can easily access role-based pages via *Dashboards* in the homepage's *QuickLinks* area.

The actual dashboard pages house information that users on that team or those interested in that area need. For example, the *Sales Dashboard* offers links to sales reports, news, and *Darn Good Ideas* (submitted from co-workers across the business), plus a link to the discussion forum. A clear image of actual salespeople at work enlivens the page.



Pictured: The *Sales Dashboard* informs and connects people at IKEA as they help each other improve their sales skills and sell more products and services.

Supporting the organization, instilling excitement, and working well with the tools and resources at hand epitomizes the IKEA US intranet team. Nice going, guys and gals!

URL AND ACCESS

The URL of the IKEA USA intranet is: http://iwww.usa.namerica2.ikea.com. The site, US Retail Inside, is the start page on every computer in all US IKEA stores.

Because most IKEA co-workers don't use a desktop computer in their job functions (unless their in management), 65-75% of users access US Retail Inside on computer terminals located in each store department, the staff cafeteria, and the Resource Room (a library with training material and other IKEA information).

Dial-up access is available only to IKEA managers on IKEA-issued laptops so they can access the intranet when away from the office.

TECHNOLOGY

The intranet's technology platform is provided by the Global IKEA intranet team, which developed the platform for the company's global intranet site. Co-workers on other countries' intranets (such as the US) don't have much interaction with or knowledge of the technology's inner workings.

CONTENT MANAGEMENT SYSTEM

CMS Platform

The CMS, like much of the US intranet's technology, is the same as that developed by the global team for the global intranet. An in-house design team based at IKEA headquarters in Helsingborg, Sweden, designs the (global) IKEA intranet templates and content management tools used by the US site.

This global team dictates the design guidelines, standards, and templates and maintains the intranet style sheet. The global team also manages intranet applications like the Web survey tool, course booking tool (which lets users sign up for training classes), search tool, and conference room booking tool.

CMS Authoring

Each country in the IKEA world owns its own intranet section for local publishing. On the US site, approximately 50 different publishers add content to the site. These "Infomasters" are subject matter experts in their various departments across the organization (such as Sales, Marketing, and HR) and update and edit their own content.

"Having this many publishers adding content to a site can be a challenge to consistency," admits Karla Shafer, IKEA US Intranet Editor. "Some aren't aware of the intranet guidelines; others just like to put their own stamp on things. Getting our publishers up to the same competency level is definitely an opportunity for us!"

"Within IKEA, intranet publishing is something that is done in addition to a publisher's other responsibilities," she says. "We have some areas of our intranet that are top-notch—timely, relevant information, all links working, looks nice and organized—and others that could be better. But the reality is that a co-worker in the store doesn't know we use a CMS and doesn't care. If they always visit a site and the information is out of date, their perception is that the entire intranet isn't credible. So, one site's weakness can really affect us all!"

Infomasters have access to Global IKEA's *IKEA Intranet Design Manual*, but Shafer says this document is very comprehensive and users often don't have the time (or inclination) to work with it. "So, as the US Intranet Editor, it's my job to know all the design guidelines and pass along what Infomasters need to know," she says.

Given the number of Infomasters and the small amount of time each has to devote to content maintenance, Shafer and her team have taken steps to ensure consistency across the US site:

1. Identify a need to publish certain information
2. Determine an "Infomaster" who is responsible for maintaining the information

3. Decide the information's placement on the intranet by answering the question: "Who in the store will need this info?"
4. Create a new page if necessary (the US Intranet Editor does this)
5. Train the Infomaster to update and maintain the new page
6. Conduct site audits each year to assess a site's health and determine what (if any) actions should be taken

"As US Intranet Editor," she says. "I try to teach and instruct Infomasters as much as possible to take care of their own sites. I think this is empowering and really gives people a sense of ownership. However, I have been known to 'step in' if I see something that is really wrong and needs immediate attention."

INTRANET TEAM



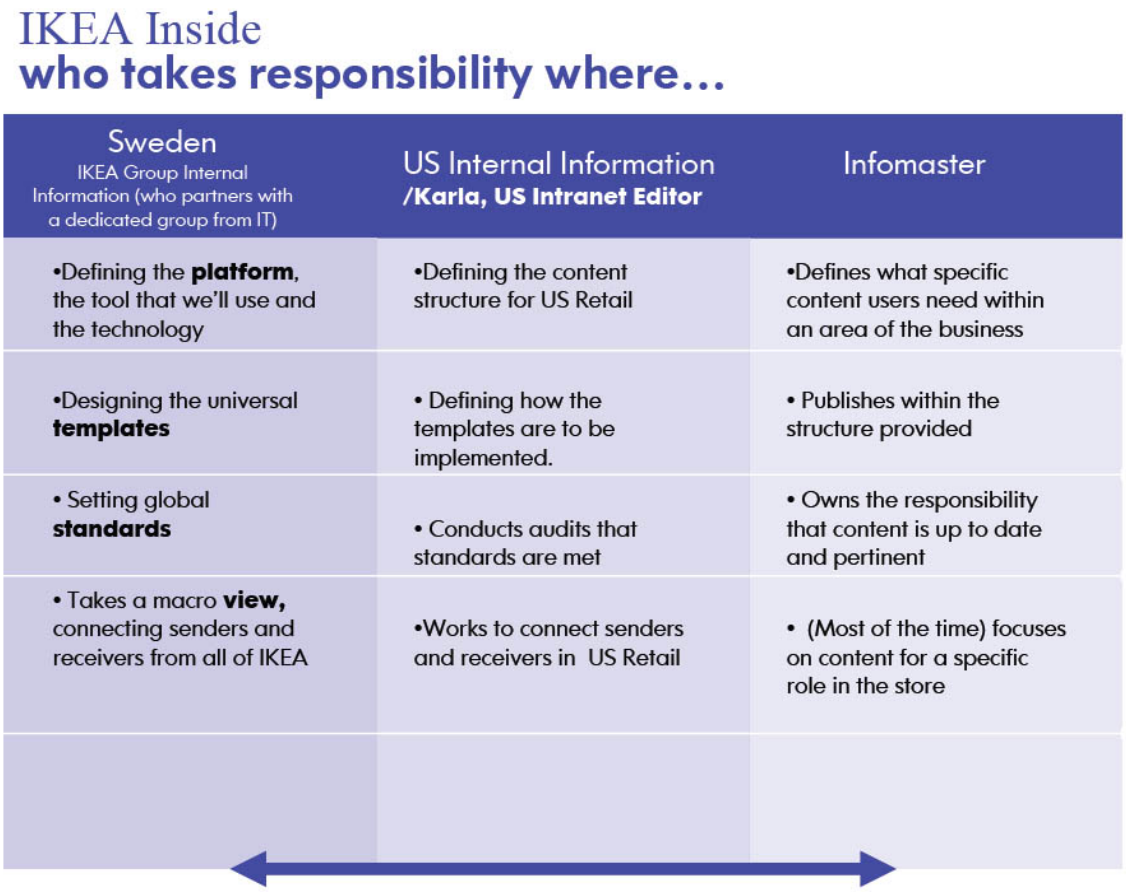
Pictured (from left): Brian Wasson, HR Communicator; Beth Gleba, Internal Information Manager; Karla Shafer, Intranet Web Editor; and Luz Morales, Intranet Writer.

"At IKEA we say, 'you do a little, we do a little, together we save a lot," says Gleba. "It's not just a maxim for our shoppers who save as they buy flat-packed furniture; it's also deeply rooted in how we work."

That credo of working together is strongly at play in the way the US intranet works within the corporate IKEA structure.

Global IKEA is responsible for all information that applies to every country throughout the IKEA world. Such information includes product information, merchandising guidelines, and business strategies.

Each country within the IKEA world has its own intranet site for local issues, such as benefits information, sales reports, and training schedules. The IKEA US intranet site works within the templates and style sheet that IKEA Global puts in place—but, according to Shafer, Global IKEA is very "hands off" when it comes to what or how the local sites publish. "The relationship between the US and global is quite collaborative," she says, "with ideas bouncing back and forth quite often."



Pictured: This chart illustrates the distribution of roles and responsibilities between Global IKEA and the US intranet, and outlines the various publishing roles.

US Internal Information, a (four-person) team that resides in the US Corporate Communications Department, owns the US intranet. The site is designed, developed, and managed by the small group of co-workers: Beth Gleba, Internal Information Manager; Karla Shafer, Intranet Web Editor; Brian Wasson, HR Communicator; and Luz Morales, Intranet Writer.

BUDGET

The team has an annual budget of less than $5,000. Shafer says it's spent mostly on freelance writing and some design work, as needed. "Our intranet budget is as lean as our staffing," she says.

BACKGROUND

The organization using this US intranet is the IKEA US Retail Organization, which includes a service office and 33 store locations across the US.

In the mid-1990s, development of the US IKEA intranet followed a pattern similar to that of many sites on the (then) burgeoning World Wide Web: it all started with a developer who had a good idea.

An IT co-worker with a passion for technology decided that creating an intranet would be "a cool way for people to get information," says Gleba. "Using Notepad, and later Home Site, he published 'fun' things at first with his friends in the corporate office in mind: travel tips, a moving weather map, the daily Dilbert cartoon." Back then, the site existed as a classic Web-master-published site with a hodge-podge of features and, according to Gleba, it took the company a while before people began to realize: "Hey, we can use this for business!"

By 2000, the site consisted of about 800 pages. At about that point, the US Sales group began to use the site to publish sales reports. That was the "Eureka!" moment for the organization. Publishing content (online) so other locations could quickly access it as needed demonstrated to the broader organization the value of the site. The site continued to grow; by 2001, it had expanded to a little over 1,000 pages. A newly formed US Internal Information Department then took over its management.

"It was clear to us that if we were going to continue to grow we needed to change our setup, moving from the classic Web master bottleneck to a shared way of publishing content," says Gleba. And, in 2002, that's just what they did. The US site began using a Global-IKEA-produced content management tool, called Information Publisher.

"It's a home-grown tool that allows us to setup structures and permit co-workers with no Web experience to publish online," Gleba says. Those publishers are the Infomasters.

By 2004, the team managing the site had begun to think of it as a portal and considered transitioning the site to a new publishing platform, but the timing wasn't right for the change.

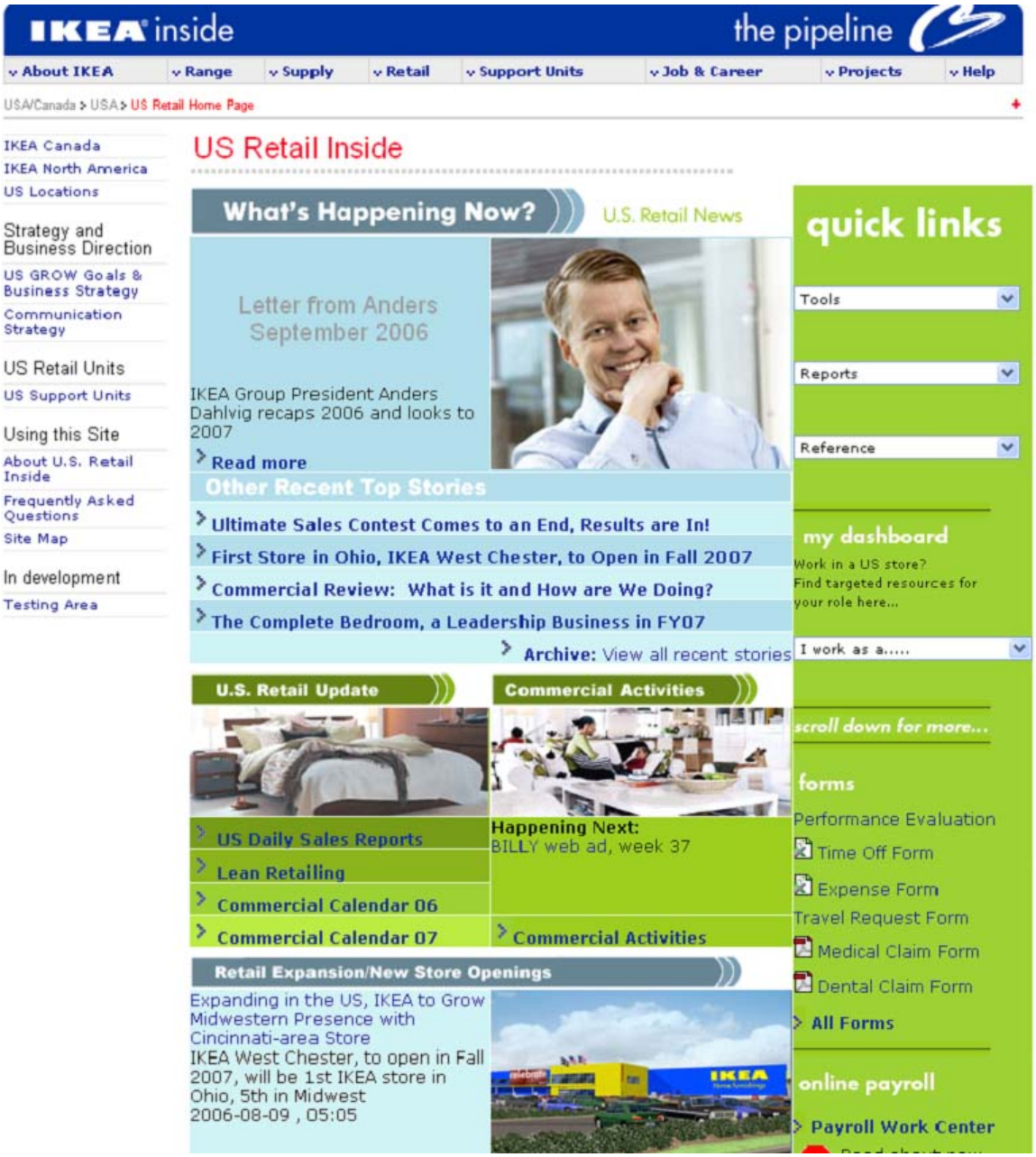
"We said to ourselves, if it's not the right time to actually have portal technology, we'll create pages that mimic the user experience in a portal," says Gleba. "We began conducting research on key roles within our stores and dedicating specific areas on our US intranet to them. These areas became known as *Dashboards*."

The dashboards are a series of role-based pages that allow employees with specific store functions to find all the information they need to do their jobs, all in one place. "The goal is to limit the amount of time that co-workers spend searching for information," says Shafer.

Without the benefit of portal technology or a formal changeover, a shift in thinking had transformed how the team viewed content, structure, labels, and so on, and the site became a de facto portal.

"When our Internal Information team first took on the intranet, it was a way of communicating that wasn't widely understood or embraced," says Shafer. "Because we're a retail company, many of our co-workers don't have their own computers, so at first the value of why we would use a computer-based tool wasn't understood. However, once the core audience was defined (IKEA managers, who all have their own computers) and people realized the efficiency and cost-savings of

communicating in such a way, the acceptance of the intranet has steadily grown. It is now seen as an integral way of connecting to co-workers and sharing information."



Pictured: The previous US intranet homepage. Users had to scroll to see the entire page. Shafer says many users found that annoying. Also, from the publishing standpoint, the format didn't allow for much flexibility.

Accommodating an Exception

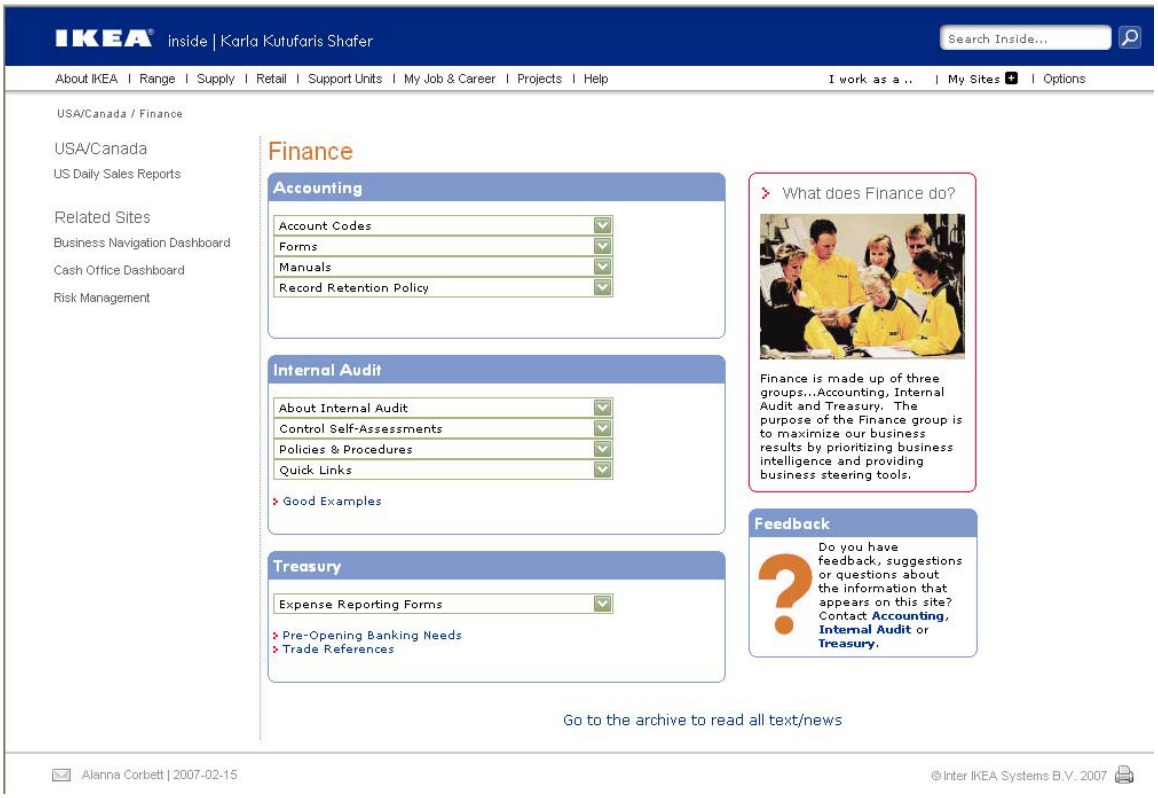
Because there is no Finance Department in the stores, the site's *Finance Department* section is not a dashboard. Instead, it's treated as a "support unit," used primarily by IKEA co-workers in the corporate office.

The Finance Department consists of three different groups, and each has its own "territory" on the page. "I don't think users are confused so much by the interface, but maybe about what this site is for," says Shafer. "There is no finance function in the store. This is purely a support function in the office. Therefore, a site like this theoretically shouldn't exist, but the links on this page should be present on different dashboards."

Other support units include: *Marketing*, *Laws & Standards*, *Distribution Services*, and *Travel Services*. These sites include information that store co-workers would find useful, but the difference is that the information is contained on a separate site instead of integrated into a dashboard. From the *Homepage*, users can access these sites by clicking the *US Support Units Sites* dropdown menu in the *Quick Links* box.

Because sites such as these are a throwback from the way the site was previously architected (where the intranet was aligned to the corporate office instead of to the stores) this site stands out in the new design paradigm.

"We're in the process of taking a hard look at sites like this and re-aligning the content so that it's in the right place for the user," says Shafer.



Pictured: Since there is no finance group in an IKEA store, this webpage is classified as a support unit rather than a dashboard, and is primarily used by co-workers in the corporate office. The design team has worked to make the interface as simple as possible.

GOALS AND CONSTRAINTS

Goals

Gleba outlines the stakeholder-related goals of US Retail Inside as follows:

- **End users.** "For our end users, our goal is to quickly and easily connect specific roles in the stores to the information they need to do their job well. 'Quickly' and 'easily' are important, since our co-workers in the stores sometimes have only seconds to find what they need on the intranet."
- **Content publishers.** "For our publishers, we want to create a simple channel that allows senders to work together to distribute information quickly and efficiently."
- **IKEA US.** "For the IKEA US organization, we want to help co-workers connect with the business by creating a two-way dialogue and sharing what they know and think."

Constraints

Shafer ticks off the usual list of project constraints—budget, time, and resources—but points to a few organization-specific ones as well:

- **Technology.** "We are a lean home furnishings company, not a software company," she says. "For these reasons, the technology that we work with to publish, and the intranet itself, is not sexy or overly sophisticated. But in true IKEA fashion, we make the most from small means."
- **Team size.** "Although we work together as a department, there's only one solely dedicated co-worker (me!) working entirely on supporting the US intranet."
- **Multitasking.** "I think another big challenge is in developing changes while still running a current site."
- **Managing content and contributors.** "Working with our content management tool can be quite challenging because you have to 'let go' and trust in your publishers. It can still be the case that content will get updated when the Infomaster has 'free time' rather than when it's necessary. In addition, consistency, both in appearance and quality of information, is always an issue when you have multiple publishers. Another challenge is that our Infomasters don't report to Internal Information, and leading and managing people who don't actually work for you can be tough!"

USERS

US Retail Inside serves the 12,000 IKEA co-workers who work at the 33 retail locations in the US. While the IKEA intranet is open to all co-workers, the key audience, according to Shafer, is managers: store managers, assistant store managers, business navigators, customer service managers, HR managers, logistics managers, sales managers, system trainers, cash office managers, interior design managers, and IKEA food service managers.



Pictured: Approximately 65-75% of IKEA store co-workers don't have their own personal computers (only those in management positions do). These co-workers access the intranet through shared terminals in each department.



Pictured: Co-workers can access the intranet while they're on a break using one of the computers in the staff cafeteria or Resource Room (a library with training material and other IKEA information).

USER TASKS

Common user tasks supported by US Retail Inside:

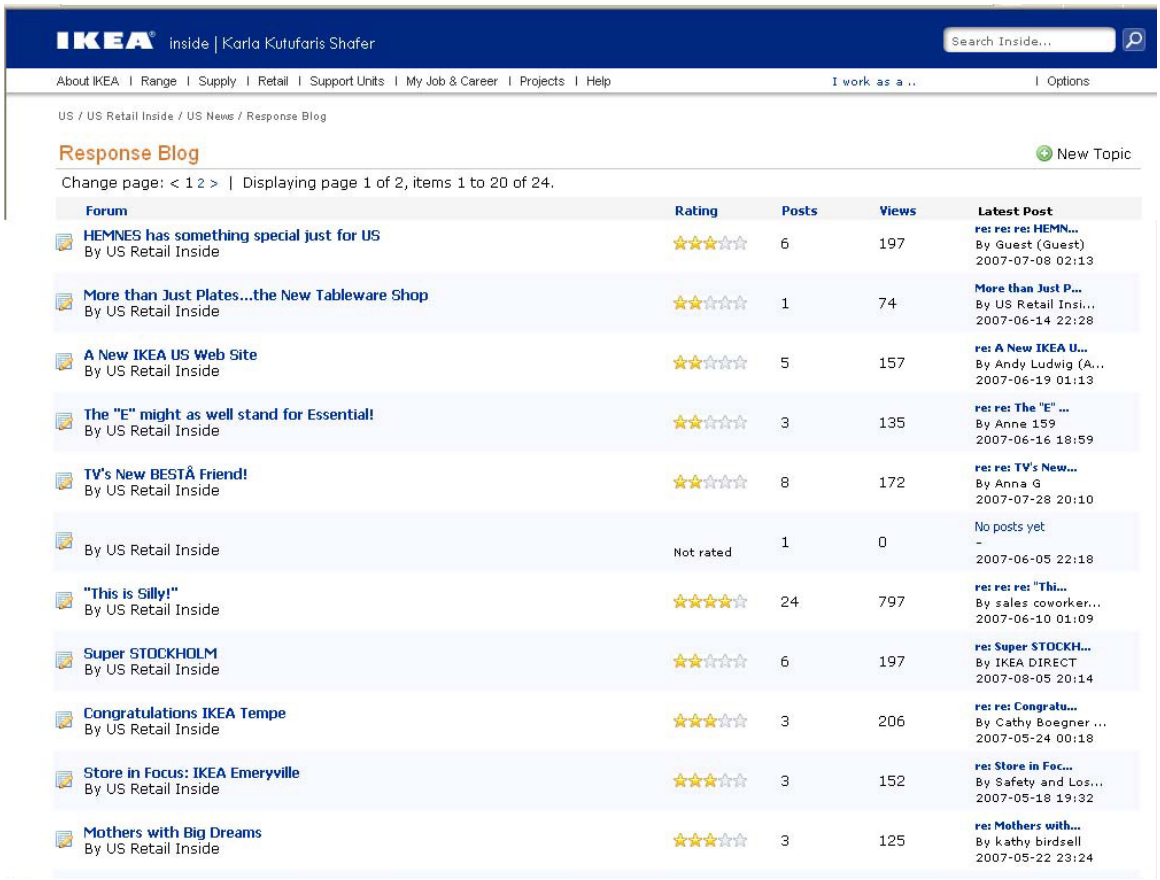
- Find sales reports, merchandising guidelines, product information, and other tools and documents needed for store co-workers to do their jobs
- Get current news about IKEA
- Request travel reservations
- Book conference rooms
- Sign up for training classes
- Fill out expense reports, time off forms, and performance evaluations
- Access tutorials for basic computer applications (*Helpdesk Angel*)
- Look up co-worker information in the *Corporate Directory System*
- Look up store location information
- Learn about IKEA benefits
- Request technical support
- Access payroll information
- Apply for internal job postings

BASIC INTRANET FEATURES

US Retail Inside has more than 5,000 pages with approximately 50 Infomasters contributing content. The site gets an estimated 600,000 page views per month.

Intranet features include:

- A homepage developed after researching co-workers' most important needs
- A news center that's updated five times a week
- Discussion boards where users can post responses to intranet articles
- Surveys
- An online conference room booking tool
- Link to an online payroll application
- Co-worker lookup tool
- Search tool



Pictured: Discussion forums are linked to news stories and allow co-workers to speak their minds about a current issue or company initiative.

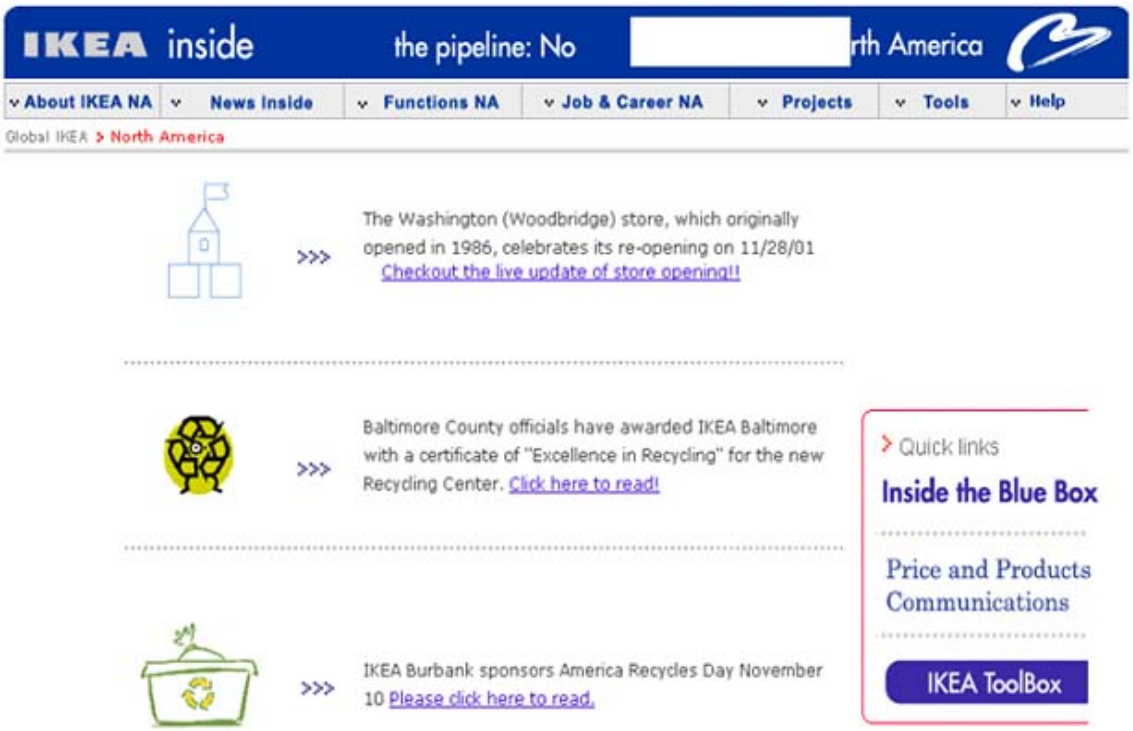
DESIGN PROCESS AND USABILITY ACTIVITIES

A Commitment to Continual Improvement

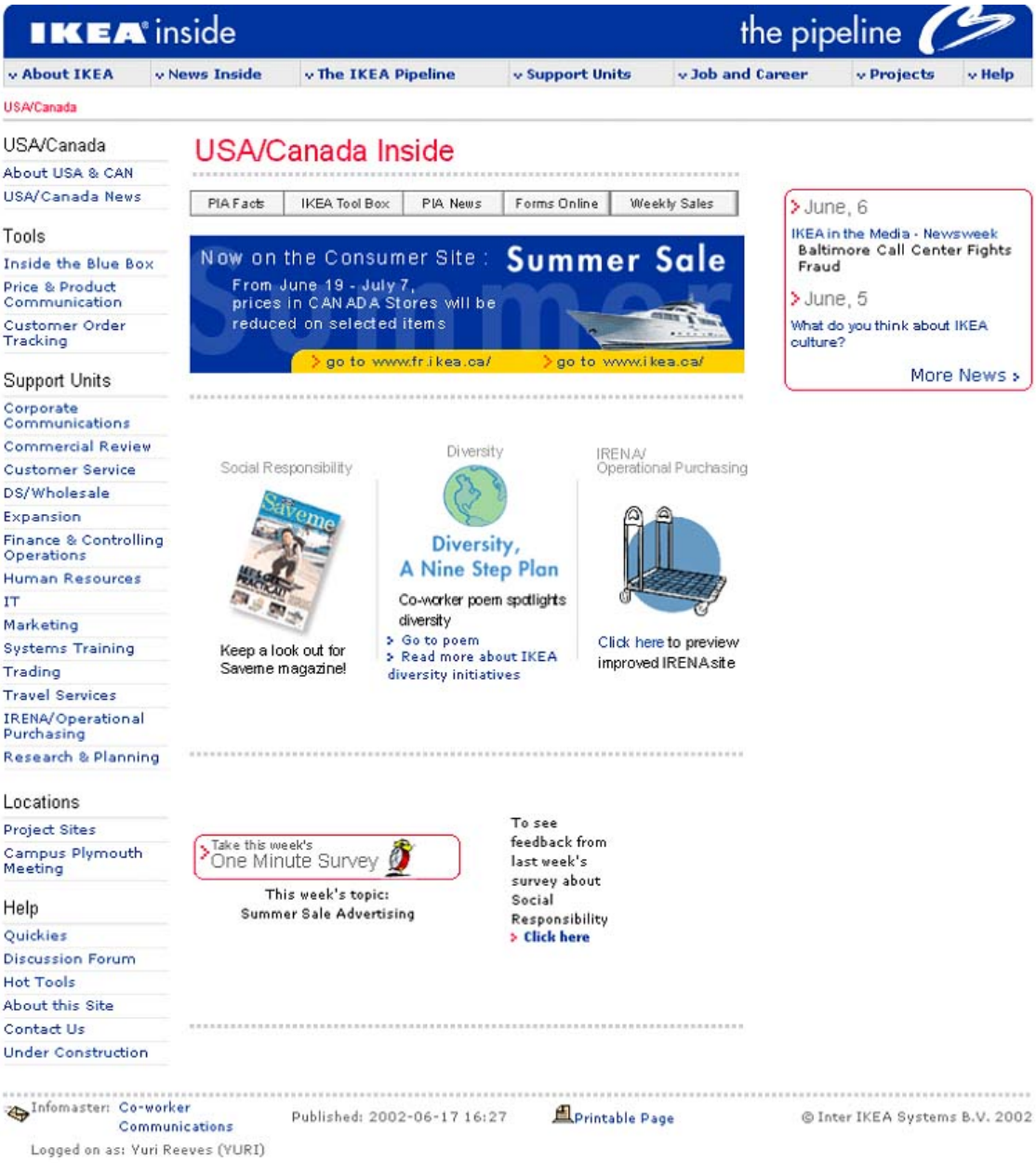
The US intranet team has committed to making continual site improvements. In keeping with that commitment, they've defined an annual process to identify problems, make updates, and conduct a review of the homepage to identify any needed changes. This annual review process gives the team a framework and a timeline for change.

"We evaluate how we're doing each year by conducting a site audit for the US intranet," says Shafer. "We go through each area of the intranet and rate it according to five basic criteria. This gives us a snapshot of how well our site is functioning and where we need improvement."

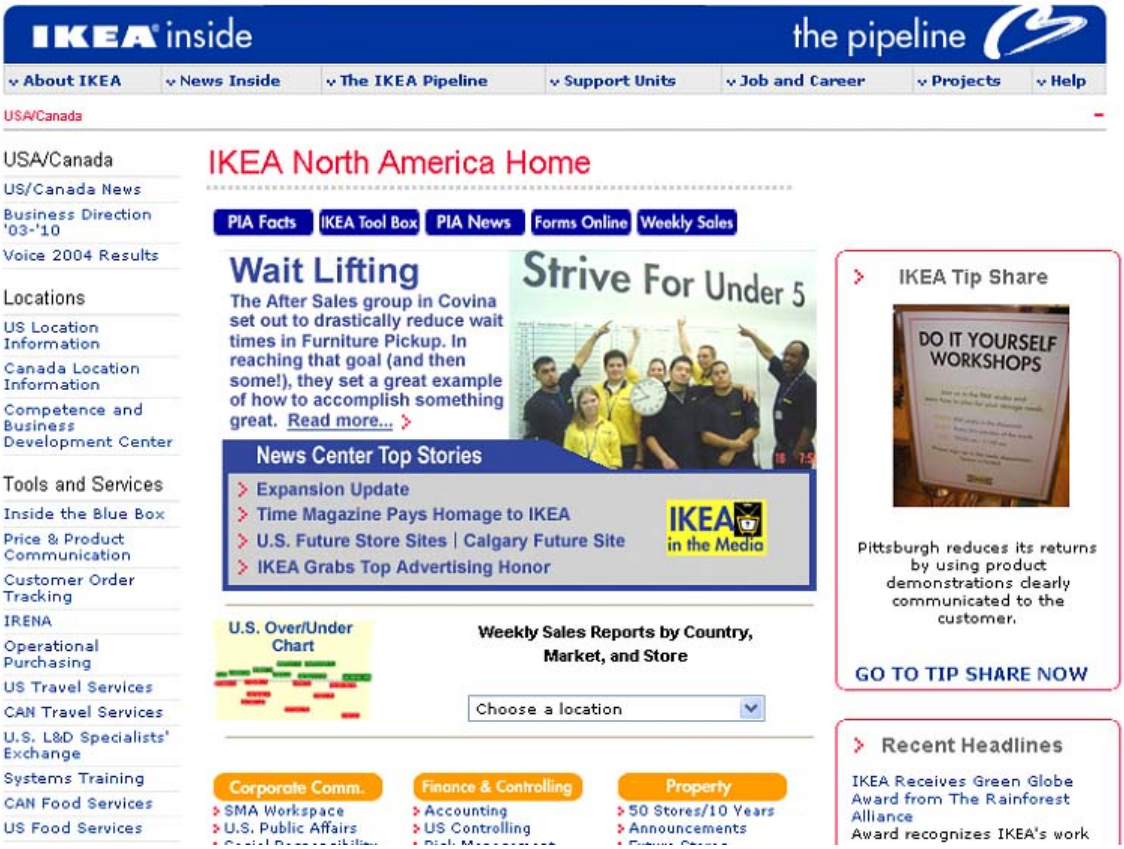
Last year's audit resulted in the decision to completely overhaul the site.



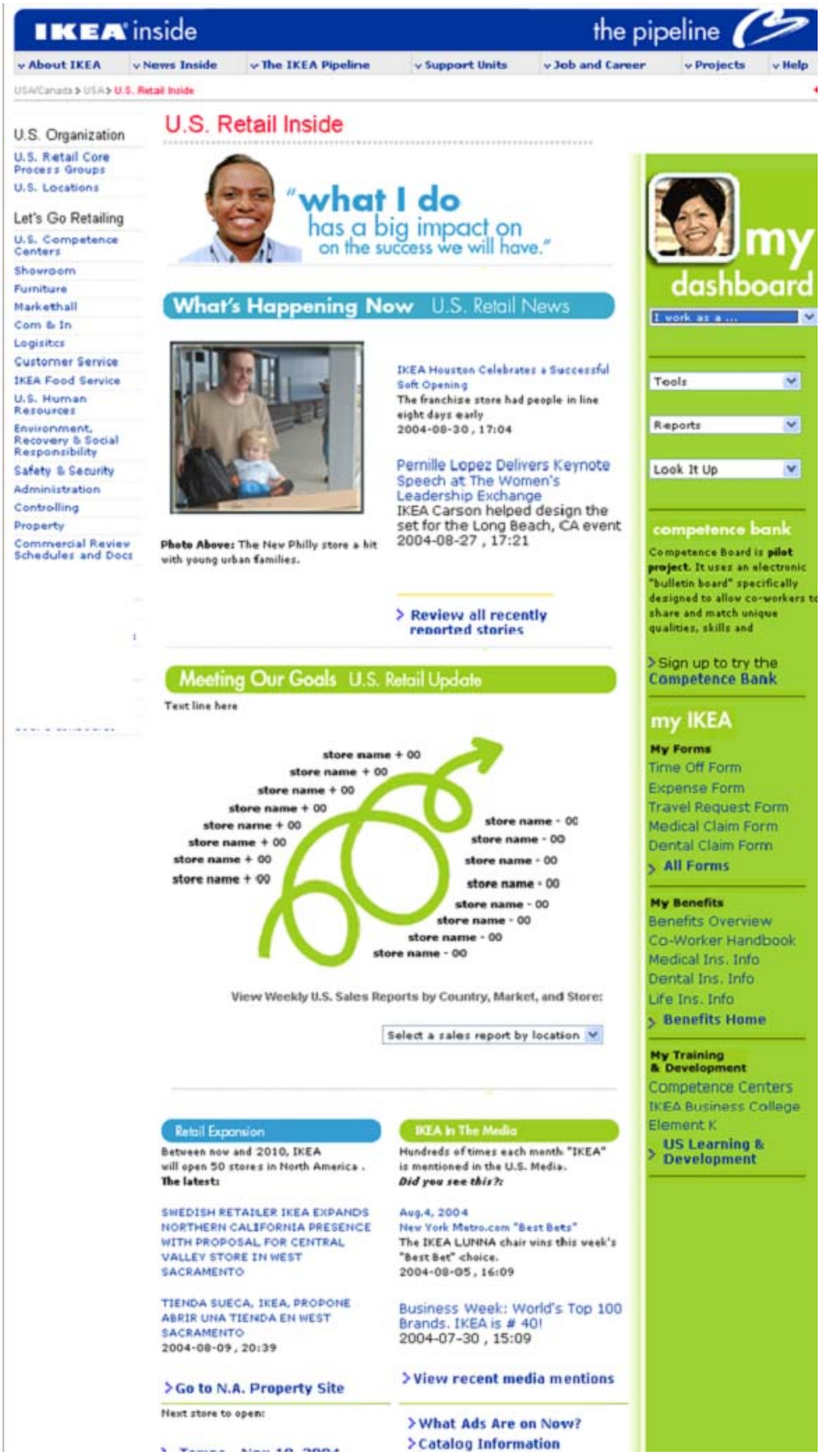
Pictured: The IKEA US Homepage in 2002.



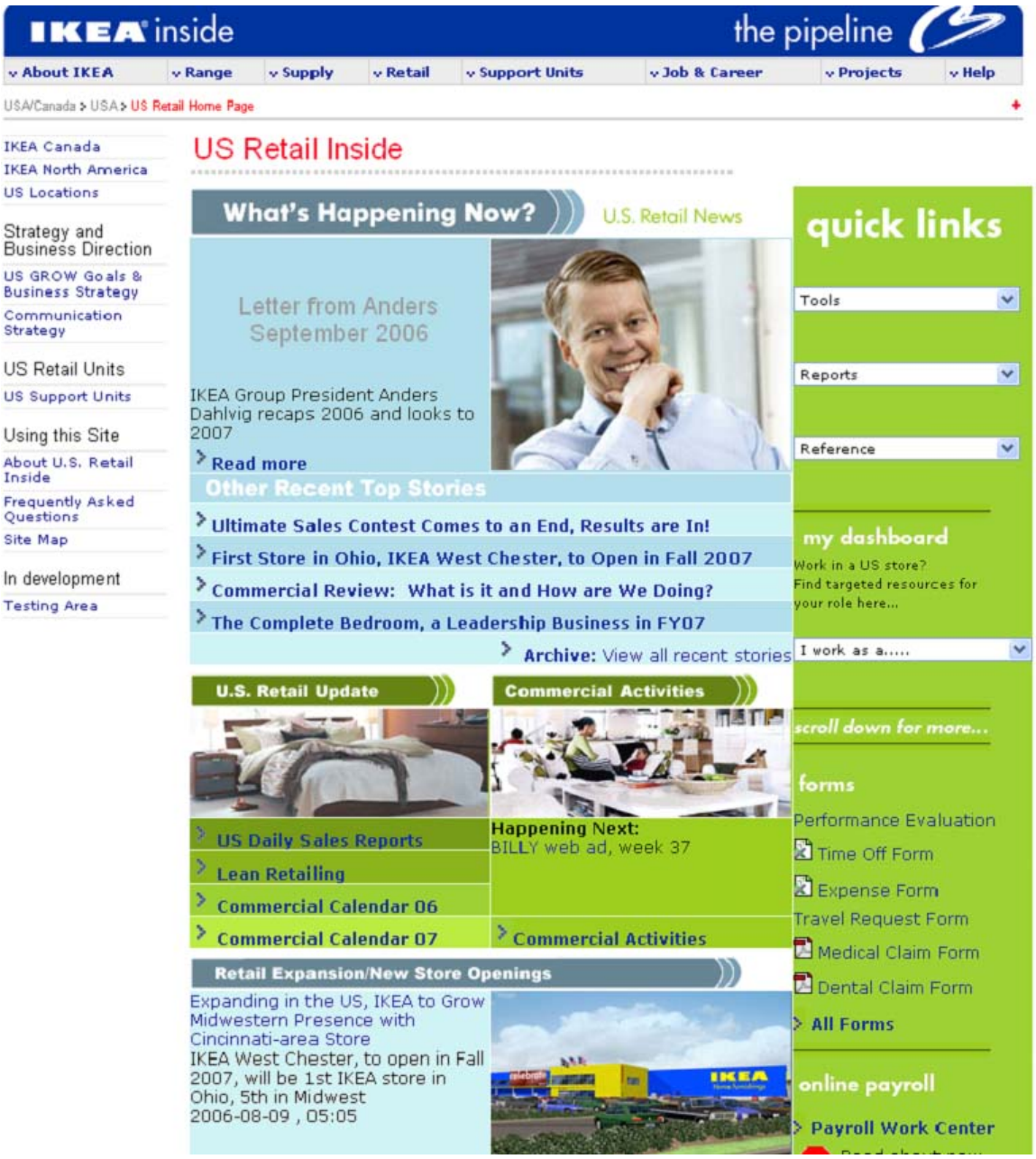
Pictured: The IKEA US Homepage in 2003.



Pictured: The IKEA US Homepage in 2004.


IKEA inside
the pipeline
About IKEA
News Inside
The IKEA Pipeline
Support Units
Job and Career
Projects
Help
USA/Canada > USA > U.S. Retail Inside
U.S. Organization
U.S. Retail Core Process Groups
U.S. Locations
Let's Go Retailing
U.S. Competence Centers
Showroom
Furniture
Marketehall
Com & In
Logisitcs
Customer Service
IKEA Food Service
U.S. Human Resources
Environment, Recovery & Social Responsibility
Safety & Security
Administration
Controlling
Property
Commercial Review Schedules and Docs
U.S. Retail Inside
"what I do has a big impact on on the success we will have."
What's Happening Now U.S. Retail News
IKEA Houston Celebrates a Successful Soft Opening
The franchise store had people in line eight days early
2004-08-30 , 17:04
Pernille Lopez Delivers Keynote Speech at The Women's Leadership Exchange
IKEA Carson helped design the set for the Long Beach, CA event
2004-08-27 , 17:21
Photo Above: The New Philly store a hit with young urban families.
> Review all recently reported stories
Meeting Our Goals U.S. Retail Update
Text line here
store name + 00
store name + 00
store name + 00
store name + 00
store name + 00
store name + 00
store name + 00
store name + 00
store name - 00
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store name - 00
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store name - 00
store name - 00
View Weekly U.S. Sales Reports by Country, Market, and Store:
Select a sales report by location
Retail Expansion
Between now and 2010, IKEA will open 50 stores in North America .
The latest:
SWEDISH RETAILER IKEA EXPANDS NORTHERN CALIFORNIA PRESENCE WITH PROPOSAL FOR CENTRAL VALLEY STORE IN WEST SACRAMENTO
TIENDA SUECA, IKEA, PROPONE ABRIR UNA TIENDA EN WEST SACRAMENTO
2004-08-09 , 20:39
> Go to N.A. Property Site
Next store to open:
IKEA In The Media
Hundreds of times each month "IKEA" is mentioned in the U.S. Media.
Did you see this?:
Aug.4, 2004
New York Metro.com "Best Bets"
The IKEA LUNNA chair wins this week's "Best Bet" choice.
2004-08-05 , 16:09
Business Week: World's Top 100 Brands. IKEA is # 40!
2004-07-30 , 15:09
> View recent media mentions
> What Ads Are on Now?
> Catalog Information
my dashboard
I work as a ...
Tools
Reports
Look It Up
competence bank
Competence Board is pilot project. It uses an electronic "bulletin board" specifically designed to allow co-workers to share and match unique qualities, skills and
> Sign up to try the Competence Bank
my IKEA
My Forms
Time Off Form
Expense Form
Travel Request Form
Medical Claim Form
Dental Claim Form
> All Forms
My Benefits
Benefits Overview
Co-Worker Handbook
Medical Ins. Info
Dental Ins. Info
Life Ins. Info
> Benefits Home
My Training & Development
Competence Centers
IKEA Business College
Element K
> US Learning & Development

Pictured: The IKEA US Homepage in 2005.



Pictured: The IKEA US Homepage in 2006.



Pictured: The IKEA US Homepage in 2007.

Asking the Users: "What's Wrong?"

Last year's audit began with a user survey. The online survey asked for 10 minutes of a user's time to answer some questions about their intranet use. "Ten minutes is a lot to ask for a busy co-worker in the store," say Shafer. "So, to sweeten the deal, we gave away an iPod."

The survey probed users with questions such as: "Which sections of the US homepage do you use the most?" and "What sites do you go to the most from the US Homepage?" and asked for general feedback. From the survey results, the team was able to tease out trends from the responses and apply that learning to the new design.

The team received nearly a thousand responses. They analyzed the feedback and recognized some common themes: the homepage was too long and too cluttered.

"We made sure that the things people said they used the most were front and center," says Shafer. "Items that people didn't use were taken off. Information that we, as the Internal Information group, wanted people to know about is also prominent (sales figures, store promotions). We designed the page so that everything fell 'above the fold' so that users didn't have to scroll, and made the design clean and simple. And a new search tool was put in place, but that was a global initiative."

The goal for the 2006 redesign was to decrease the amount of time that co-workers spend looking for information. The benchmark Shafer and her team referenced was that a user should be able to find the information they need within two clicks of the

homepage. Tools that every co-worker might need (such as a time-off form) are published directly on the homepage. Tools that are specific to a certain group of co-workers are published on their user dashboard (one click from the homepage).

"We also wanted our format to be flexible enough to allow updating to be quick and simple," says Shafer. "The redesign was done with this question in mind: 'What does every IKEA co-worker in the US need to know?' Then we made sure that the main page was limited to a single screen, using drop downs, since user feedback told us that the previous homepage required too much scrolling."

"Did we mention that we have lean resources?" says Shafer. "Testing was done within the Internal Information group only."

The Internal Information Group consists of four co-workers (at the time of the re-launch it was only three). "We pretty much took user feedback from our survey, came up with a couple of designs, and decided on the one that best met our needs," she says. "We sent the new design to our group of Infomasters to get their feedback and tweaked a bit more from there. Then we just launched it!"

The team also looked for inspiration from the homepages of other countries within the IKEA world. "We 'stole with pride,'" she says, "elements from a couple of different country's homepages. Specifically, the idea for publishing sales figures front and center. I also remember looking to the Google homepage and taking inspiration from its clean, uncluttered design."

Shafer says the team also consulted outside expert research, including the NN/g *Intranet Design Annual*.

General Web Survey Tool

New Survey | My Surveys | Help Movies | Help

Test Survey

Back to Survey | Answers | Set Answers | Add Reason

US Retail Inside

Please note, we know the iPod is really cool, but please just one response per person. Your name will be entered into the drawing only once!

1. Who are you?
(Required)

- ○ Part-time co-worker
- ○ Full-time co-worker
- ○ Department Manager/Shopkeeper/Specialist
- ○ Steering Group Member
- ○ Store Manager
- ○ Service Office co-worker
- ○ Terminal co-worker
- ○ Other (please specify)

2. From where do you most commonly access the intranet?
(Required)

- ○ Computer at my desk
- ○ Computer on the sales floor
- ○ Computer in the resource room
- ○ Other (Please Specify)

3. About how often do you use the US Intranet?
(Required)

- ○ Daily
- ○ More than once a week
- ○ Once a week
- ○ Few times a month
- ○ Other (please specify)

4. How strongly do you agree with these statements?
(Required)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
"The US homepage allows me to easily find what I'm looking for"	○	○	○	○	○
"The information on the US homepage is up-to-date and timely"	○	○	○	○	○
"I like the way the US homepage looks"	○	○	○	○	○
"I'm comfortable with the amount of information on the US homepage"	○	○	○	○	○

5. Listed below are the sections that make up the US homepage.

Pictured: The Web survey tool is a quick and simple tool that the team used to gather user feedback about the site and guide last year's homepage redesign.

Silence is Golden

"We launched it last September and waited for the fallout that comes with any kind of change," says Shafer. "Surprisingly, nothing dramatic happened at all and feedback (or lack thereof) told us that users where finding what they needed. We thought that such a change would really generate a lot of questions and comments, but that didn't happen."

No formal follow-up testing is planned to confirm the initial response to the redesign, but the team stands behind their pledge to continual improvement.

"We think of our intranet as a continual work in progress," says Shafer. "It's continually being tweaked and nudged according to what we hear our how our business is working."

Annual Redesign

The US intranet homepage is redesigned and launched at the beginning of every fiscal year (September 1). The annual redesign spans approximately four months and includes the following elements:

- An extensive user survey and analysis of the results
- Wireframe designs and design discussions
- Design implementation

RESULTS

The results of the new homepage design are quantifiable: the page views for US Retail Inside have gone up considerably over the past year. "In 2006, we averaged about 400,000 page views per month for the homepage," says Shafer. "In 2007, we've seen this number go up to an average of almost 600,000 views per month."

Shafer notes two possible reasons for the increase in page views:

- Users are checking out the homepage more often because the content is now updated more frequently. (At the beginning of fiscal year 2007, the Internal Information team made the commitment to publish three new articles per week: one for the *IKEA People* section and two for *What's Happening Now*.) This is evidenced by the increase of page views for the news stories, which are getting more hits than last year, even though they are not featured for as long a time.
- Harder to quantify is that page views have increased because users find the intranet easier to navigate so are simply using it more.

Shafer says that the redesigned homepage now lets users:

- Find the information they need more easily (the goal is for users to find what they need within two clicks of the homepage)
- See what promotion is currently happening in the stores (*Home Furnishings Focus* box) and learn what's coming up next
- See cool new stuff about IKEA twice a week (*What's Happening Now* box)

- Learn something new about fellow co-workers each week (*IKEA People* box)
- See the state of the business at a glance (*Sales Update/Goals* box)
- Join a discussion forum about news stories that are featured on the homepage
- Get to job-related information that's specifically focused on the user's retail role

LESSONS LEARNED

Lessons learned from Karla Shafer:

Simplicity and consistency rule. "These two principles seem to be the key to making navigation easier for the user. Also, if you continually 'think like a user' the organization of the intranet seems to work itself out."

Don't let a small budget limit your goals. "An IKEA motto is 'good results with small means' and we achieved this with the redesign of our homepage. It taught us that lack of a big budget doesn't have to compromise the goal of a project."

Our intranet is important, but not mission critical. "We can't close our stores or turn off our registers if the intranet goes down, so we're careful about building redundancy in when we publish must-have content."

Lessons learned from Beth Gleba:

Tap into your corporate culture. "After all, a company intranet is more than just a bunch of content, it's the reflection of your organization—and I mean that in bigger terms than just the 'visual branding.' It's about how information flows, how people work together, what's acceptable and what's not. All of this gets expressed somehow in your intranet. Understanding and tapping into your own corporate culture will make it easier to see the roadblocks ahead, but to also figure out how you're going to make it all work."

Consider all your stakeholders. "Another lesson learned is about taking the time to consider other stakeholders—beyond our own department—who need to be a part of any big changes. Other stakeholders like the training group, who does an orientation with every co-worker on our intranet, or the HR group, who relies on the intranet to help co-workers find important benefits information. It's the recognition that we're all working together and need to work together."

Ministry of Transport (New Zealand)

Using the intranet:

The Ministry of Transport (MoT) works to ensure that New Zealanders have the best possible transport system by developing and providing transport policy advice to the government. It's an information-based organization and, as such, MoT staff access and analyze information from many sources, develop and present policy papers and reports, and facilitate the implementation of government policy through various transport-related agencies.

Headquarters: Wellington, New Zealand

Number of employees the intranet supports: 200

Sales: N/A—Government Agency

Design team:

In-house, by an internal team that worked with Provoke Solutions Ltd. (project management, IA, implementation, development) and Capiche Design Ltd. (visual design)

Members:

Ministry of Transport:
Claire Johnstone, General Manager Corporate; Murray Wills, Acting IT Manager (former); Martin D'Souza, Senior IT Adviser; Hamish Denston, Intranet Project Manager (current); Stephanie Beath, Intranet Project Manager (former); Julie Frampton, Intranet Project Manager (former); Jess Takarangi, Communications Advisor

Provoke Solutions:
Ian Oliver, Account Manager; Jasmin Wilkins, Project Manager; Zef Fugaz, Information Architecture; Isha Hartono, User Interface Integration; Chandima Kulathilake, MOSS Solutions Consultant; Ari Bakker, MOSS Consultant; Zac Smith, MOSS Consultant; Callum McNeill, Developer; Jason Foote, Developer; Mark Watson, Developer

Capiche Design:
Nicki Stephens, Account Manager; Megan Birch, Visual Design

SUMMARY

The New Zealand Ministry of Transport (MoT) intranet supports about 200 central government workers. Letting employees post their own news content, and offering a sound IA and fun style, all help to make the MoT intranet "the" place to be—and no travel required.

At MoT, employees access and analyze information from many sources, then develop and present policy papers and reports, and facilitate government policy implementation through various transport-related agencies. In short, these workers provide transport policy advice to the government; thus, MoT is an information-based organization. And, because these people are working to ensure that New Zealanders have the best possible transport system, the intranet had better be good. Luckily, it is.

The look of the MoT homepage conveys a happy mood, with bright colors and cheerful images. The theme image on the homepage rotates, depicting different upbeat scenes, all about some form of transportation.



Pictured: The theme image on the homepage rotates.

The easily visible tabs across the top of the page are green on a contrasting blue background, and are clearly clickable. The selected tab color changes to white (the same color as the background), so the selected tab becomes a seamless part of the page. This makes it very apparent which section of the intranet is currently selected—an important indication that helps users orient themselves.

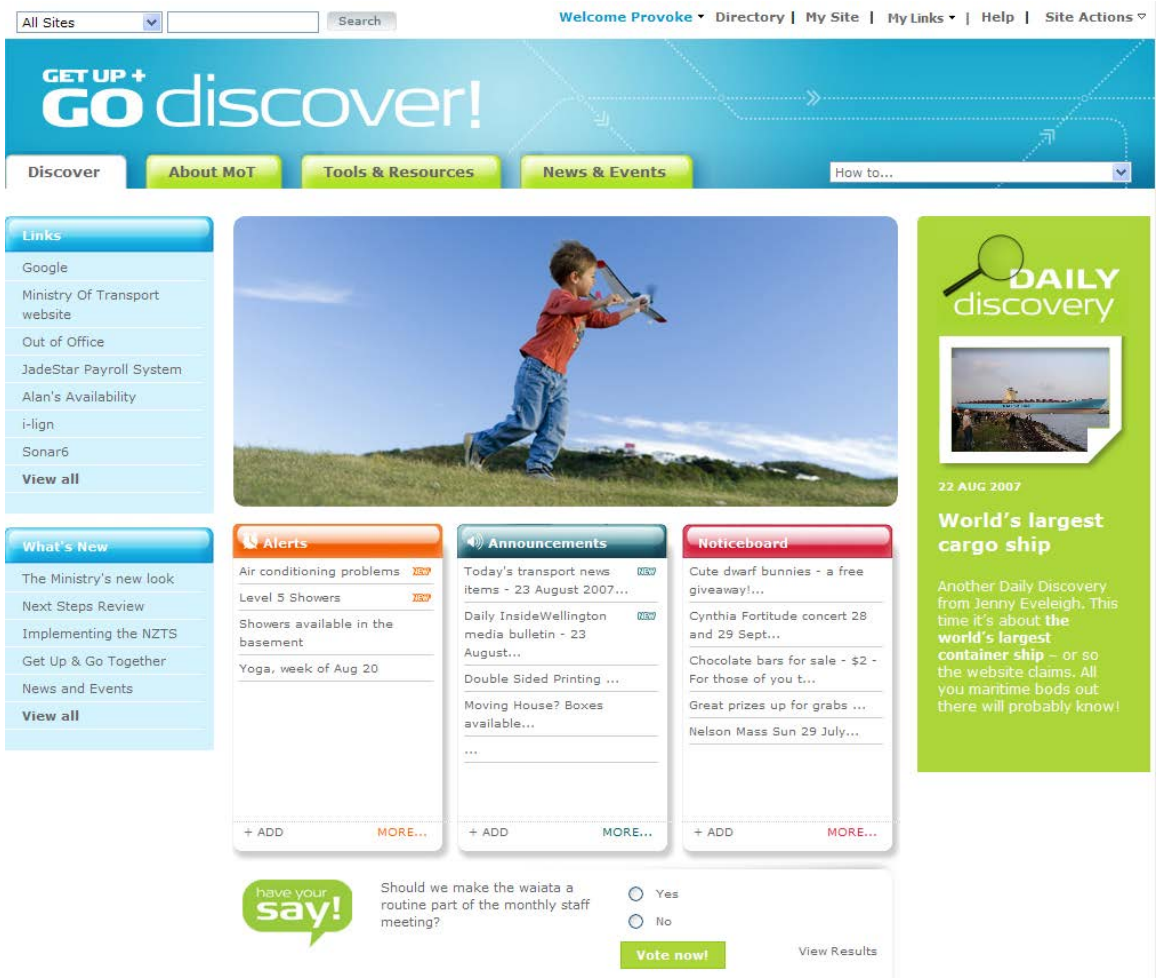
The search feature appears at the top of the page. Although the site allows for scoped section searching, the default is the best option and returns results from the intranet as well as MoT's public website.

The three main sections below the rotating image offer different types of news, including *Alerts* and *Announcements*. The *Noticeboard* houses items that are less urgent, but still interesting.

Clicking the *Add* link in the lower left of the homepage tools opens a simple form that lets all users make posts to the *Alerts, Announcements,* and *Noticeboard* sections. Because everyone can post information, all employees are better informed.

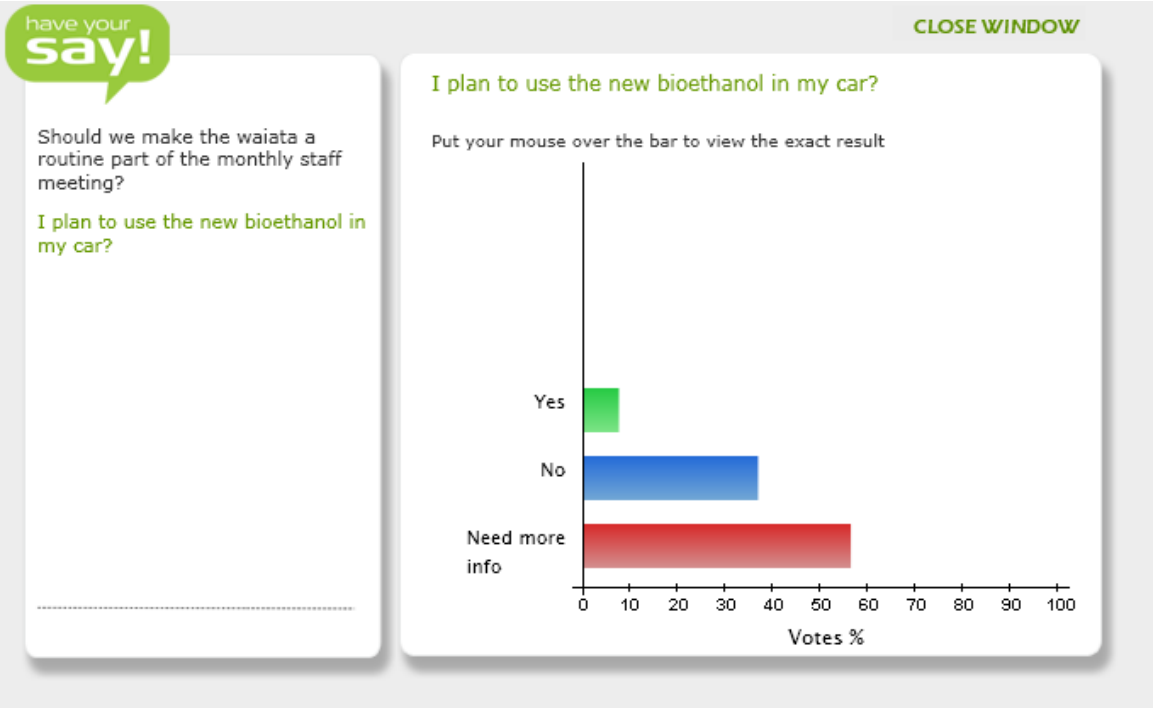
If users simply want to read more, they can click the *More* button. Clicking this button takes the user to a list of the requested content type—such as *All Alerts*—ordered by date.

The *Daily discovery* area in the page's far right column posts different fun facts about transportation each day. An image usually accompanies the blurb, to bring home the message. These trivia are not only fun, but actually teach employees facts about their industry. And that can't be bad.



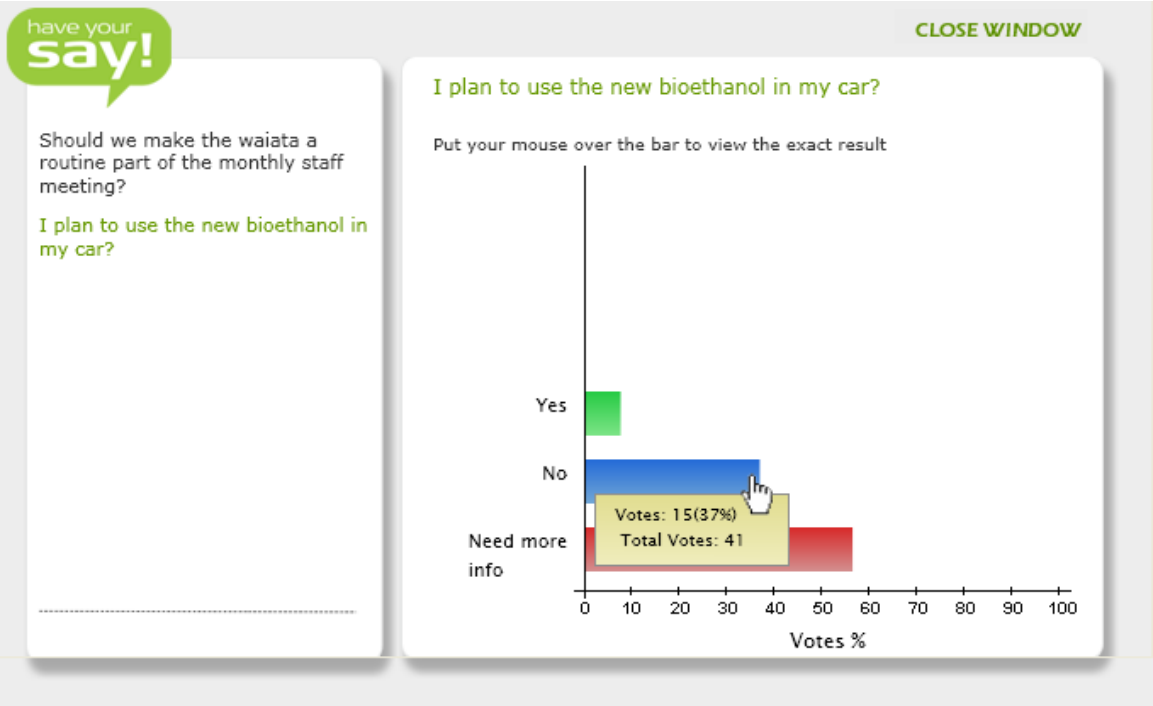
Pictured: The MoT homepage has a rotating theme image, plus *Alerts*, *Announcements*, and other news.

The *Have Your Say* poll at the bottom of the page allows employees to answer timely questions. They can also see what their colleagues answered by clicking the *view results* link. The question is repeated in a pop-up window, as is the user's answer. A bar chart quantifies all the answers.



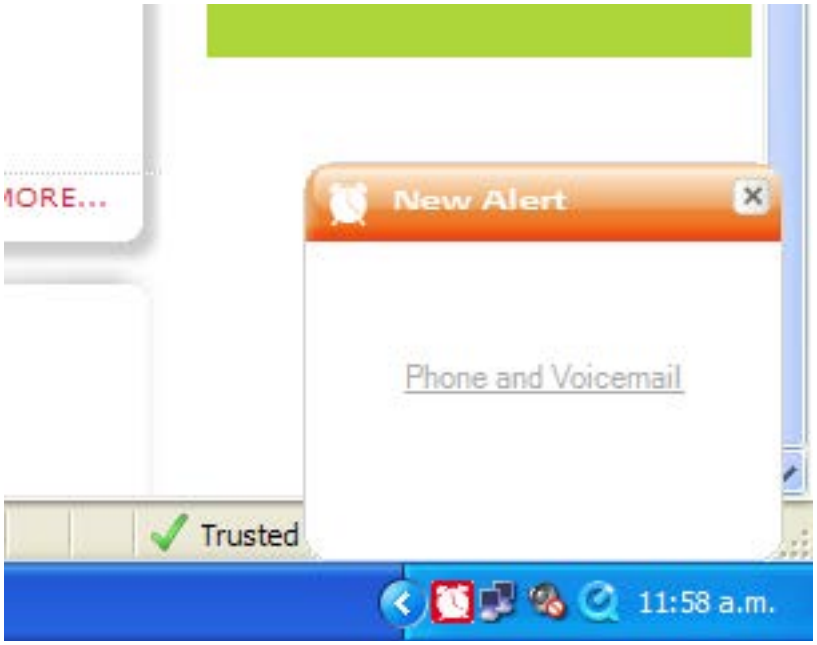
Pictured: Users can view the homepage's poll results. A simple graph makes the answers visible at a glance.

If users wave their mouse over one of the bars, a pop-up appears showing the percentage and actual number of votes for that category.



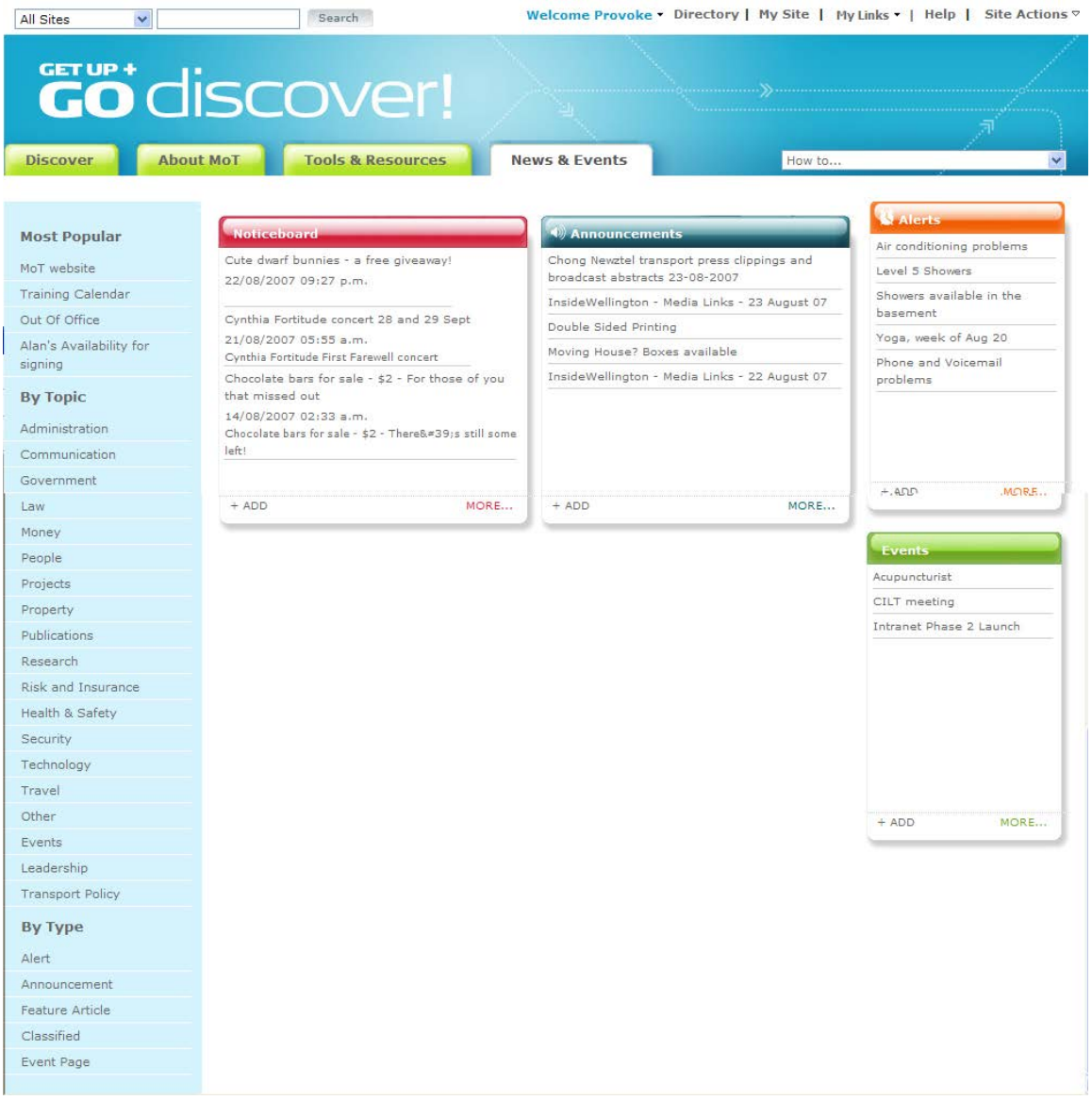
Pictured: A rollover with specific stats for the bar appears when users mouse over it.

Alerts are important; they shouldn't be displayed only on the homepage. Here, even if users leave the homepage, they can still keep abreast of *Alerts* through pop-up messages. For example, a message might tell users about a change to the internal phone or voicemail system and specify the alert type (phone or otherwise).



Pictured: *Alerts* open to inform users of important happenings.

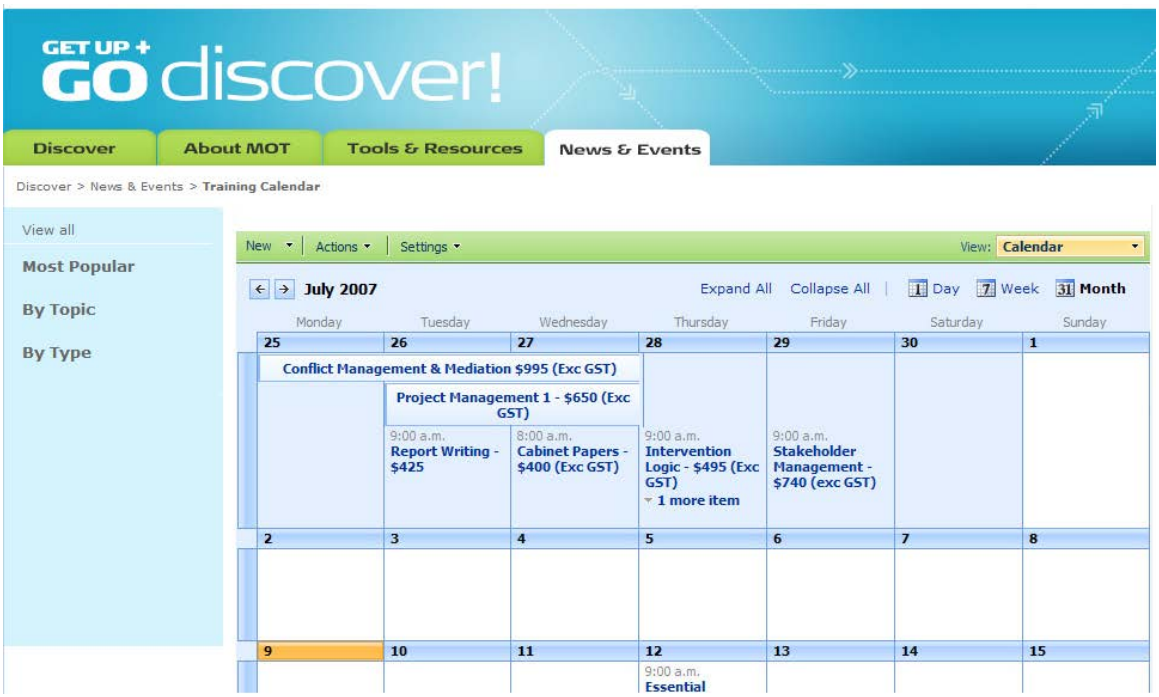
Homepage news and *Alerts* aren't the only source of news communication on the MoT intranet. The *News and Events* tab offers content that includes *generic* (default), *event*, *announcement*, *alert*, and *classified*.



Pictured: The *News and Events* tab offers content such as *generic* (default), *event*, *announcement*, *alert*, and *classified*.

Because training is considered an event at MoT, training schedules are housed within the intranet's *News & Events* area. Users can view training by day, week, or month, and can collapse the views to show more items with fewer details. By default, the view shows the course name, the time it begins, and the price, plus additional information when applicable.

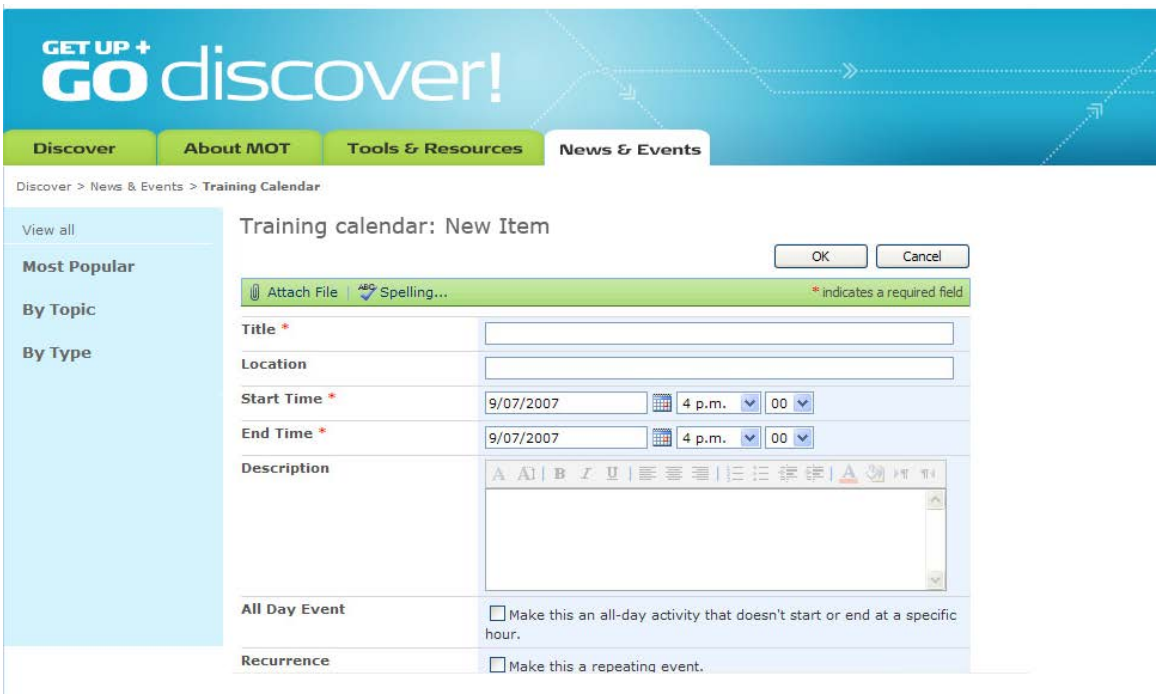
Users can click an event to view details, then integrate the chosen events with their Outlook Calendar.



Pictured: The *Training Calendar* displays the day, time, title, and price of training classes at the organization.

Anyone can add items to the *News & Events* area. The input form makes this very easy. Field labels are straightforward. Fields are the right size for the information users are expected to enter. The drop-down lists for the calendars and times make this selection simple. And, to avoid having the many content providers forgetting important information, necessary fields are marked at *required*.

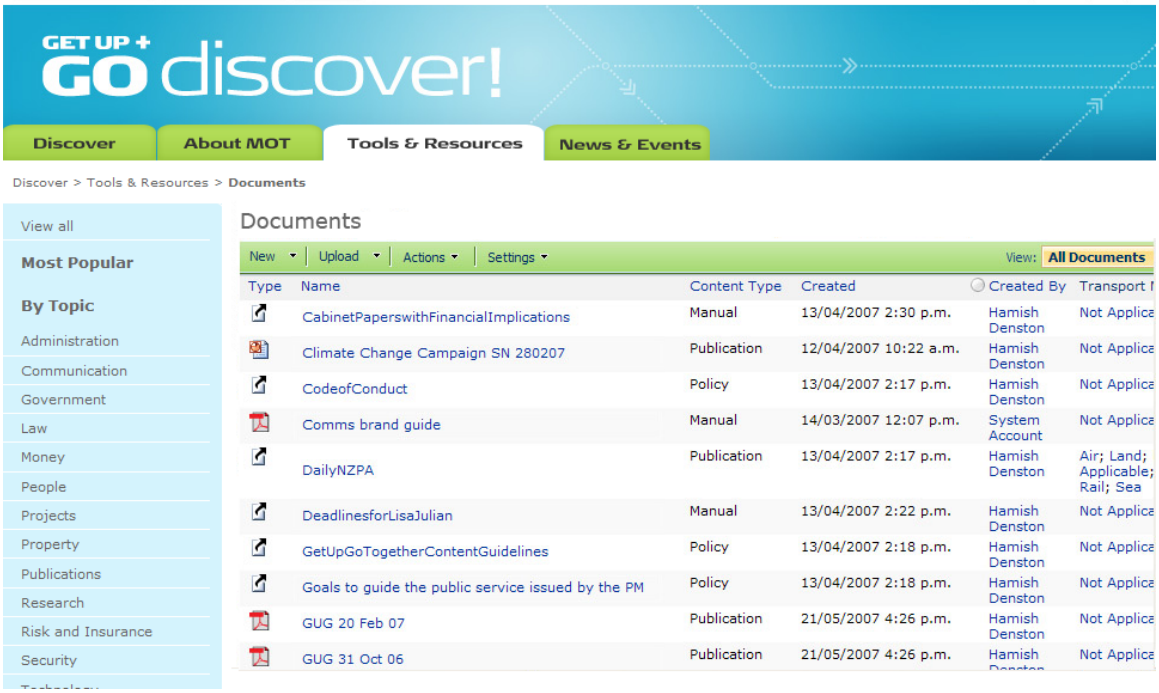
Two niceties are the checkboxes: *Make this an all-day activity that doesn't start or end at a specific hour,* and *Make this a repeating event.*



Pictured: Anyone can enter events in the *Training Calendar*. Simple and required fields in this form make this process run smoothly for the person entering and the would-be readers of the information.

Being a research organization, documents are of utmost importance. To make the organization's many documents accessible and possible to find, people post them in the *Tools & Resources* tab in the *Document List* area. This allows users to browse all site content using tags that are presented as navigation and column filters. Users can see documents and sort them by many categories, including *Type,* (which also shows an icon denoting PDF, PowerPoint presentation, and so on), *Name, Content Type, Date Created,* and *Created by*. Having these categories increased the chances that users will be able to find their desired documents. For example, they might recall only the rough date when the document was posted. In that case, they can sort by data and view document titles around that date.

Users can take several actions in this area as well, using a simple green toolbar at the top of the page that contains four commands: *New, Upload, Actions,* and *Settings*.



Pictured: The *Document List* area helps MoT employees do their research and communicate it with each other. The list is sortable and easy to manage.

The MoT intranet makes it effortless to communicate research work and news. The design team considered tasks and simplicity, while always promoting the transportation theme in subtle and pleasant ways.

URL AND ACCESS

The Ministry of Transport named its intranet "Discover" to fit with MoT's internal branding and as a mandate for users: "Get Up and Go: Discover!" The intranet's URL is: http://discover and the site is every user's start-up page. Users have access to the intranet from within the agency and remotely.

Currently there are no requirements for users to access the site via mobile devices, but the design team took that possibility into consideration when choosing the back-end technology. The site is served from Microsoft Office SharePoint Server 2007 (MOSS) and this platform provides out-of-the-box functionality to enable mobile browsing should the agency decide to use it in a future site release.

TECHNOLOGY

The MoT's intranet technology platform has evolved from a Lotus Notes resource library—containing a several databases populated with MoT manuals and policies, email functionality, an instant messaging application, and two contact databases—to its current platform of MOSS 2007 and Exchange/Outlook 2003.

The underlying technology for MoT's intranet is Microsoft-based and consists of the following components:

- Windows Server 2003 Enterprise SQL Server 2005
- Microsoft .NET Framework 3.0 and 2.0

- Internet Information Server 6.0
- Microsoft Exchange Server 2003
- MOSS 2007 Enterprise

The development of the intranet followed the Microsoft Solution Framework development guidelines as well as the MOSS development framework that Provoke Solutions' created for MoT.

In future releases, MoT wants to provide direct integration with CRM 3.0, collaborative workspaces, document management, and workflow to meet its need for comprehensive contact database management.

"There are a significant number of external contacts required for ministry staff," says Jasmin Wilkins, Project Manager for Provoke Solutions. "And ensuring visibility of the CRM details for these people via the familiar interface of the Intranet enhances the user ability to maintain communication and locate contact details."

CONTENT MANAGEMENT

Managing Content with Templates

Discover's content management is controlled via a browser interface that leverages MOSS's Web content management capabilities. Intranet template administrators use the SharePoint Designer tool for layout design and look and feel. The templates and design are centrally controlled via a master template and CSS. Some rich-text editing is permitted for content such as classified ads to let users personalize and highlight relevant portions of their content.

MoT has not established any further template guidelines, as none are necessary. "The initial site definition process was intensive, and identified the range of templates required for the IA of the site," says Wilkins, "with the intent of being comprehensive, and minimizing any need for additional template creation."

Content Authoring

One person—a content publisher—manages the site's content, with individual business units responsible for their own content areas.

"Formal content updates are managed centrally (such as policies and procedures)," says Wilkins, "With the nominated staff member from that area of the organization updating content and providing signed off updates to the content administrator. Content that's more informal (notices, social events) is authored directly by the staff member concerned. The informal content is frequently updated, giving a dynamic site, whilst the formal business content is more stable."

Changes are tracked via version control that is enabled across all document and page libraries. This change management functionality is native to the CMS tool.

INTRANET TEAM



Pictured (from left): Jasmin Wilkins, Project Manager (Provoke Solutions); Martin D'Souza, Senior IT Advisor (Ministry of Transport); Isha Hartono, User Interface Integration (Provoke Solutions); Claire Johnstone, General Manager Corporate (Ministry of Transport); Murray Wills, IT Manager (Ministry of Transport); Zef Fugaz, Information Architecture (Provoke Solutions); Ari Bakker, MOSS Consultant (Provoke Solutions); Hamish Denston, Intranet Project Manager (Ministry of Transport); Ian Oliver, Account Manager (Provoke Solutions).

Site Operations and Ownership

MoT employs just one full-time dedicated staff member, Hamish Denston, the site's Project Manager, to manage the site's day-to-day operation. This is possible because content creation responsibilities are distributed to subject matter specialists across the ministry. MoT looks to outside vendors to provide additional assistance for discrete design and development projects and upgrades and enhancements as needed.

Intranet ownership within MoT is within the Corporate Group, with IT providing oversight, infrastructure, and first-tier support. Corporate is responsible for core MoT services including: communications and regional stakeholder relationships, HR, legal advice (internal), finance, audit and budget management, information management and technology, and administration.

It Takes a Team to Build an Intranet: A Team of Agencies

Because MoT is an information-based organization, its site users need to access and analyze information from across many sources. MoT employees use this information to develop and present policy papers and reports. And, prior to the intranet's development, much of that corporate reference material lived in Lotus Notes databases and organization-wide communication was done via email. The decision to move these functions to an intranet was intended to improve communications and information dissemination throughout the organization and thus improve MoT's ability to deliver on its responsibilities.

With only one dedicated internal resource, MoT has relied heavily on outside agencies and expertise to plan, design, and build the intranet since 2005 when the Communications Team initiated the intranet project.

The intranet project's impetus was a result of two things: Claire Johnstone, MoT's General Manager of Corporate, engaged Murray Wills, a contract IT Manager, to create an IT architecture and roadmap for MoT, and "a successful Treasury bid to improve MoT's IT capability to meet our responsibilities to the New Zealand public," says Denston.

In response, the Communications team hired an external consultant to provide MoT with conceptual design and intranet strategy. The consultant completed the requirements analysis and conducted user research. She also created the original IA concept, which was later modified by Provoke Solutions and adapted to suit MOSS requirements.

When the design and strategy consultant ended her contract, an internal MoT team member took over ownership of the business requirements and project management (with support from Hamish Denston, who at the time was the Communications Team's Webmaster).

When this initial phase was complete, MoT moved the project to its IT Department and IT engaged Provoke Solutions, a company specializing in business-focused software using Microsoft technologies. Provoke used these technologies to define the functional specification, design and build the CMS solution, and extend the site's IA beyond the initial consultant's design.

In addition to the Provoke team, Capiche Design won the contract to deliver the visual design.

When the site's beta release went live in October 2006, Denston assumed sole responsibility for site management. He says he believes that the involvement of the many participants in the site development process has ensured a level of quality in the end product.

"The change in participants throughout the process has ensured every decision is reviewed," says Denston. "This has increased the time taken, but it does act effectively to make sure all decisions are well thought out and appropriate—which we believe makes the site more effective in the long run."

Discover (the current site) was launched in May 2007, followed by a round of site enhancements to improve interactivity. These enhancements included out-of-browser *Alert* notifications via a Windows taskbar alert; online surveys, with results rendered using Microsoft's Silverlight; and extending MOSS OOTB Search functionality by customizing search Web Parts and integrating the search with external data sources.

These enhancements were rolled out in August 2007, shortly after the site launch.

DESIGN TEAM RESPONSIBILITIES AT A GLANCE			
MoT Internal Staff	**Initial External Consultant**	**Provoke Solutions**	**Capiche Design**
Project management and oversight	Conceptual design and intranet strategy	IA wireframes Technology set-up and integration Front-end and Back-end development	Visual design

GOALS AND CONSTRAINTS

Goals

The efficiency and effectiveness of information flow is fundamental to MoT. The intranet was designed to address disruptions to that flow and inefficiencies affecting staff productivity.

"Staff were having difficulty locating and updating key documents (policies and procedures) leading to lost productivity from long searches/browsing and to asking colleagues," says Denston. "Also, the email 'chatter' was damaging the usefulness of email as a business tool."

The goal for the intranet was stated as: "Ensuring users with differing needs, skills, and experience are engaged, and the functionality enhances rather than challenges their day-to-day work life," says Denston.

The team's specific intranet goals were to:

- Improve information flow throughout the organization by providing accurate and consistent information for better cross-Ministry communication and collaboration
- Improve information "findability" to reduce staff time spent looking for information
- Provide a central repository for internal policies and processes and improve access to business-critical information
- Reduce the risk of misinformation through human error in updating multiple copies of documents
- Reduce the risk of misinformation through terminology that is meaningless to the reader
- Support and strengthen the MoT culture and improve staff morale and job satisfaction by having the intranet be a channel for staff interaction
- Align with the e-government guidelines (accessibility standards)
- Reduce the amount of email communication between staff by creating a functional and attractive communal space

Constraints

MoT struggled with the usual list of project constraints: budget, timeline, and choice of suppliers. "In terms of budget," says Denston, "the Ministry are constrained by the

fact they are a government organization, and have a limited IT budget, and a responsibility to the taxpayer to use funds wisely. The timeline for implementation was reasonably tight due to the length of time taken for analysis and design, and enthusiasm by the Ministry's leadership to launch the intranet."

USERS

MoT's intranet supports a staff whose primary job function is to draft policy documents and identify problems and opportunities in the New Zealand transport sector. The majority of the site's users are involved in researching policy options and making recommendations to the Minister of Transport, Associate Minister of Transport, and the Minister for Transport Safety.

USER TASKS

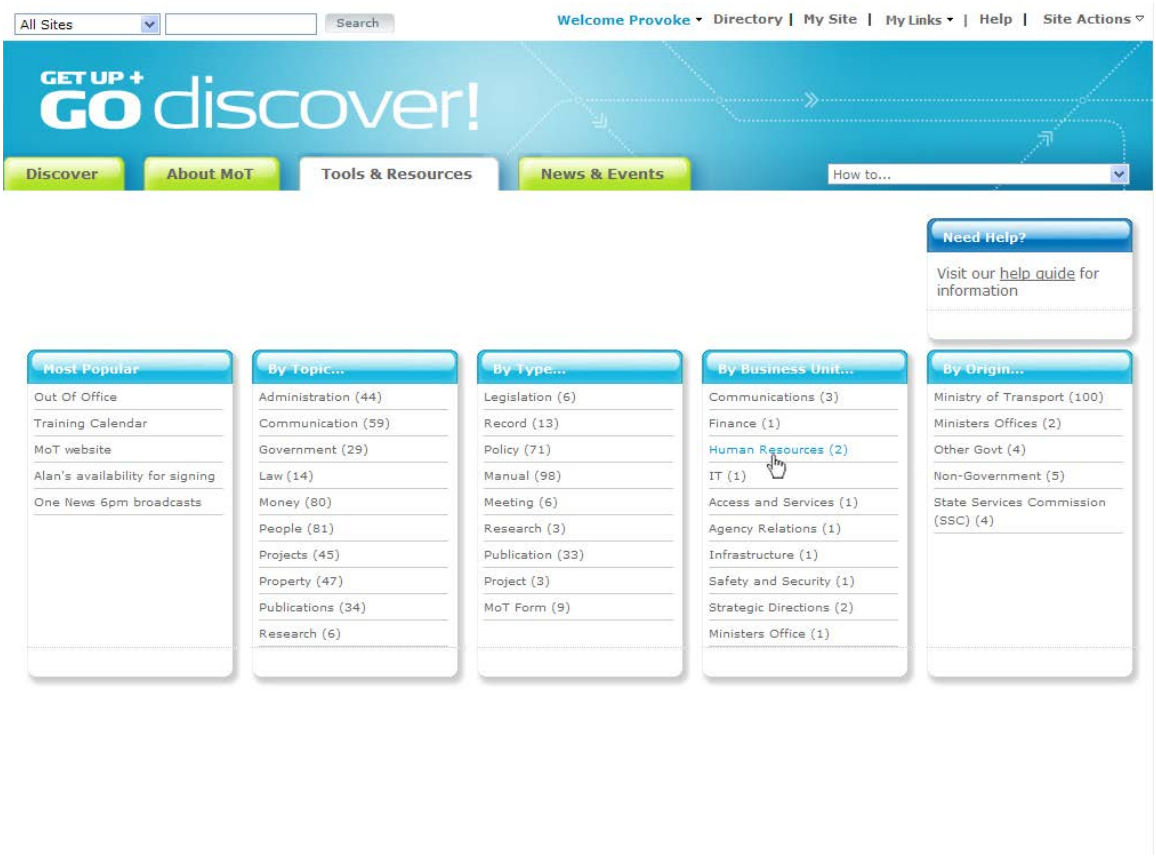
MoT's design team conducted a "persona hypothesis" workshop and identified the primary tasks the intranet should support. The workshops also generated user scenarios that helped the team determine a short list of user tasks.

The scenarios included the following use cases:

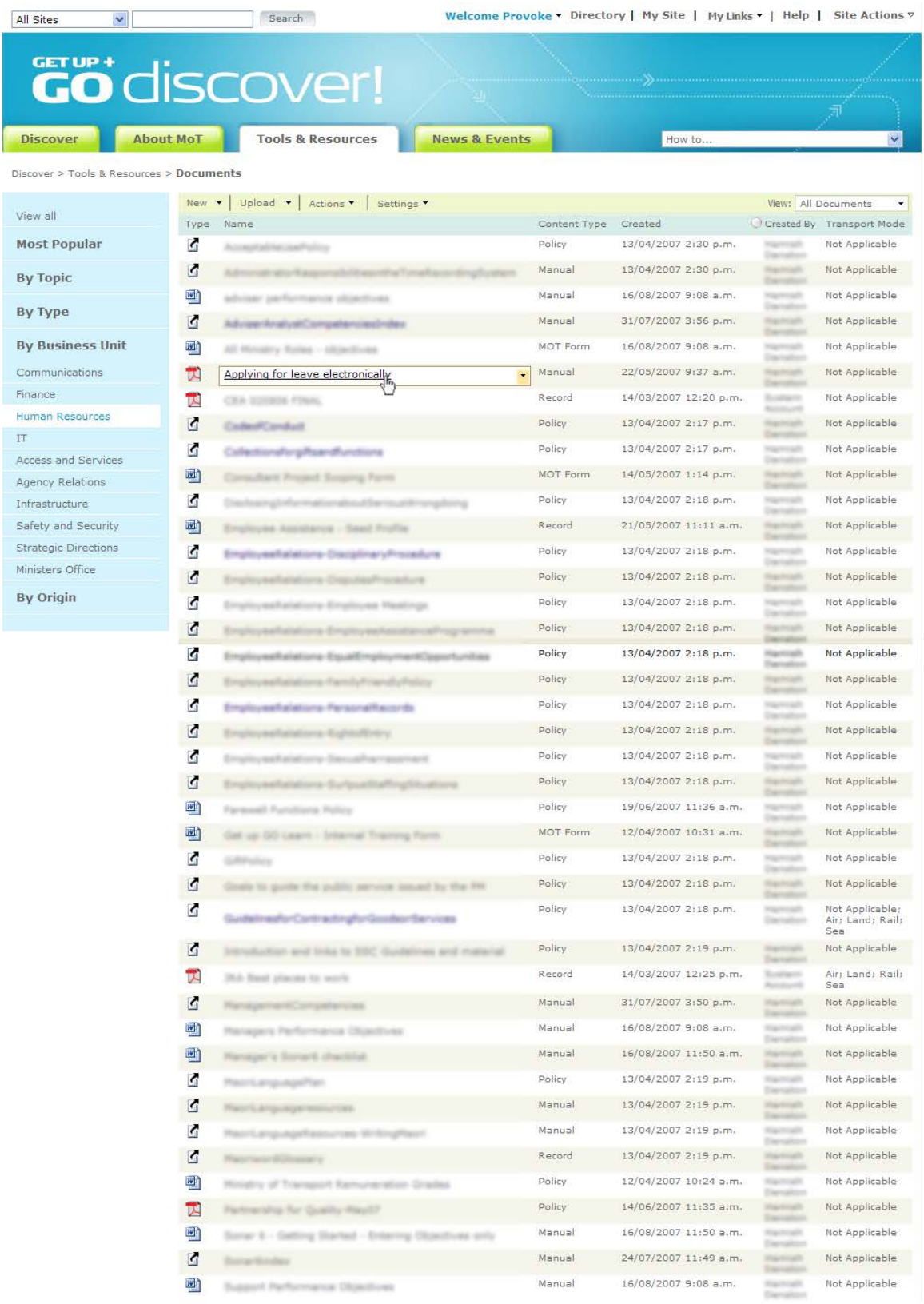
- Respond to a Ministerial Inquiry about the number of aircraft fatalities in New Zealand between 2001-2005
- Receive *Alerts* on modifications made to a document
- Write a new policy
- Draft letters responding to an insurance enquiry
- Post information about an upcoming social club event
- Email the HR policy manual to a staff member

Common tasks the intranet supports include:

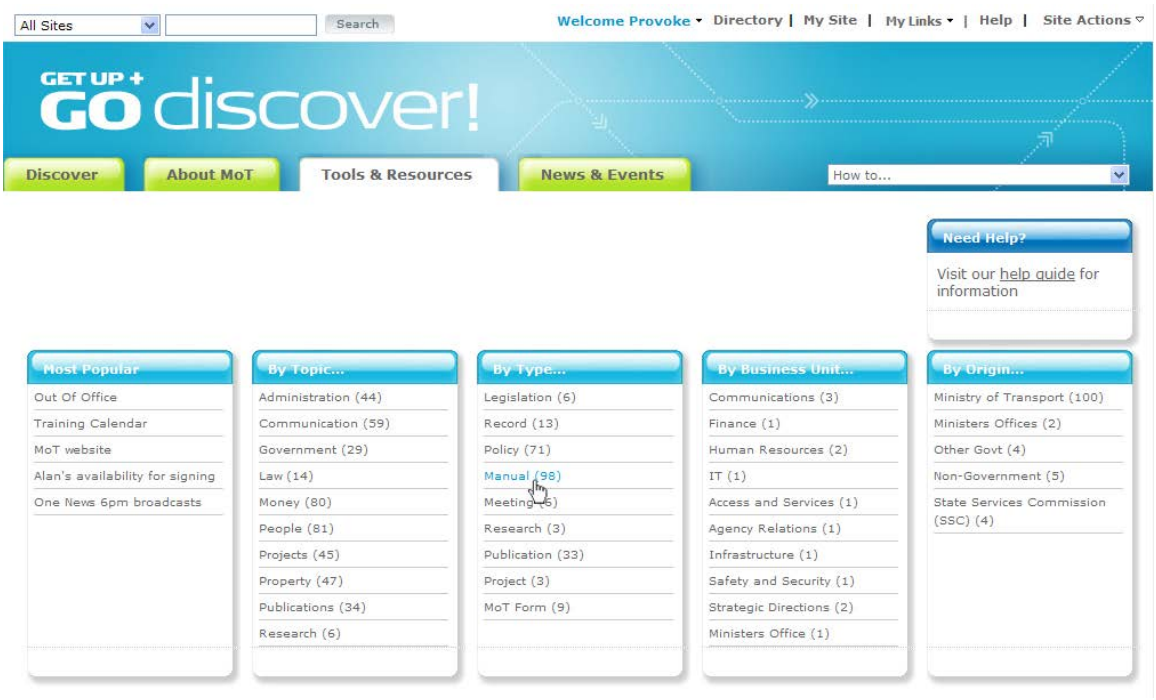
- Access current and historical policies, Parliamentary bulletins, internal news, Cabinet meeting times
- Search for documents and other information sources
- View organizational structure and identify personnel
- Access internal and external contacts (names, phone numbers, and email)
- Access internal policies and procedures (such as "How-to" documentation)
- Contribute to site content
- Subscribe to site update notifications



Pictured: The *Tools and Resources* tab, which is used to locate content. The user, looking for "leave," has selected *Human Resources* from the items grouped by *Business Unit*.


All Sites
Search
Welcome Provoke
Directory | My Site | My Links | Help | Site Actions
GET UP + GO discover!
Discover
About MoT
Tools & Resources
News & Events
How to...
Discover > Tools & Resources > Documents
View all
Most Popular
By Topic
By Type
By Business Unit
Communications
Finance
Human Resources
IT
Access and Services
Agency Relations
Infrastructure
Safety and Security
Strategic Directions
Ministers Office
By Origin
New
Upload
Actions
Settings
View: All Documents
Type
Name
Content Type
Created
Created By
Transport Mode
Applying for leave electronically
Policy 13/04/2007 2:30 p.m. Not Applicable
Manual 13/04/2007 2:30 p.m. Not Applicable
Manual 16/08/2007 9:08 a.m. Not Applicable
Manual 31/07/2007 3:56 p.m. Not Applicable
MOT Form 16/08/2007 9:08 a.m. Not Applicable
Manual 22/05/2007 9:37 a.m. Not Applicable
Record 14/03/2007 12:20 p.m. Not Applicable
Policy 13/04/2007 2:17 p.m. Not Applicable
Policy 13/04/2007 2:17 p.m. Not Applicable
MOT Form 14/05/2007 1:14 p.m. Not Applicable
Policy 13/04/2007 2:18 p.m. Not Applicable
Record 21/05/2007 11:11 a.m. Not Applicable
Policy 13/04/2007 2:18 p.m. Not Applicable
Policy 13/04/2007 2:18 p.m. Not Applicable
Policy 13/04/2007 2:18 p.m. Not Applicable
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Policy 13/04/2007 2:18 p.m. Not Applicable
Policy 13/04/2007 2:18 p.m. Not Applicable
Policy 13/04/2007 2:18 p.m. Not Applicable
Policy 19/06/2007 11:36 a.m. Not Applicable
MOT Form 12/04/2007 10:31 a.m. Not Applicable
Policy 13/04/2007 2:18 p.m. Not Applicable
Policy 13/04/2007 2:18 p.m. Not Applicable
Policy 13/04/2007 2:18 p.m. Not Applicable
Policy 13/04/2007 2:19 p.m. Not Applicable
Record 14/03/2007 12:25 p.m. Air; Land; Rail; Sea
Manual 31/07/2007 3:50 p.m. Not Applicable
Manual 16/08/2007 9:08 a.m. Not Applicable
Manual 16/08/2007 11:50 a.m. Not Applicable
Policy 13/04/2007 2:19 p.m. Not Applicable
Manual 13/04/2007 2:19 p.m. Not Applicable
Manual 13/04/2007 2:19 p.m. Not Applicable
Record 13/04/2007 2:19 p.m. Not Applicable
Policy 12/04/2007 10:24 a.m. Not Applicable
Policy 14/06/2007 11:35 a.m. Not Applicable
Manual 16/08/2007 11:50 a.m. Not Applicable
Manual 24/07/2007 11:49 a.m. Not Applicable
Manual 16/08/2007 9:08 a.m. Not Applicable

Pictured: The document library filtered for *Human Resources*, with the "applying for leave electronically" PDF highlighted.



Pictured: The *Tools and Resources* tab, which is used to locate content. The user, looking for "leave," has selected *Manual* from the items grouped by *Type*.



Pictured: After users select an item from the *Training Calendar*, this screen shows the available course details.

FEATURES

The Discover intranet offers many features, including:

- Browse and filter content by:
    - *Content Type*
    - *Audience Type(s)*
    - *Title*
    - *Name*
    - *Date Created*
    - *Topic*
    - *Transport Mode*
    - *Origin*

    - *Rights*
    - *Ministerial Portfolio*
    - *A-Z*
    - *Author*
    - *File Size*
    - *Document Type*
- Search
- Upload documents/content
- Alerts/Announcements/Events
- Classifieds
- Desktop alerts
- Quick Poll
- Tagging (controlled vocabulary)
- Contacts Directory

A Need for Collaboration Tools

During the initial analysis and planning phases, the team quickly realized that MoT would greatly benefit from collaborative team sites and project sites. "The team sites and project sites are necessary to extend the intranet to support online work-related communities," says Wilkins. "Both by business unit, and by project group, providing a space to share content and manage change."

Functionality for these sites is being considered for a future phase, not because of constraints, but because the team felt that users would benefit from gradual releases of functionality and features. "The project has been phased to ensure users are not faced with too much change at once, which can create stress," says Zef Fugaz, Information Architect, Provoke Solutions. "In addition, the deliverables for each phase are clearly defined, and can build on the learnings from the previous phase(s), optimizing the solution fit with the end users."

Plans for the collaboration sites include utilizing the site's existing tagging engine. Relevant templates and content for each project or team will be displayed within these sections. Staff will see a list of tasks assigned to them and will be able to trigger task-flows themselves. The team is also considering wikis for knowledge sharing and versioning tools to track work-in-progress.

Community Tools

Although team collaboration tools are being planned for future phases, the intranet already contains several popular community-building features. "The *Alerts*, *Announcements*, and *Classified* functionality has been enthusiastically adopted by users," says Wilkins. "and has resulted in a significant reduction in internal emails sent to large numbers of staff members."

Different levels of announcements are distributed via the homepage, news section, and taskbar alerts. Announcements can include alerts, general announcements, and classified advertising. The intranet also contains *MySite*: an out-of-the-box personalized space where staff members can upload personal documents and create pages, blogs, and wikis. This content can be shared with peers.

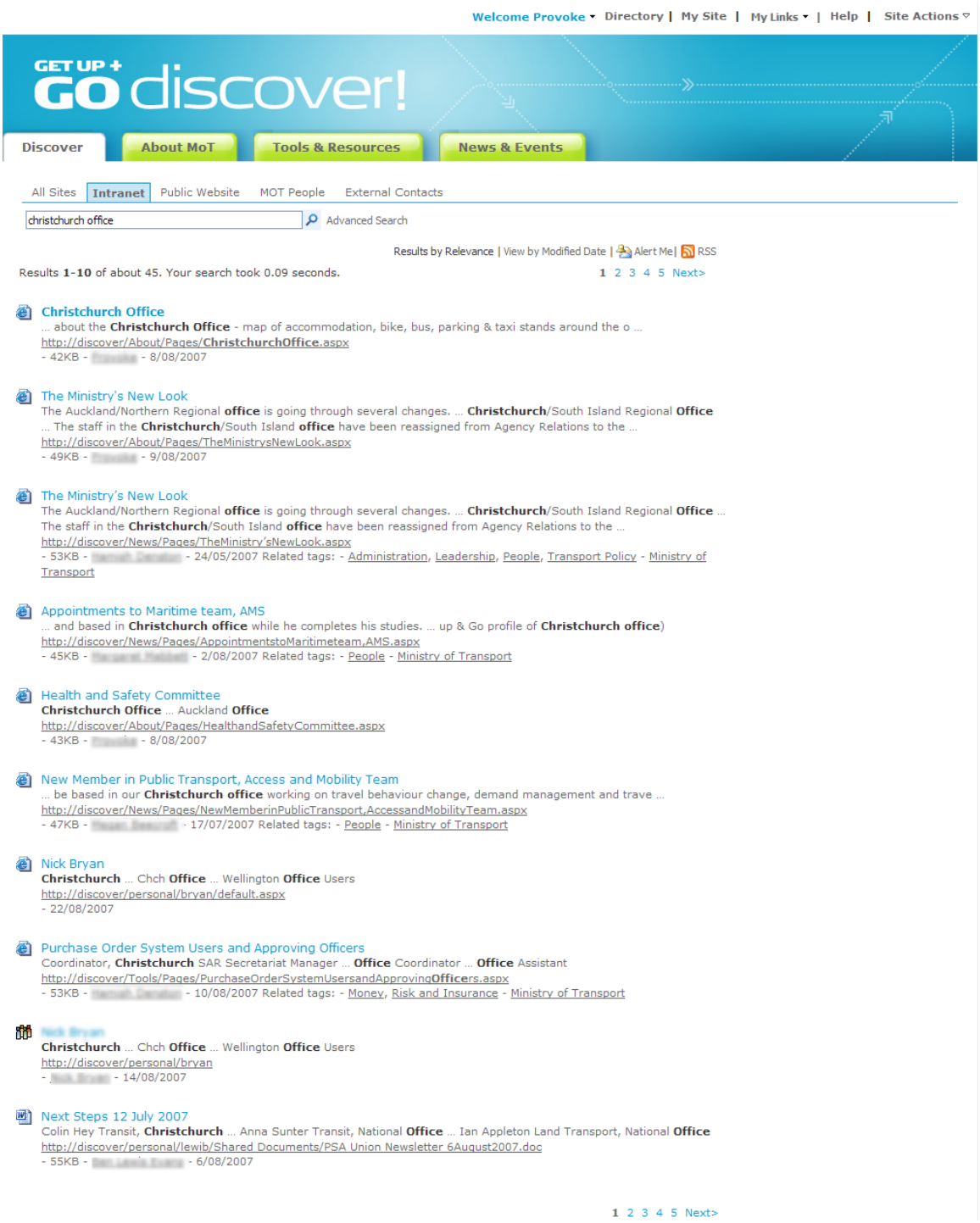
"The *MySite* functionality has been adopted more by some users than others," says Wilkins, "but has not currently been actively promoted to users. When teamsites and project sites are implemented, there will be more focus on *MySite* functionality also."

Search Technology

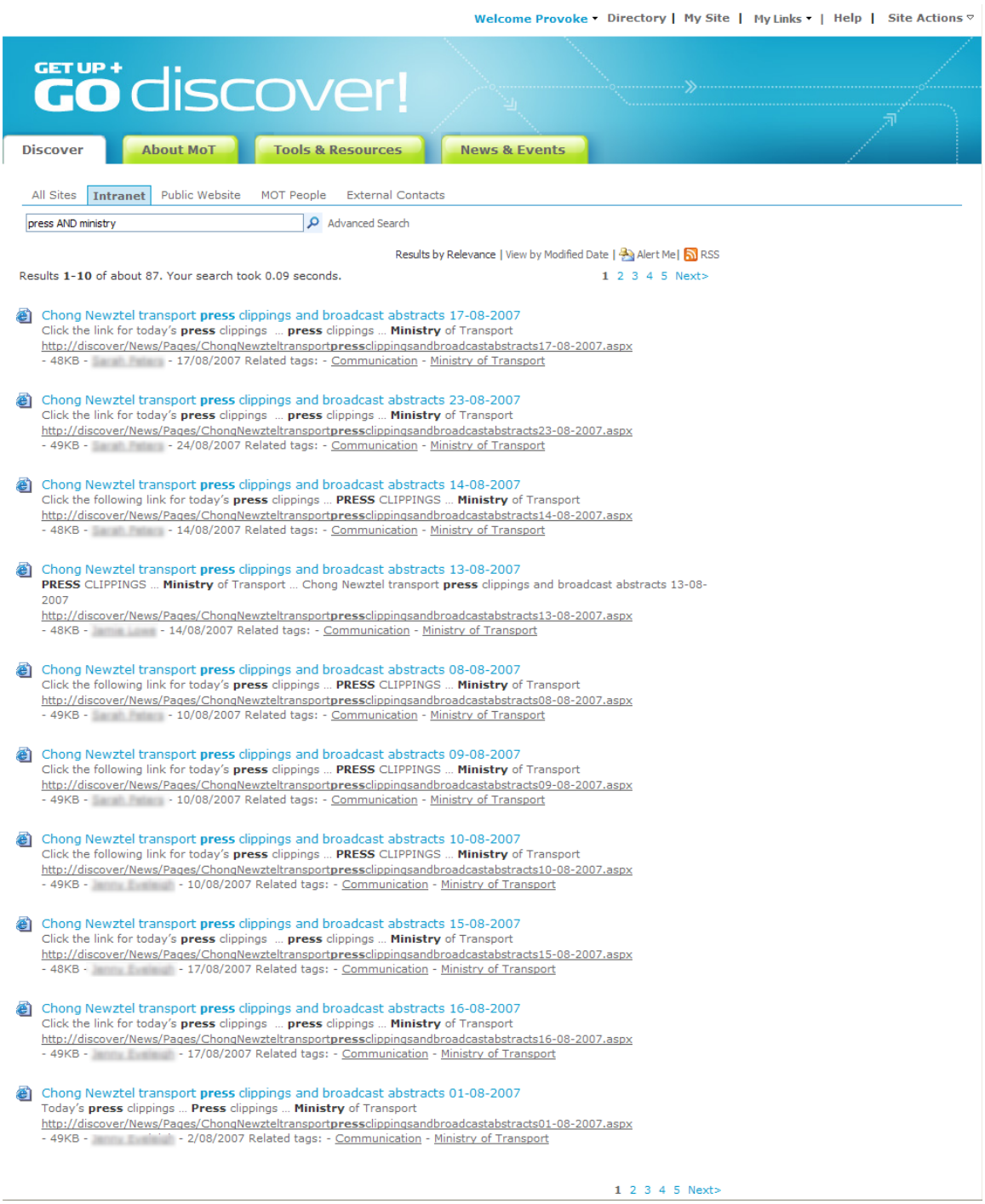
The site uses MOSS search technology.

"In previous projects, we [the implementation team] have used other search technologies such as MondoSoft and ISYS," says Chandima Kulathilake, MOSS Solutions Consultant at Provoke Solutions. "It was decided that the OOTB functionality of Microsoft Search in MOSS provided the expected business outcomes for search."

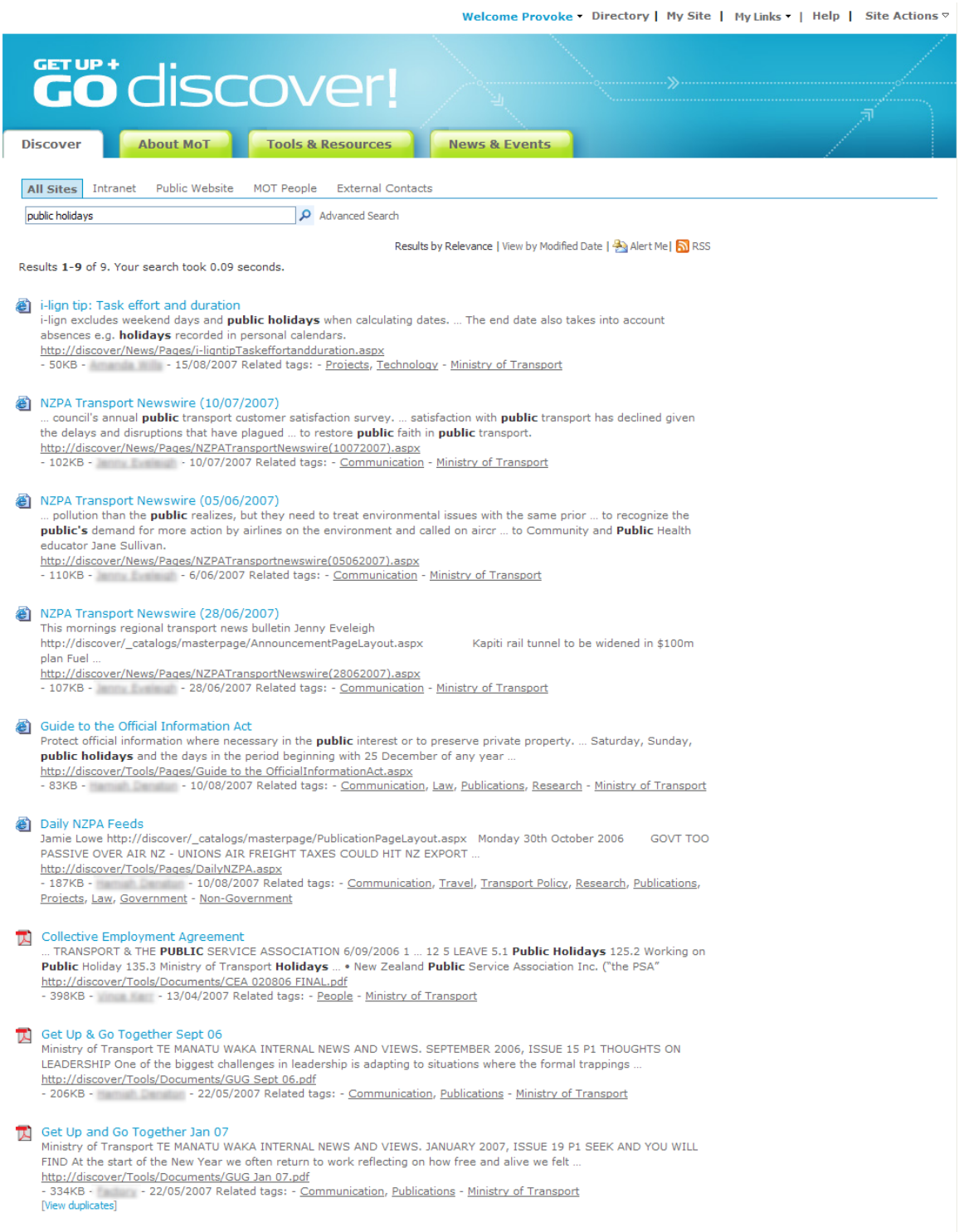
"Since the intranet was being deployed on MOSS, the search capability of the platform was evaluated and identified as the best solution for the business requirements," says Kulathilake. "The extensibility and ability to interface and surface results from various other line-of-business systems provided a strong argument for using the platform capabilities." But, he says, the search tool needs further refinement (such as clustering similar results). The team also plans to extend search functionality to other areas, such as shared drives, and to address opportunities to enhance search as user expectations increase with use.



Pictured: Search results page for the query "Christchurch Office" (Christchurch is a city on New Zealand's South Island).



Pictured: Intranet search results for "press AND ministry."



Pictured: *All Sites Search* results for "public holidays."

Data Visualization

MOSS comes with a basic out-of-the-box survey tool. But MoT wanted one that was more visually compelling and had more of a "fun factor."

With the recent launch of Microsoft Silverlight (similar to Flash), Provoke Solutions saw an opportunity to experiment with the new technology and meet MoT's needs at the same time. With cooperation from MoT and Capiche (for consistent visual design), Provoke Solutions created a simple online survey tool.

The survey is displayed on the homepage. It asks users a question and they select from the multiple-choice answers. On submission, the results are animated to display a bar graph.

The poll fills a need for MoT by creating a collective voice for the user community. It's quick, simple, and fun. And, according to Denston, the survey is something the staff can look forward to on a weekly or daily basis.

DESIGN PROCESS AND USABILITY ACTIVITIES

Redesign Goals

The primary redesign goals were to:

- **Streamline the IA:** Refine Discover's IA (which was applied in phase one) to better fit with current business-user requirements.
- **Establish consistency:** Review the content templates and metadata model; identify a set of key content templates for business unit areas and also add workflow for the templates through MOSS.
- **Increase uptake:** Increase the number of people using Discover by creating a clean, simple, and visually interesting workspace.
- **Distinguish work vs. play:** Create a visual divide between serious business content and more relaxed, "fun" aspects of the tool.
- **Encourage collaboration:** Offer employees the opportunity to take a break, express their individuality and creativity, and interact with others via features like *Announcements* and the *Noticeboard*.
- **Create interest:** Stimulate employee interest in information.
- **Inform users:** Push information that is new or important.
- **Enhance the site's aesthetics:** Improve intranet uptake through visual stimulation and greater design consistency.
- **Enable out-of-browser message notification.**
- **Refine and re-envision content management:** Streamline content management tasks as much as possible. Encourage distributed authoring for communication content to build a platform that will ease the move to fully distributed ownership and content management in the future.

Usability Methods

The first consultant MoT hired provided business requirements and a conceptual model for the site. This information, combined with insights from MoT's internal intranet team, provided the basis for Provoke's redesign work.

Given budgetary constraints, behavioral research (usability testing, conducting interviews, or observing staff using the site) wasn't possible, so the Provoke team chose instead to conduct a short workshop with the MoT project team to identify

primary personas. They created personas on-the-spot during the workshop. These personas served as the team's core usability research tool during planning.

"We began by identifying all the roles at the Ministry (based on job title)," says Fugaz. "We then clustered similar roles and prioritized each cluster based on likely intranet usage. For the priority clusters, we identified two primary user-types (based on information-seeking behavior), identified user goals, and common task scenarios."

Time constraints dictated that the persona profiles that resulted from the workshop were very basic, but they proved sufficient to help the IA identify a taxonomy and navigation structure.

To augment the personas, the team relied on their collective knowledge and experience, some field observations by Denston, and some research (including a previous NN/g *Intranet Design Annual*). This data comprised the basis for the project assumptions, and the team acknowledges that these assumptions will likely to lead to the need for changes down the road. They have built that likelihood into the system design, which helps compensate for the lack of upfront research.

"A lot of the IA work was based on assumptions," says Fugaz, "so the tag-driven system we've created allows flexibility for future iterations."

"In terms of user navigation—pathways to information—the intranet relies on appropriately tagged content," he says, "While this requires a minute of upfront time when uploading and tagging new content, we believe the benefits come later by greatly enhancing the findability of content. Users can browse to content using a variety of pathways, and via taxonomy which makes sense to each individual."

PRIMARY PERSONAS—FROM THE USER ANALYSIS WORKSHOP

Persona 1: Karen | Advisor

About
Karen is a 34-year-old university graduate in Political Science with average computer office skills. She has been with The Ministry of Transport for less than a year.

Scenarios:
- Responding to a Ministerial Inquiry about the number of aircraft fatalities in New Zealand between 2001-2005
- Receive *Alerts* on modifications made to a document
- Write a new policy

Goal: Find information needed to write a policy or answer the minister

Needs:
- Access to internal and external contacts
- Easy access to current and historical policies, Parliamentary bulletins, internal news, cabinet times
- Easy search functionality generating accurate results

Also represents: Contractors

Persona 2: Sharon | Administration

About
Sharon is 25 years old. She has moderate office computer skills and is generally unfamiliar with using the Internet, but is a quick learner.

Scenarios:
- Draft letters responding to an insurance enquiry
- Post information about an upcoming social club event
- Email the HR policy manual to a staff member

Goal: Keep MoT running smoothly by supporting staff

Needs:
- View organizational structure and identify personnel
- Access internal and external contacts (names, phone numbers, and email)
- Access internal policies and procedures (such as "How-to" documentation)

TIMELINE

Phase One—Project Planning and Design
(August 2005—October 2006)

August 2005: Intranet planning phase begins with one consultant scoping intranet strategy and developing conceptual design
October 2006: Intranet launched, running on beta version of MOSS07, and included the floor plan and org chart

Phase Two—Enhanced IA, Functionality, RTM MOSS
(November 2006—May 2007)

May 2007: Technology upgrade to RTM MOSS07; finalized information structure, templates and so on.

Phase Three—Visual Design implementation, additional functionality
(May 2007-August 2007)

August 2007: Visual design and enhancements applied, including *Alert* notification and survey results rendered using Microsoft's Silverlight. MOSS OOTB Search functionality was extended and enhanced by customizing search Web Parts and integrating the search with external data sources.

RESULTS

The redesign's primary results have been qualitative thus far. Based on feedback the staff has received, the intranet has increased user satisfaction across the organization.

"We've had overwhelmingly positive feedback from staff and higher uptake of the intranet," says Denston. "My observations show that staff are exploring the new design and features—and as a result discovering information they initially missed."

Denston says the redesign results go beyond just general satisfaction—they're having a positive effect on staff productivity as well.

Prior to the intranet, employees communicated to all staff or to a group of staff members using email. The content of these messages ranged from time-sensitive matters to mundane requests, such as someone looking for the location of a laptop. The email volume was significant, as was the demand on staff time in dealing with it. These emails have been replaced with the intranet's *Alerts* and *Announcements* features, and the notifications are now unobtrusive.

"This has been beneficial not only from a network perspective," says Denston, "But has helped to reduce the stress on staff of having a build-up of emails—that may or may not be relevant—cluttering their in-boxes."

Hamish Denston lists a few tasks users can do now that they couldn't do before:

- Receive message notifications outside their browser (Windows taskbar alert)
- Post messages to the whole Ministry without creating email "noise"
- Search for information and obtain weighted and indexed results (previously, search returned a result set that was not sorted in any way, which didn't assist users in locating the information required)
- Contribute to online polls and surveys

LESSONS LEARNED

As can be expected from a complex development project, the lessons learned depend somewhat on the team member's role in the redesign effort. Following are insights from various MoT team members.

Hamish Denston, Project Manager, MoT:

Communicate with your users regularly—before, during, and after the project phase. "Don't try and surprise them with cool features they might not use or like, and always talk through their concerns. Let them know the release at the end of the project phase is not set in stone, and to speak up if they have issues with the intranet. And don't be afraid to change something that isn't working."

Release and test. "Don't be afraid to put something out there that isn't perfect—sometimes something imperfect is better than nothing at all, and users can contribute to the improvement process!"

Jasmin Wilkins, Project Manager; Provoke Solutions:

Consider a simple solution. "Give very serious consideration to additional functionality and whether the user utilization will justify the development. Sometimes simple functionality that hits the spot causes far more excitement and uptake than technically challenging components!"

Don't skip the planning. "Although everyone is always extra keen to get to the build phase, the importance of the analysis and requirement documentation stage cannot be overstated. Every question not addressed at this stage requires significant time invested and has implications for other functionality if it's not addressed early. There will always be questions that come up at this point, but do take the time to be as thorough as possible!"

Trust, honesty, and buy-in from all stakeholders are critical. "Without the support of senior management, and faith in each other, overcoming obstacles such as server builds, and other requirements utilizing resources is time consuming and detracts from the delivery. We have had great support from senior management through issues that have occurred, such as our beta license expiring(!), and a willingness to be pragmatic and agile to resolve issues, which has been fantastic."

Control the scope! "Everyone needs to buy into the fact that last minute changes *can* have a huge impact on the end product. Maintaining a cohesive structure and image is extremely important. If it doesn't 'fit' properly, or you can't do it well, don't do it. The users will notice, and it's like an unfinished hem on an otherwise nice dress: it makes them wonder what else hasn't been done properly!"

User-centered design works. "If users don't like the way things work, they won't use it. You don't wear shoes that torture your feet everyday to walk to the office—and users don't want an intranet that tortures their brains every day. Every hour spent taking one minute out of a task, or enhancing the 'obviousness' of the site is worth it for that moment when someone using it for the first time doesn't even think about performing a task, and then asks why on earth it took so long for it to arrive!"

Things will change. "There will be things that need to be altered after delivery. For example, we needed the default people search to be internal rather than external contacts as people voiced their expectations. Don't let one squeaky wheel drive change, make sure there is a case for the majority of users to benefit from a change, however tempting it is to give in to a persistent user. Try talking it through and offering alternative options to achieve the required outcome for that user."

Isha Hartono, User Interface Integration, Provoke Solutions:

Build an IA specification. "Have an easily readable but detailed IA specification to work from. This is an artifact that can be understood by the client, designers, and developers alike."

Understand your CMS. "Know the limitations of implementing visual design on the CMS platform that you're working from, and be prepared for challenges that will crop up from using proprietary CMS software."

Zef Fugaz, Information Architecture, Provoke Solutions:

User research provides a solid foundation. "Due to budget constraints for this project, little time was spent analyzing the user tasks and scenarios. In hindsight, this made the design process more difficult as a UCD process relies on a solid foundation of user research. If you have to make assumptions about users, then make sure the project team understands the risks of this approach: a higher probability of rework further down the track."

New South Wales Department of Primary Industries

Using the intranet:
New South Wales Department of Primary Industries (NSW DPI) is an Australian government agency whose primary focus is to manage and regulate the use of the state's natural resources and the industries that work with them; promote healthy and safe primary industries; drive improvements in the productivity and sustainability of primary industries; promote trade by protecting and enhancing access to markets; and encourage industries to use natural resources in the most efficient and sustainable ways possible.

The department is also the largest provider of research within the New South Wales government.

Headquarters: New South Wales, Australia

Number of employees the intranet supports:
3,500 staff members at more than 120 locations throughout New South Wales

Sales: n/a (government agency)

Design team:
In-house, by the agency's Internal Communications Unit, which did all intranet planning, design, IA, and development

Members:

Kate Needham, Manager, Internal Communications, Penny Wheeler, Web Content Officer

SUMMARY

The New South Wales Department of Primary Industries (NSW DPI) is a government agency that works with industry, rural communities, and other public sector organizations to foster profitable and sustainable development. NSW DPI offers a wide range of services, and the intranet helps enormously in supporting the very diverse set of workers who deliver them.

The intranet, InSite, also helps to unify the four departments—Mineral Resources NSW, NSW Agriculture, NSW Fisheries, and State Forests NSW—that were unified to form NSW DPI in July 2004.

Just after the organizations merged, the intranet helped people to see where they actually fit in to this much larger organization. Knowing the intranet was the ideal platform to keep everyone informed of new department's role and vision, the intranet team worked quickly to get the site up and running.

Now under the Communications Branch, intranet team members immediately populated the intranet with relevant content needed by the users. But the team knew the communications could not be just one way, as staff had a lot of questions. To ensure that employees felt heard and got their questions answered, the intranet team added a form that let people submit questions and have them answered in the FAQ area.

The exchange of ideas continues today, almost four years later. In the homepage's top middle section, there are tabs for *Announcements, Events Calendar,* and an RSS subscription to *Industry News*. Users can also read archives or subscribe to news types they're interested in.

The homepage feature story, which appears in the upper left, changes at least twice a week. Two scientists are showcased in this example, exalted for their latest contribution to a trade magazine. This section usually comprises stories written by

staff members, enabling people to share with the whole organization what they're working on. Reciprocally, staff members reading the stories will learn more about the different happenings at their organization.

The *Staff Achievement Awards* section appears just below that. This area encourages people to nominate a colleague to be recognized—one more way staff can feel good about themselves and their co-workers.

The homepage also displays, on the left, links to *Media Releases.* This is important as it lets people within the department know what kinds of messages are being sent out to the public.

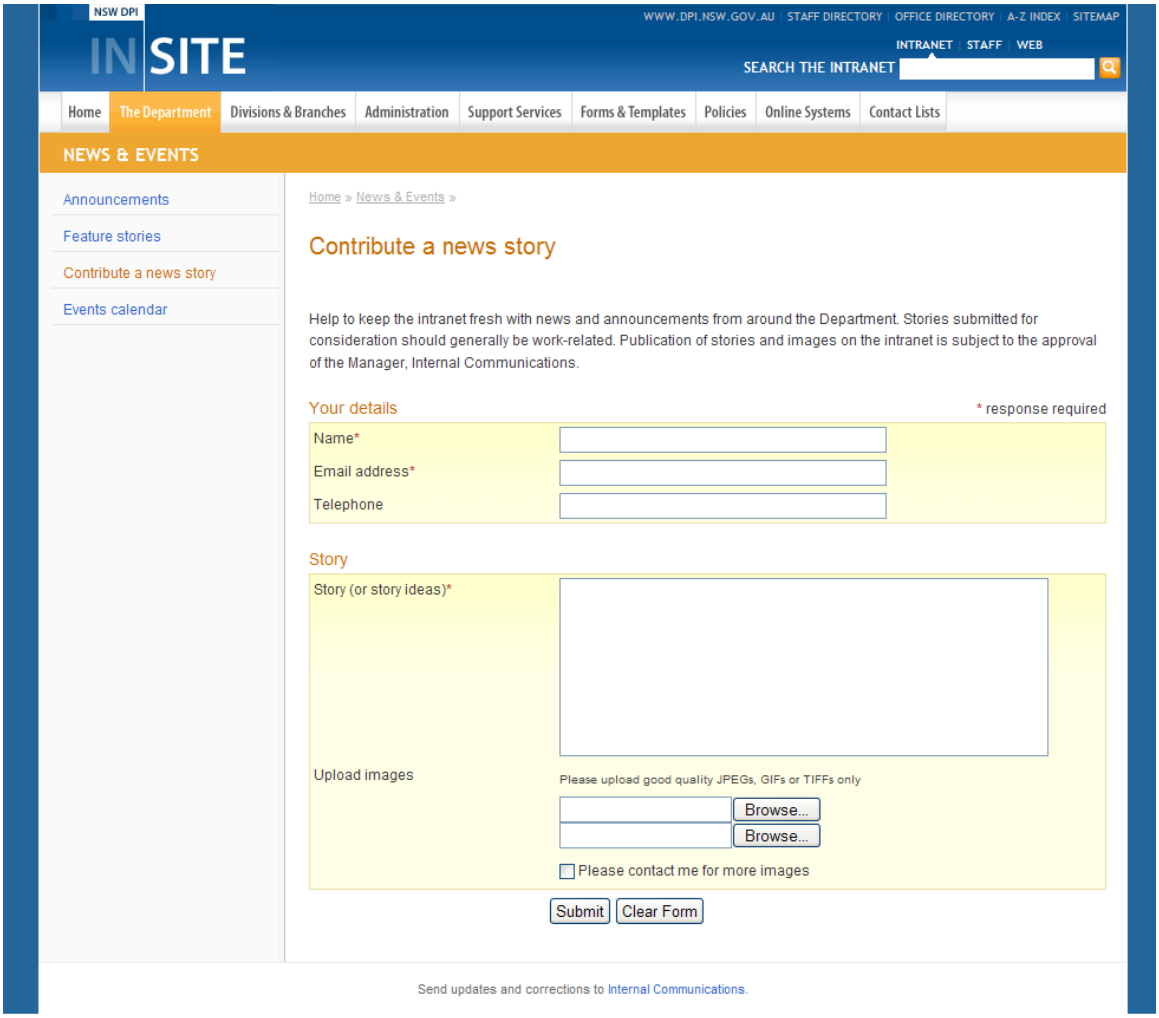


Pictured: The *InSite* homepage of the government agency New South Wales Department of Primary Industries offers stories and news that helps employees keep each other informed and maybe even motivated.

On any intranet, it's important to keep the news current and to ensure that a variety of topics are covered. Having many news sources helps to alleviate this problem, as does making it easy for users to submit news.

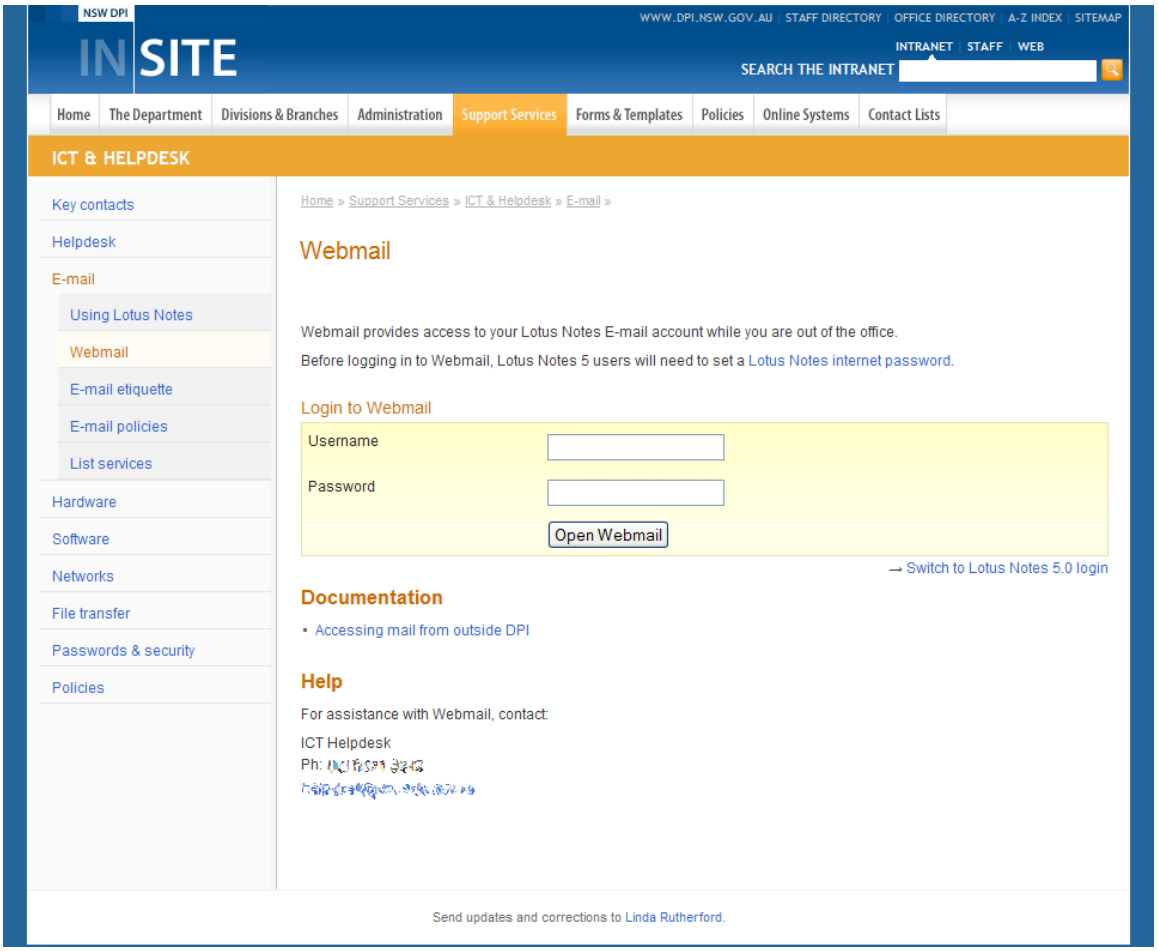
At NSW DPI, all staff members are encouraged to submit news and photos describing what they are or will be working on.

The *submit a news item* appears on the homepage under existing news items. Clicking it opens a clean, short form where people can add a story or an idea for a story, plus upload related photos and images. The user's name and email address are required, so site editors can ask questions as needed when they're editing the story. The form allows users to enter the story right there, and browse to upload any images. Clicking the *Submit* button at the bottom sends the information to the Internal Communication Unit, where it's edited and prepared for publication.



Pictured: A short and simple form enables all employees to submit a story idea, or a story and accompanying photos.

All of the news and announcements are informative. Plus, the intranet allows users to access their email over a VPN when they're out of the office. The *Webmail* link is under the *Support Services* tab, a good classification for the function. Once selected, users are asked to log in with a username and password. At the bottom of the page, there's information about *Help* for users who are lost or simply forgot their password.



Pictured: People can check their email over the intranet via a VPN.

The intranet supports 3,500 staff at more than 120 locations throughout New South Wales. These people hold a wide range of job roles, including: clerical and managerial staff; field staff (such as mine safety inspectors, veterinarians, foresters, and fisheries inspectors); operational staff (such as farm hands); scientists and researchers (such as horticulturalists, entomologists, geologists, and chemists).

With all of these roles come many different types of tasks—far different than at more traditional organizations. For example, some staff members need access to vehicles to do their jobs. The Department maintains a fleet of vehicles at a few locations, and staff members can book these vehicles for work-related travel. A simple form on the intranet makes this possible.

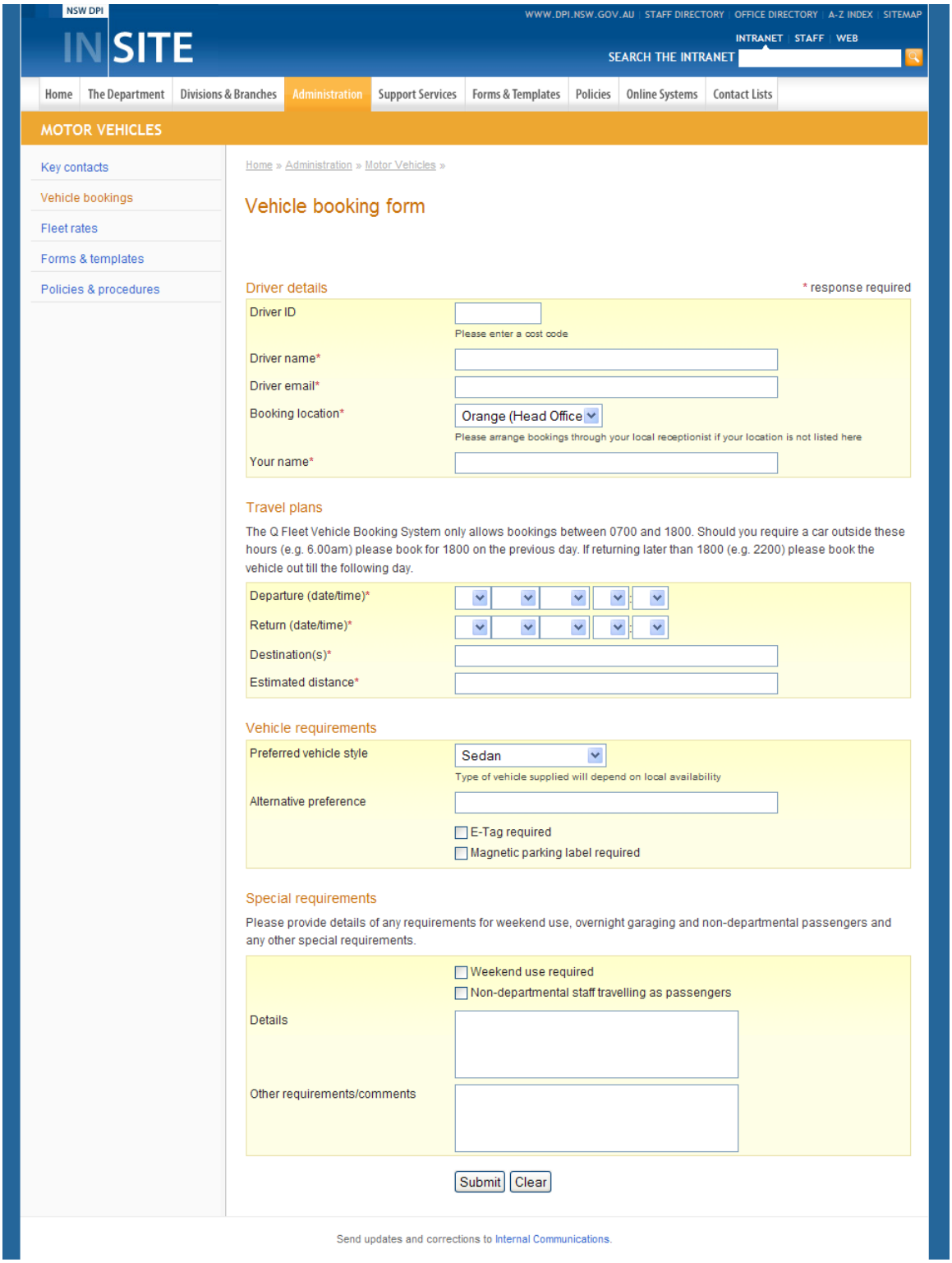
The form is easily found in the intranet's *Administration* section. The top of the form asks for *Driver details,* where users type their names and choose a booking location. The form lets administrative staff or other colleagues do bookings on behalf of others, offering fields for both the *Driver name* and *Your name.* The *Travel plans* section collects information about departure, return, and trip distance. The *Vehicle requirements* and *Special requirements* sections allow users to specify the type of vehicle they prefer, plus any other requirements.

Like the form for submitting news, all field labels are short, simple, and understandable. There is only one column of fields; left aligning all of the labels and fields makes the form neat and easy to scan. The section headings help users keep

their context as they answer the questions, as does the subtle yellow background differentiating the sections.

At the end of the form, there is a *Submit* button (and a *Clear* button, which we don't usually recommend for forms, as users often accidentally clear their work). The *Submit* button is visible and comes first (before the *Clear* button); when users click it, the request is routed to the relevant fleet manager.

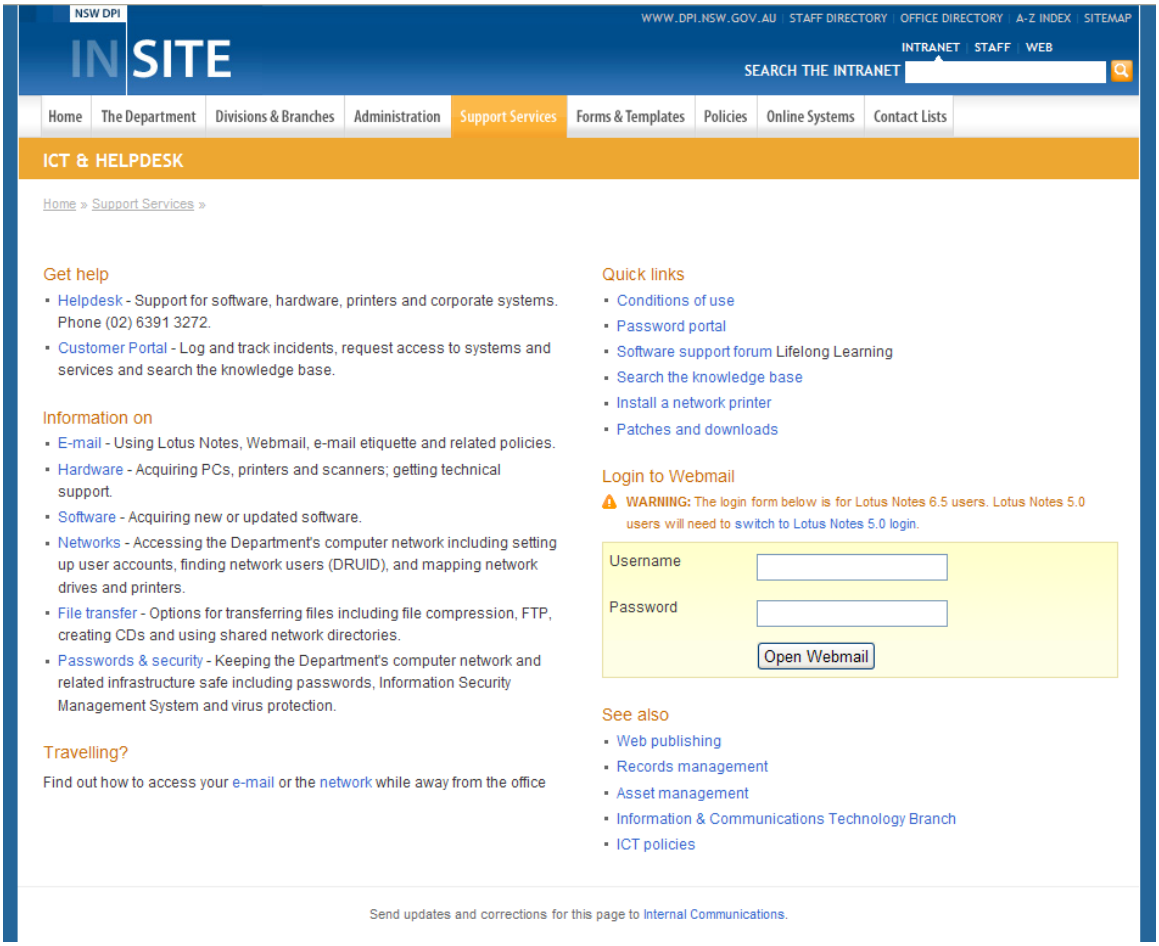
Historically, employees booked vehicles by calling their location's receptionist, who would take the details over the phone and enter the details into a fleet management system. The new system is a good example of the intranet supporting work tasks and helping to reduce costs.



Pictured: Users can book vehicles from the motor vehicle fleet. The form has simple field labels that are left aligned, as is the single column of fields.

It's not easy to make an intranet that works well and looks good doing it. That NSW DPI achieved this was no accident. The intranet team designers wanted to use a lot

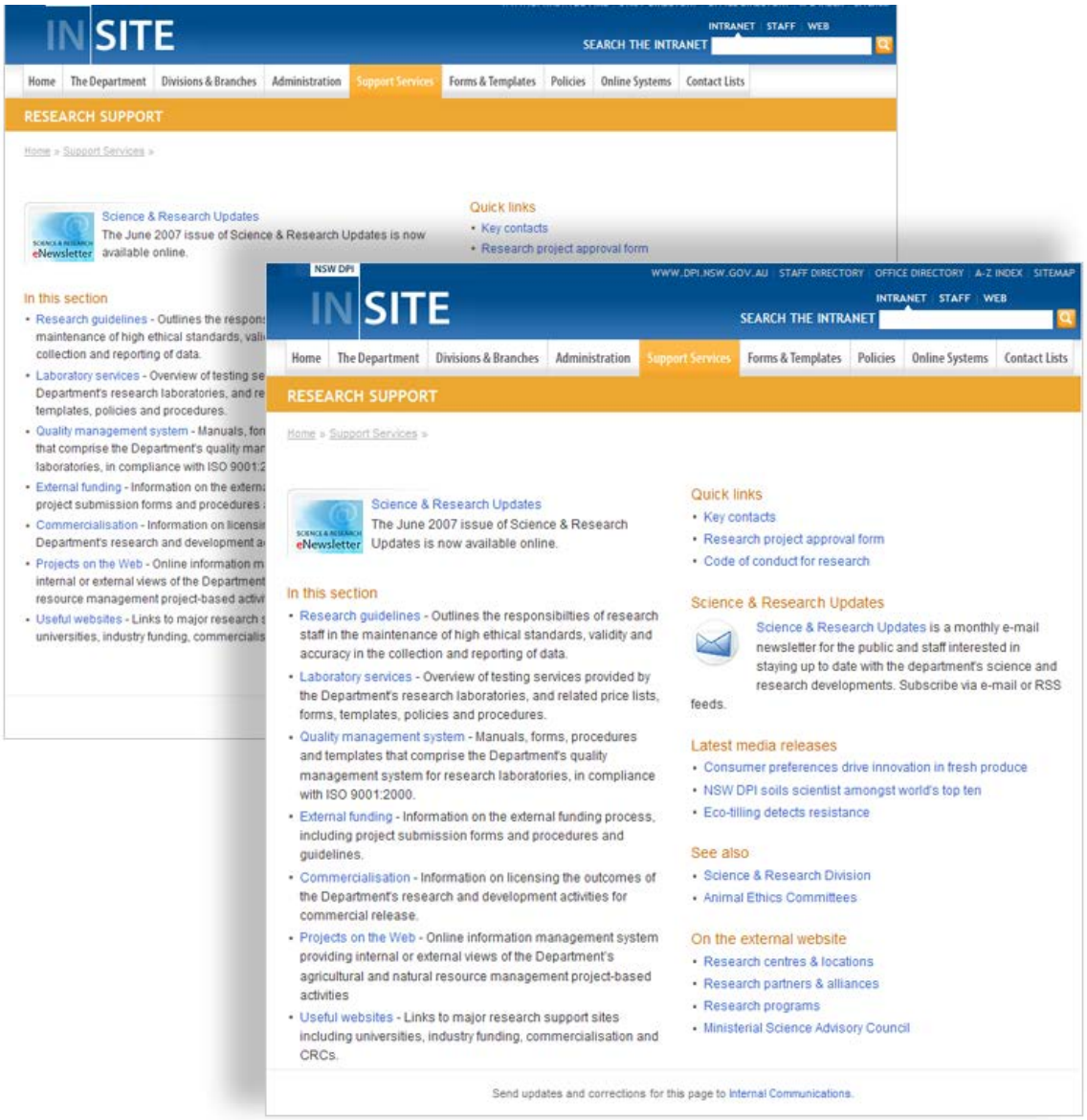
of white space so users could focus on the content. The team was disciplined, keeping active white space on the intranet's pages rather than cluttering them up. The foundation for this discipline is at the template level; the template itself is designed with a lot of white space. The team also published much documentation for publishers, including guidelines on keeping pages "small" and eliminating non-essential images. This is especially important considering that many of the staff are in remote locations on slower connections.



Pictured: Much white space in the content templates ensures that the user's focus is on the content.

Designers also considered their typical users' screen resolutions (800 x 600 and 1024 x 768) and designed accordingly. Through CSS and Javascript, the fixed-width design changes automatically, depending on the width of the user's browser.

The intranet's role is as integral now as it was just post-merger. With an abundance of news, plus very elegantly designed forms, people can effortlessly give and receive information at NSW DPI. This exchange of ideas is all made possible through InSite, the organization's robust yet simple intranet.



Pictured: The fixed-width design changes automatically to accommodate either 800 x 600 or 1024 x 768 resolutions.

URL AND ACCESS

The URL for the site is: http://intranet.dpi.nsw.gov.au. The intranet is the default homepage on the browsers of all new computers. “Staff can change it, but tend not to,” says Kate Needham, Manager, Internal Communications. Access from outside the department is done through VPN.

Mobile browsing is supported through style sheets, but according to Needham, there has not been great demand for mobile access so far.

TECHNOLOGY

Prototypes and design	Photoshop
IA/analysis/card sorting	Excel
Wireframes	PowerPoint
CMS	Squiz MySource Matrix
Search	Search module in the CMS (Squiz MySource Matrix)
Server	Sun Fire X4600 server with 4 x AMD Opteron Dual Core CPUs, 32 Gb RAM, and 2 x 73Gb HDD running Apache
Operating system	Linux Redhat 5
Database	PostgreSQL
Analytics	A W Stats

CONTENT MANAGEMENT

CMS Technology

NSW has been using Squiz MySource Matrix to manage both its public websites and intranet since 2004. NSW decided early on to use the same CMS for its public websites and intranet, primarily to keep costs down. “Using the same system has allowed us to share content and ideas, share knowledge and resources, and has simplified publisher training,” says Needham.

Squiz MySource Matrix is an open-source PHP-based CMS developed by an Australian company. It runs on a PostgreSQL database. The product is only about five years old, but according to Needham, there is already a large user base within the public sector. “The open source nature of the product means that it is constantly changing and growing in complexity,” says Needham. “We upgrade the system about four times a year, and each upgrade comes with new features that we try to figure out how to take advantage of.”

Despite the advantage of using an open source solution, the downside to this particular technology is that it can be somewhat difficult to use.

Content Authoring

With limited staff to manage the intranet, distributed publishing is key to keeping the content up-to-date and relevant. “Like many large systems, the CMS is not an easy application to use,” says Needham, “and tends to be overwhelming for people who aren’t using it day to day, and who only need to perform relatively simple publishing tasks.”

The department received training and implementation support from Squiz when they first installed the system, but the training happened at approximately the same time NSW DPI was created in the four-department merger. “There was a lot going on in terms of communications and the need for integrated platforms,” say Needham. “We were keen to start building sites, including an intranet, in the system in order to have a centralized source of information, so we had to learn a lot about it in a relatively short period of time.”

To address some of the system’s complexities, the department developed an alternative interface, which is much simpler than the administrative interface, and gives content authors access to perform routine content management tasks, such as adding and editing HTML pages and publishing and updating files.

The department currently has approximately two-dozen content publishers in its various branches. Most of the content publishers who are trained on the simple interface are from the Corporate Services Division (finance, HR, library services, asset management, IT, occupational health and safety, and so on). It’s their content that is used most often, and impacts the operation of the other areas of the department the most.

Needham and her colleague, Penny Wheeler, Web Content Officer, have also started to train people from other areas of the department. “The people we train come from a variety of job roles, including researchers, librarians, managers, and clerical staff, but tend to be the latter,” she says. “We don’t have any dedicated intranet publishers outside of the Internal Communications Unit. All of the people who have been trained are doing intranet publishing in addition to their regular jobs. Once people are trained, they are given access to specific areas of the content management system to maintain content.”

Training CMS Publishers

The department has a waiting list of about 50 people for the publisher training. Anyone can apply and it’s offered as a one-day course about once a month. “We haven’t really started to promote the course,” says Needham. “We are about to roll out a significant training program which we expect will see the number of publishers swell to well over 100.”

The CMS automatically applies templates and builds the navigation as pages are created, allowing publishers to concentrate on their content. “We have a handful of templates that can be applied (with or without left-hand navigation, for example), with guidelines for when and how each template should be used,” says Needham.

“All of the templates have standard features, such as the top banner with the search field, global navigation, utility links, and a footer with contact details, and use style sheets, ensuring consistency throughout the site.”

The CMS logs changes to pages and documents, and has version control, so site administrators can see when something was last updated, and by whom.

"We also have comprehensive standards and guidelines on the intranet to guide our publishers on accessibility, writing for the Web, using images, and structuring their content," says Needham.

THE INTRANET TEAM



Pictured (from left): NSW Department of Primary Industries intranet team: Penny Wheeler, Web Content Officer, and Kate Needham, Manager, Internal Communications.

The Department of Primary Industries was formed in July 2004, when four departments (Mineral Resources NSW, NSW Agriculture, NSW Fisheries, and State Forests NSW) were joined. According to Needham, these four departments were merged in order to create efficiencies within the public sector, to give rural and regional people in New South Wales a stronger voice in government, and to better support primary industries.

"NSW Agriculture and NSW Fisheries (two of the agencies that merged), had been a single department in the past," she says. "The trend in Australian government, particularly at a state level, has been to consolidate departments. Other states already had large departments looking after primary industry issues, so our state (New South Wales) was really just following suit."

When the department was formed, responsibility for the four agencies' intranets resided in different areas of each organization, including: IT, records management, education, and publications. When the new department's structure was being developed, the intranets became the responsibility of the Communications Branch, which is also responsible for PR, events, branding, community programs, publications, and public websites.

The intranet is managed by the Internal Communications Unit (which is part of the Communications Branch), and is staffed by two full-time employees: Needham and Wheeler. A Website Administrator from the Communications Branch's Web Publishing section provides server administration and CMS support. "Due to the size of the team, we are both required to work across a broad range of disciplines, such as information architecture, usability, content management, design, and developing technological enhancements," says Needham. "The size of the team also means we need to rely on other people in the department to keep the intranet content current."

The intranet team resides in the same department as the team managing the public website, and this proximity means the two teams have a close working relationship. They share a CMS, rely on the expertise of the same developers, and, according to Needham, "we often help each other out when we have big projects on."

The Intranet in a Post-Merger Environment

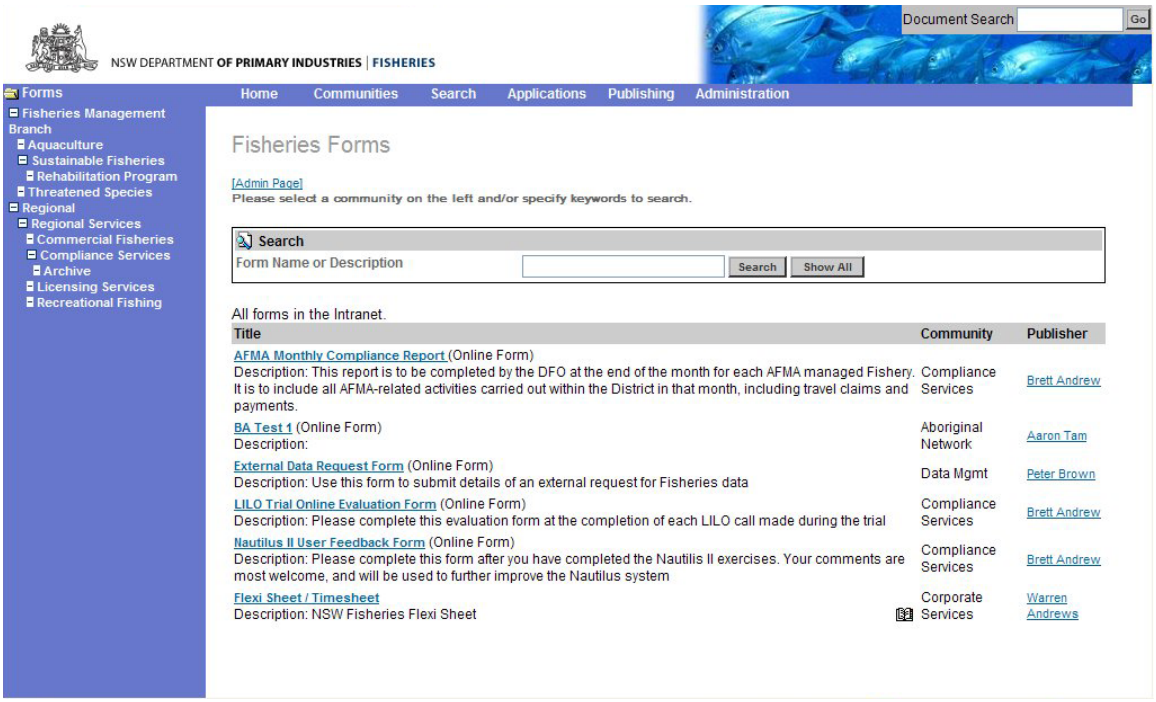
When the department was formed, the intranet was an ideal platform to keep all parties informed and help the different agencies understand where they fit in the newly merged structure. "Everybody had a lot of questions," say Needham. "It was also important to be able to communicate the role and vision of the new department."

"We quickly set up a site and started to populate it with regular bulletins from the executive, organization charts, frequently asked questions, major announcements, an integrated staff directory, forms, and links to relevant content on the legacy intranets," she says. "To ensure that communication flowed both ways, we set up an online form where staff could submit questions, and have them answered in the frequently asked questions. As a result, the intranet became a key tool in forming the culture and identity of the new department."

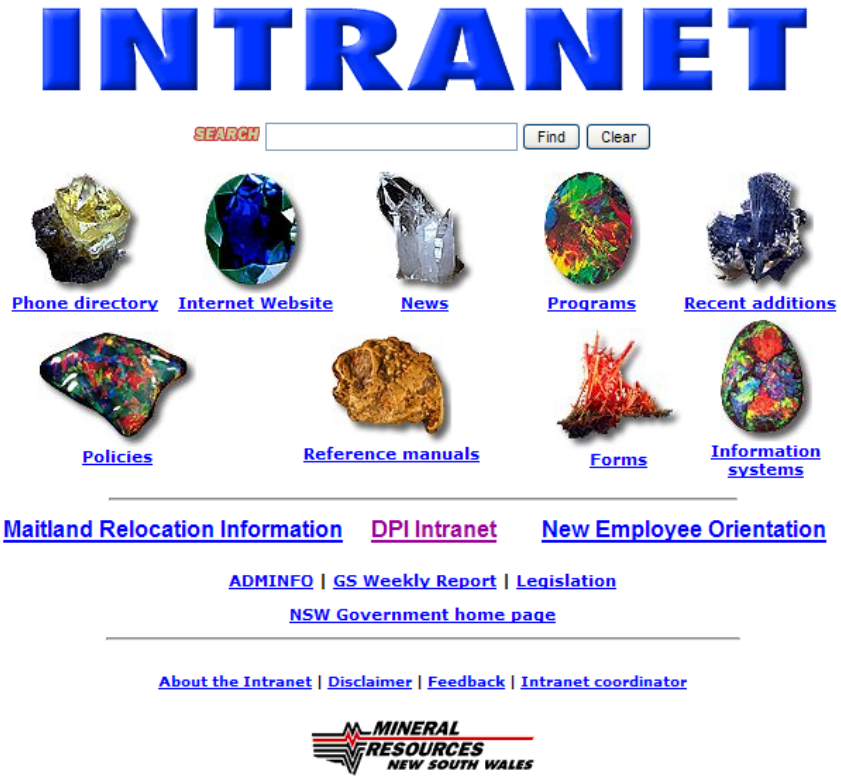
Merging Four Sites into One

Because the NSW intranet incorporated the four departments' assets, each brought a legacy intranet to the merger. Each site had its own structure, technology, and assets, and each was at a varying level of sophistication.

"They had all started as flat HTML sites in the late 1990s," says Needham. "One agency had been using a content management system built in-house, while another was using a system designed by a vendor that was no longer in business. A couple of the intranets hadn't changed in years."



Pictured: The *Forms* index from Fishbowl, the former NSW Fisheries intranet. Content was organized in *Communities*, which required users to know who owned the content or resort to searching.



Pictured: Homepage of the former Mineral Resources NSW intranet. The design was dated and the navigation (based on rocks and minerals) was too simplistic for the requirements of the larger, merged organization.





NSWAG intranet

Home > Site information

Forms and templates

- AIMS - Accountability Information Management System
- Capital Forms - Assets
- Financial Accounting Forms
- Human Resources Administrative Forms
- Insect Pest Report Form - Information
- Motor Vehicle Online Bookings
- Occupational Health Safety & Rehabilitation Forms
- Privacy Notice and Consent Form
- Video conference booking form

Other Form pages

- Asset Forms
- Accommodation Administration
- Accounts Payable Financial Forms
- Accounts Payable SAP Forms
- Accounts Receivable Financial Forms
- Accounts Receivable SAP Forms
- Asset Management Table Maintenance Forms
- Asset Master Record Forms
- Asset Program Reconciliation Forms
- Asset Stocktake Forms
- Bees
- Building Maintenance Database
- Building Management
- By Product Income
- Code of Conduct
- Computer Leasing & Replacement Forms
- Consultancy Forms
- Corporate Credit Card Forms
- DAS charges for laboratory tests
- External Funding Forms
- Finance and Administration Forms
- Financial Stocktake Forms
- Fleet Information
- Forms and templates
- Forms used during Animal Disease Emergency
- Forms used during bushfires
- Forms used during floods
- GST/FBT
- General Ledger SAP Forms
- Health Regulation
- Helpdesk Information
- Information and Library Service Request Forms
- Legal issues
- Livestock
- Management Accounting Unit Forms
- Materials Management SAP Forms
- Mobile Telephones
- Non-conventional soil based products
- OH&S Safety Audits
- Pre-employment Health Declarations
- RAA Asset Master Record Forms (only used by AMO Orange)
- Redundancy & Redeployment Provisions
- Rehabilitation
- SAP - Financial Management Information System
- Salary Packaging
- Standard Letters & Forms (SPC Use Only)
- Statutory Declaration
- Tender Forms
- Video Conferencing
- Work Experience
- Working With Children Check
- Workplace Emergencies

VISIT THE DPI STAFF INTRANET

NSW DEPARTMENT OF PRIMARY INDUSTRIES

ANIMAL INDUSTRIES
Animal options

PLANT INDUSTRIES
Plant options

CORPORATE SERVICES
Corporate options

SUPPORT UNITS
Support options

- Employee Self Service
- Staff & office directories
- My Web E-mail
- Policies
- Procedures
- Circulars
- Forms
- Links
- Training
- TAPS
- Library
- Induction program
- External website

Search

Home | Publish

NSW Agriculture
ABN 51 734 124 190-004
NSW Department of Primary Industries
ABN 51 734 124 190

Pictured: The *Forms* index from the former NSW Agriculture intranet. The navigation (on the right) was based on the organization structure and too simplistic for the requirements of the larger, merged organization.

Immediately following the new department's formation, a temporary intranet was created to smooth information distribution during the transition.

It was during this time (September 2004) that the department decided on Squiz MySource Matrix for the CMS—to be used by both the public-facing site and the intranet. "The new system presented a huge learning curve for everyone involved in its implementation," says Needham. "By early 2005, a second iteration of the intranet, using the new system, and combining much more of the information from the legacy intranets, was launched."

The new site that was being built out of the legacy intranets was constructed without much consultation with users. This was because there wasn't much time to devote to usability, and what time the team did have was being directed mostly to learning the new CMS and the huge task of content migration. As a result, the site's design and navigation was developed mostly from concepts borrowed from the legacy intranets, and ideas from intranets outside the department and publications such as Nielsen Norman Group's *Intranet Design Annual*.

Developing a New IA

Migrating content from the legacy sites presented the team with the problem of where to put all the content. "The structure of the site had become unworkable," says Needham. "Not only were we getting complaints from the users, but we were having trouble finding a home for the content we were migrating into it. It became clear to us that the navigation was not going to work in the long-term, so we decided to redesign it."

Once the initial content migration challenge was complete, the team could focus on involving users in the redesign process. "We put a call out for volunteers to be part of an 'Intranet Reference Group' that would take an active role in reviewing and redesigning the navigation, as well as providing an ongoing source of focused user feedback."

The group's members participated in a virtual focus group (via a blog), card sorting, and user testing activities, and contributed to helping the design team create the site's new IA and navigation. The ideas that were generated from the Intranet Reference Group sessions were integrated into the new design, which was launched in July 2007.

"The virtual focus groups were a real success story in the redesign," says Needham. "It allowed us to involve a broad range of users, and to keep the costs to a minimum."

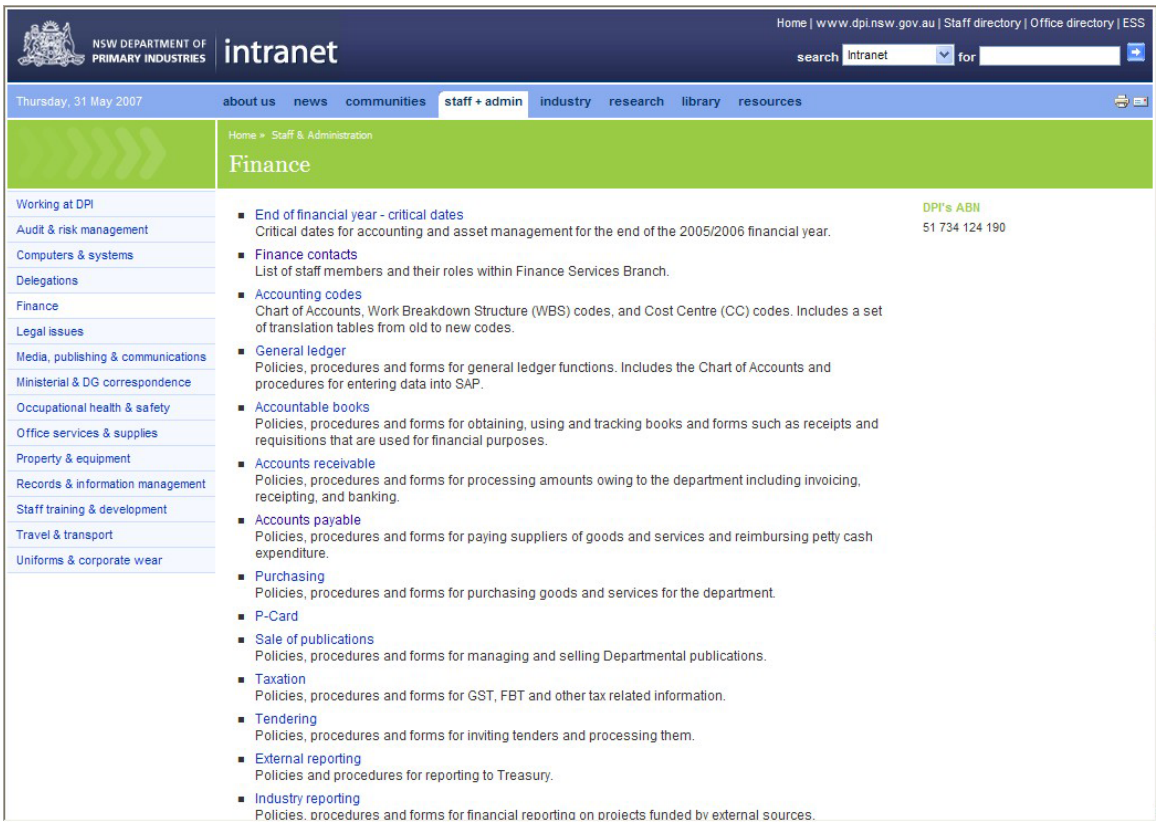
According to Needham, this latest iteration of the intranet, called InSite, provides "much more intuitive navigation, greater integration of corporate applications, a strong recognizable design based on the department's new corporate identity standards, and is part of a family of branded internal communication vehicles—which includes *InBrief*, a weekly email newsletter, and *Inside DPI*, a printed staff magazine produced three times per year."



Pictured: Homepage from the second iteration (version 2) of the intranet.



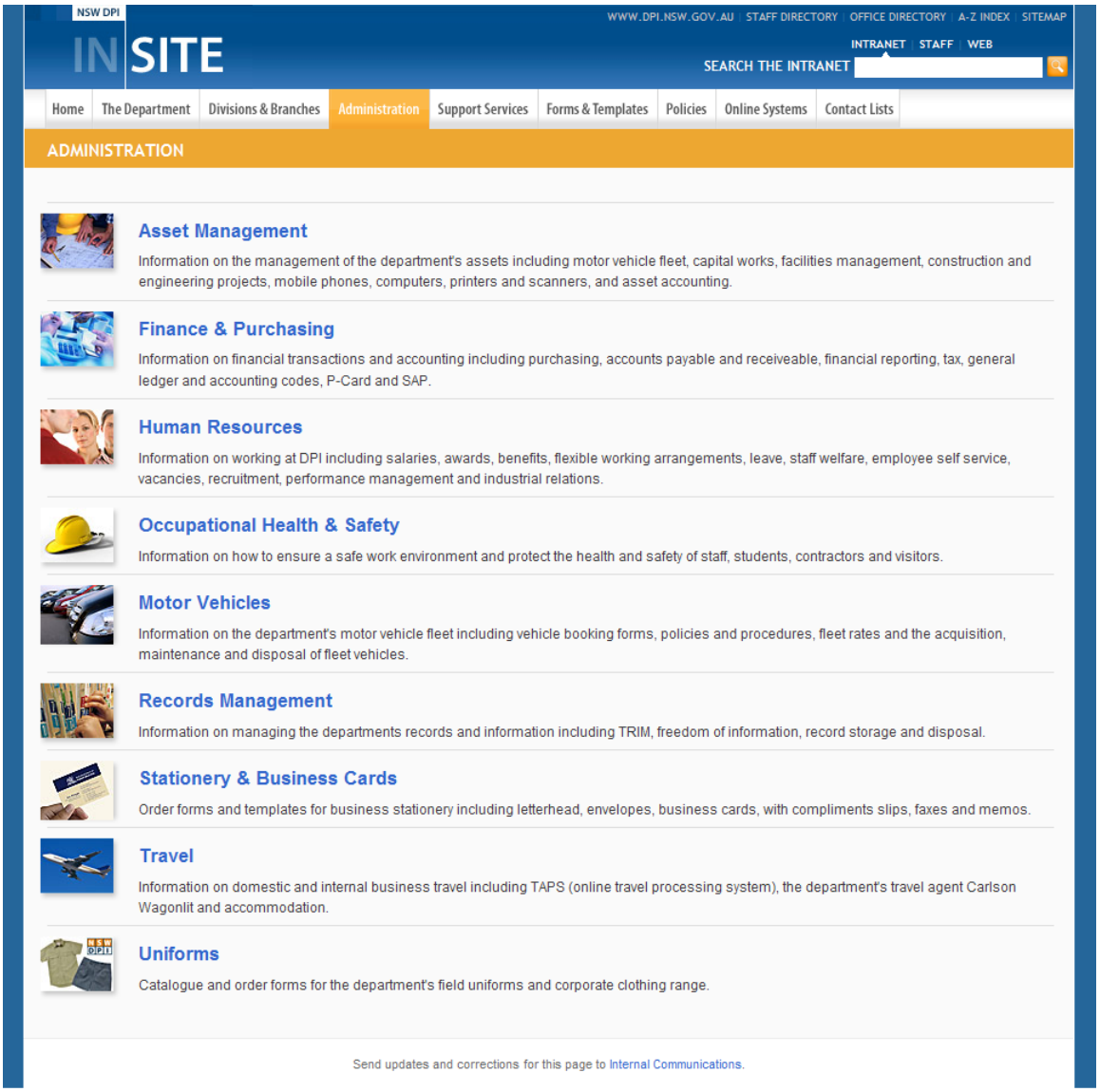
Pictured: The navigation and overall IA of the old intranet (version 2) was a constant source of complaints from users.



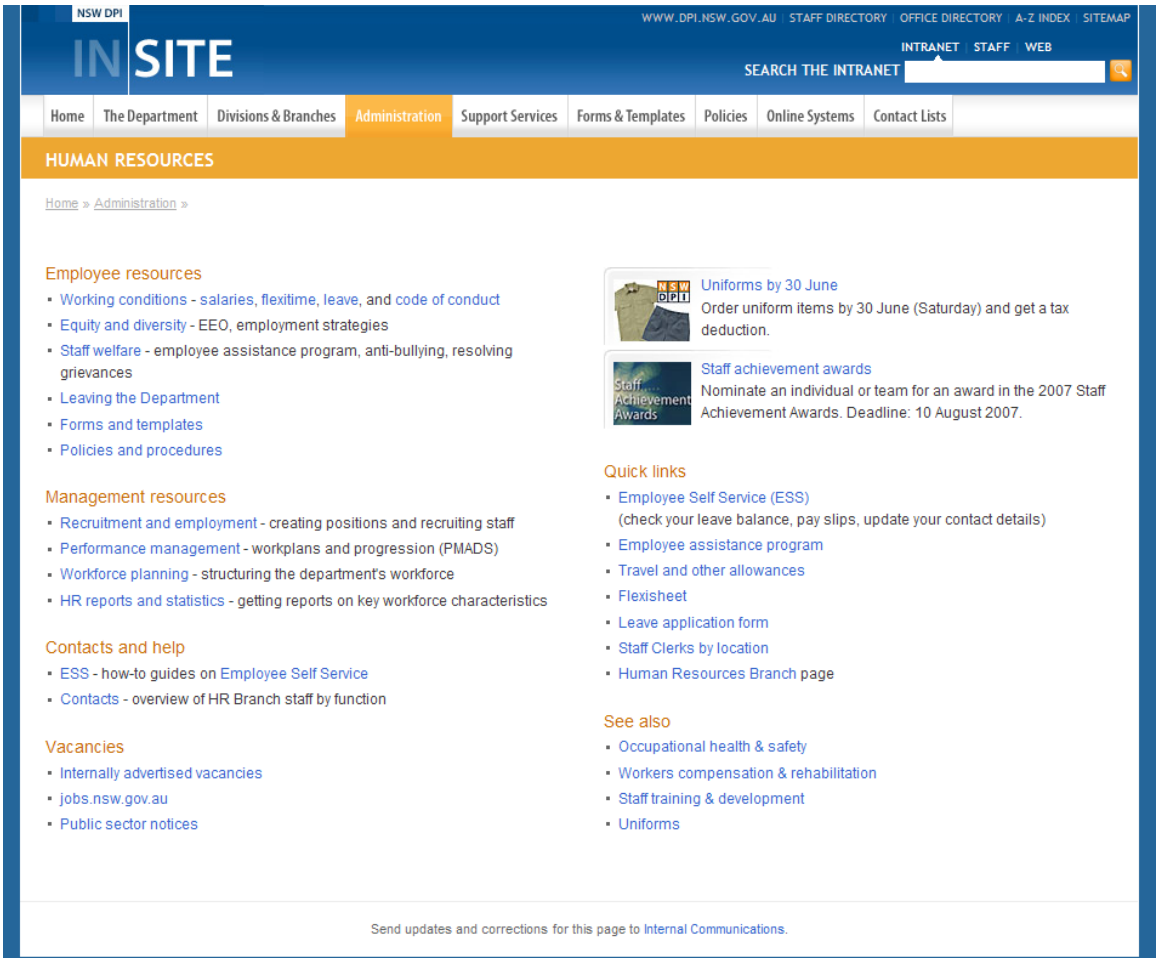
Pictured: Topic page from the second iteration (version 2) of the intranet. The inefficient "flyout" navigation on the left was a major usability problem. The new version has local, contextual navigation that expands to two levels.



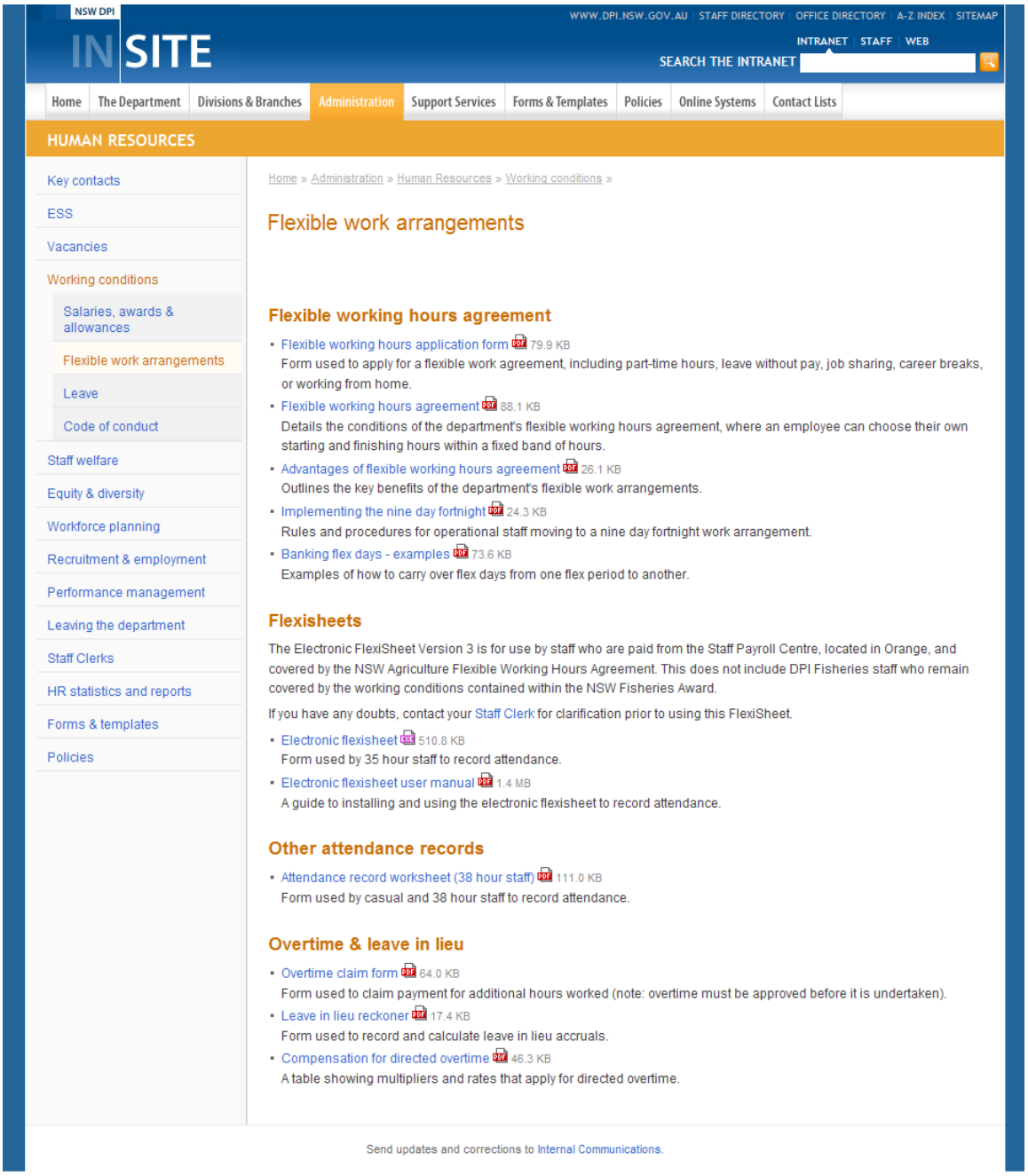
Pictured: The new intranet has a strong, recognizable design based on the department's new corporate identity standards, and is part of a family of branded internal communication vehicles.



Pictured: Landing page for the *Administration* topic section.



Pictured: Sample topic page (*Human Resources*). The team made a concerted effort to avoid structuring content based on the organization structure. This was particularly important in a post-merger environment, where the organization structure was not well understood and was likely to change frequently.



Pictured: Sample content page providing links to relevant policies and procedures.

Working with Agencies

All intranet planning, design, IA, and development was done in-house.

GOALS AND CONSTRAINTS

Goals of the NSW intranet:

- Support the creation of a single culture and shared understanding within the new department
- Provide a single, centralized, and coordinated communications channel for all staff
- Provide a single, centralized access point for corporate applications
- Enhance employee communication and access to information
- Support work processes, activities, and task completion
- Support knowledge management
- Reduce operating costs
- Support the implementation of the new corporate strategy

Ongoing constraints:

- The size and skill set of the intranet management team
- It was difficult to identify content owners on the former agencies' legacy intranets, which impacted on the speed of the content migration to the new site
- The former agencies' infrastructure (servers, networks, and so on) and information systems are still being integrated, which has made integrating information difficult
- Lack of organizational support for distributed publishing

USERS

The intranet supports 3,500 staff at more than 120 locations throughout New South Wales, in a wide range or roles including:

- Clerical and managerial staff
- Field staff (including mine safety inspectors, veterinarians, foresters, and fisheries inspectors)
- Operational staff (such as farm hands)
- Scientists and researchers (such as horticulturalists, entomologists, and geologists)

USER TASKS

Using the intranet, staff can:

- Read internal news, media releases, and industry news
- Submit news and photos to keep the homepage fresh and relevant

- Subscribe to RSS feeds for content update alerts
- Search for staff in the staff directory, which sources data from the HR management system to ensure that data remains up-to-date (staff can also update their own details)
- Find subject matter experts
- View a calendar of upcoming events
- Submit events for the calendar
- View the *Training Calendar* and enroll in courses
- Participate in surveys
- Book travel; submit travel-expense claims
- Book a vehicle
- Order business cards and other stationery
- Raise and approve purchase orders
- Look up pay information and leave balances
- Apply for leave
- Log and track an IT support request
- Book display material for events
- Order uniform and corporate clothing items
- Access email while away from the office (*Webmail*)
- Search the library catalog
- Search for and download images in the image catalog
- Download forms and templates
- Download logos
- Download organization charts
- Search for policies
- Share documents
- View internal job vacancies
- Undergo the induction program (for new employees)
- Take a guided tour of the intranet

BASIC INTRANET FEATURES

Navigation

- Consistent, intuitive, user-designed navigation across all pages
- User-centered, task, and topic-based navigation (not based on organizational structure)

Design

- Simple, clean design (lots of white space and emphasis on hyperlinks)
- Consistent design across all pages
- Minimal use of graphics (no gratuitous images)
- Resizable text
- Standards compliant design (including CSS-driven layout)

Search

- Search available from every page
- Search the intranet, staff directory, or Internet from one field
- Search results include "best bets" to help users quickly locate relevant information

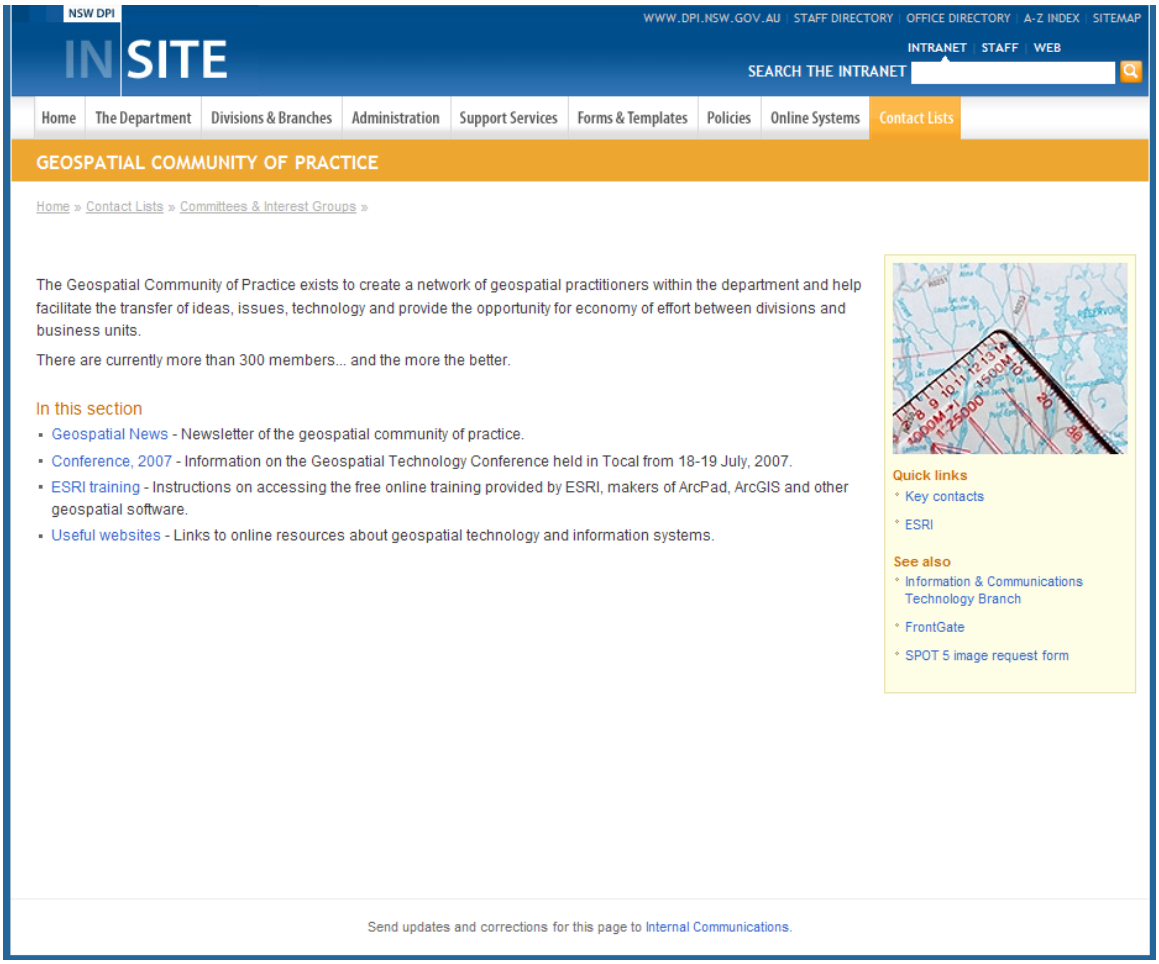
Content

- Distributed publishing
- Comprehensive intranet design standards and guidelines for content contributors
- Department-wide news and announcements (with archive) and RSS subscription service
- Seamless integration with major corporate applications, including purchase requisitions, travel bookings, vehicle bookings, and *Webmail*
- Content owners identified on every page to enable quick, targeted feedback via a link to an email address
- Simple, easy-to-use forms
- A-Z index and site map to assist users in finding content
- Key contact lists for content topics
- Web 2.0 integration (Google maps) for office location maps

Specialized Content Areas

Team Areas

Each division and branch has its own intranet section where it can put content and links to other online resources that are specific to its needs. The site also has areas that support cross-organizational project teams, interest groups (communities of practice), and committees.



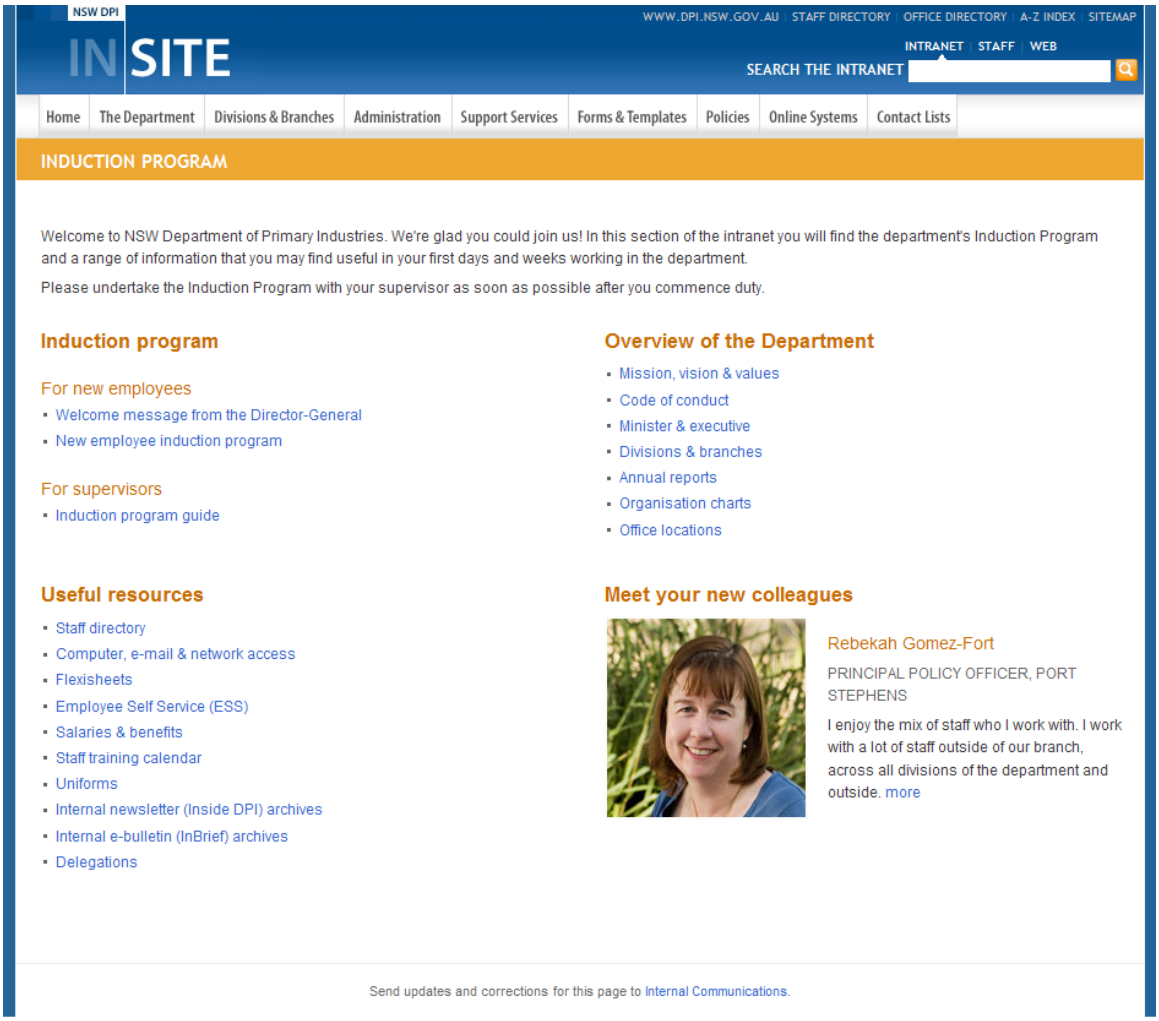
Pictured: There are special site areas dedicated to cross-department interest groups and communities of practice.

Support for Mission-Critical Tasks

There are a wide range of applications available via the intranet that have been designed to support specific job roles, such as mining and fishing license registers, an interactive Web mapping system to support emergency response teams and regulatory operations, a research projects database, and a system to manage the department's publications.

New Employees

There is a special intranet section designed to manage the new-employee orientation process. It includes a welcome message from the Director-General, links to useful intranet resources, new hire processes for both the supervisor and the new employee, and profiles of staff members from throughout the department.



Pictured: A special intranet section designed to manage the orientation process for new employees.

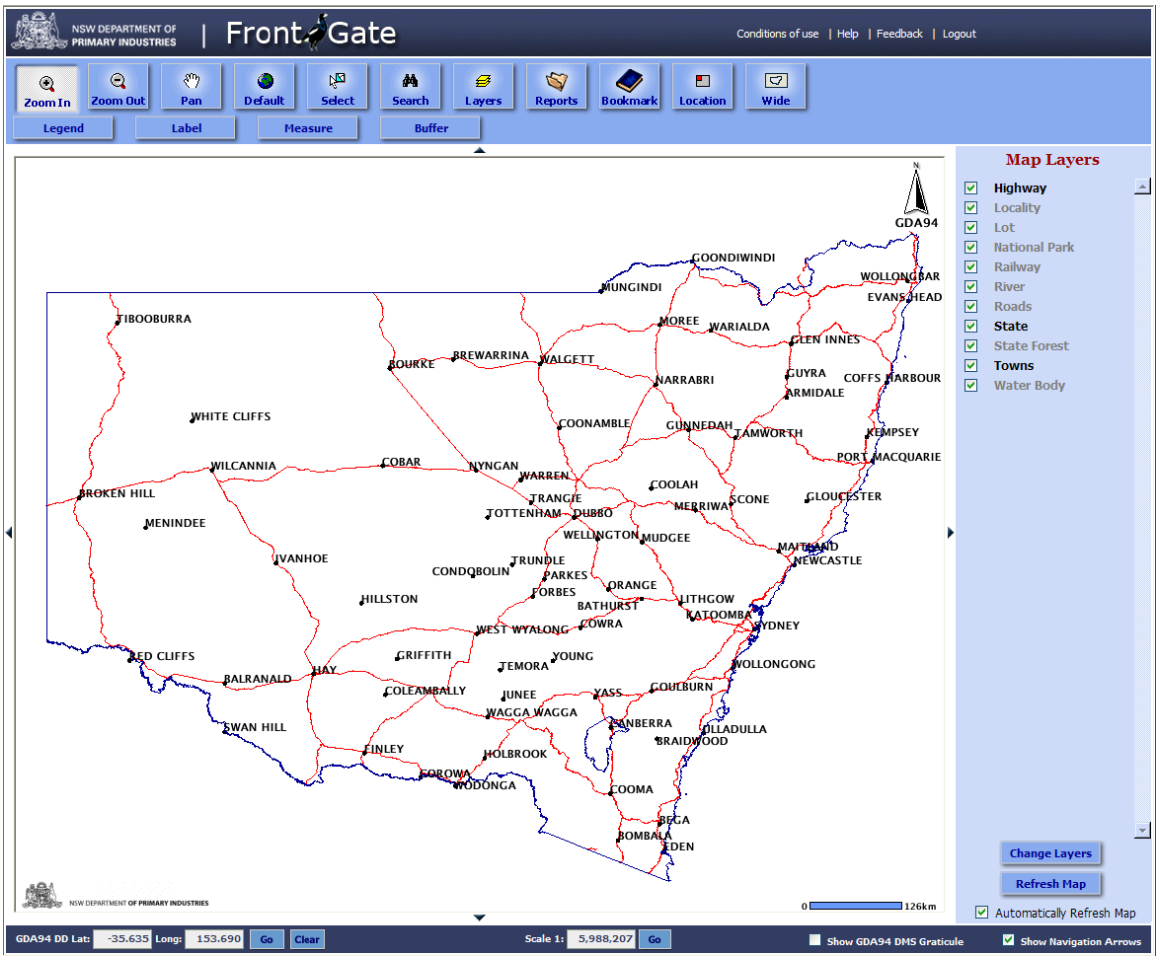
Collaboration Tools

"We don't currently have any collaborative areas," says Needham. "Some teams use Lotus Notes teamrooms, but we have a project looking at using blogs and forums to support geographically separated teams and to foster communities of practice."

Data Visualization

Because one of the department's primary roles is to lead the response to agricultural and animal emergencies, such as exotic disease outbreaks, the intranet provides access to Front Gate, an interactive mapping system. As Needham notes, "this system was specifically designed to support emergency planning, response, and recovery operations, as well as ongoing regulation and compliance activities."

Front Gate lets users generate an array of customized maps and reports—incorporating a wide range of data—for any area of the state.



Pictured: Front Gate, a specialized mapping and reporting application, supports the department's role in responding to emergencies, such as floods, drought, and exotic disease outbreaks. Using the system, employees can view geospatial data and produce a range of reports for any area of the state.

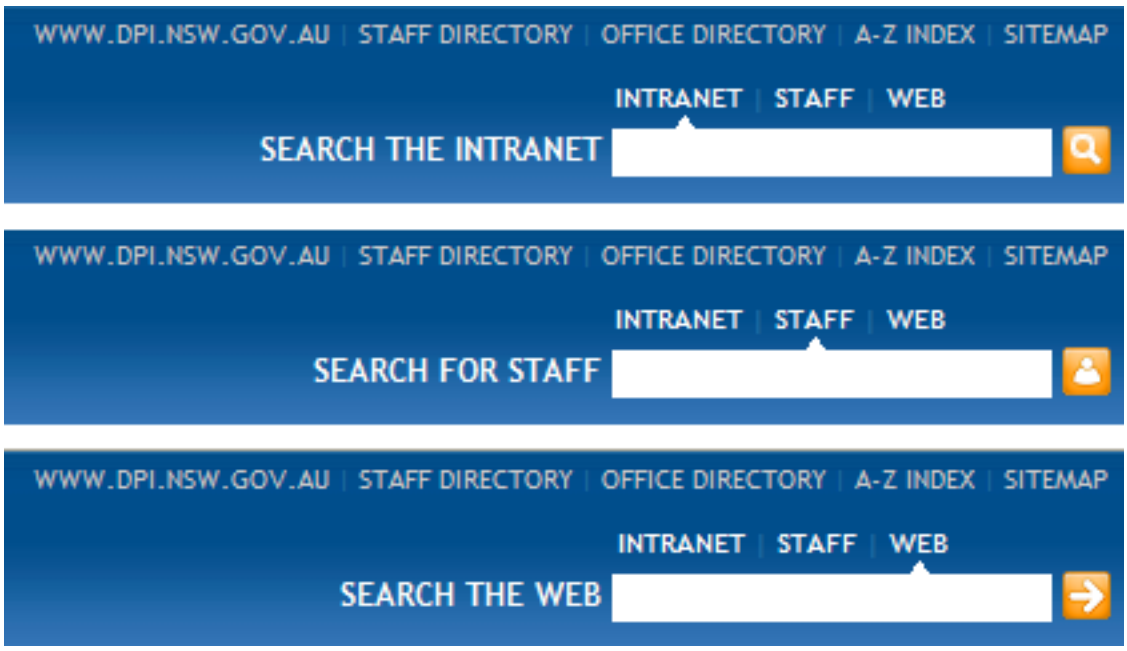
Search

The intranet template has a multi-search field available at the top of every page. The same field can be used to search the intranet, staff directory, and the Web (via Google). The NSW intranet uses the search module that comes packaged with the CMS, Squiz MySource Matrix. It's limited to searching content contained in the CMS, but there are a range of information repositories the intranet draws on. "We are currently looking at implementing a Google Mini search appliance to search the intranet and other information repositories," says Needham.

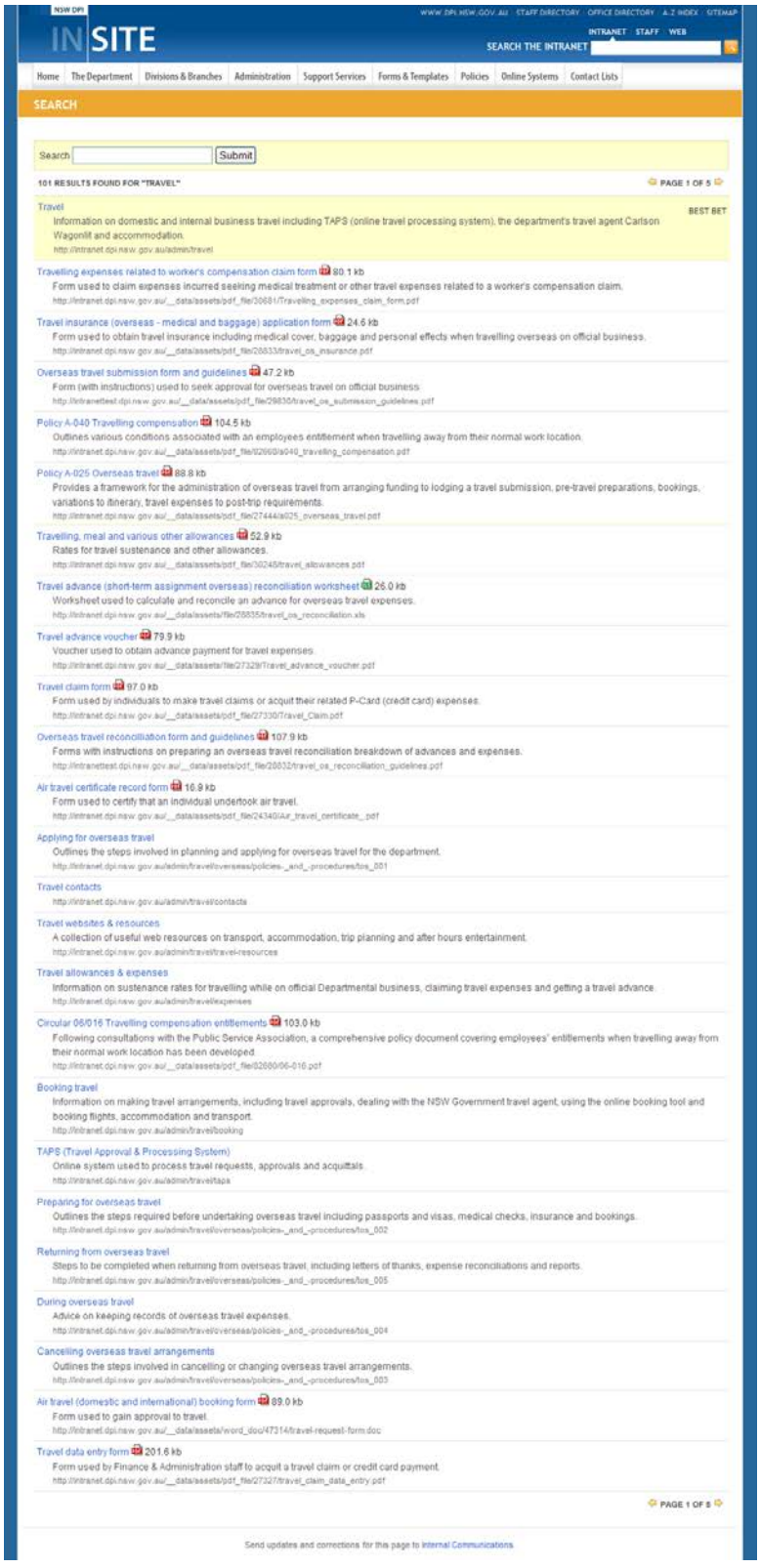
The department regularly tracks search logs, and in an effort to improve search results, it applies log information to adjust the metadata included in the most relevant content items.

Below are screenshots for a few searches, including:

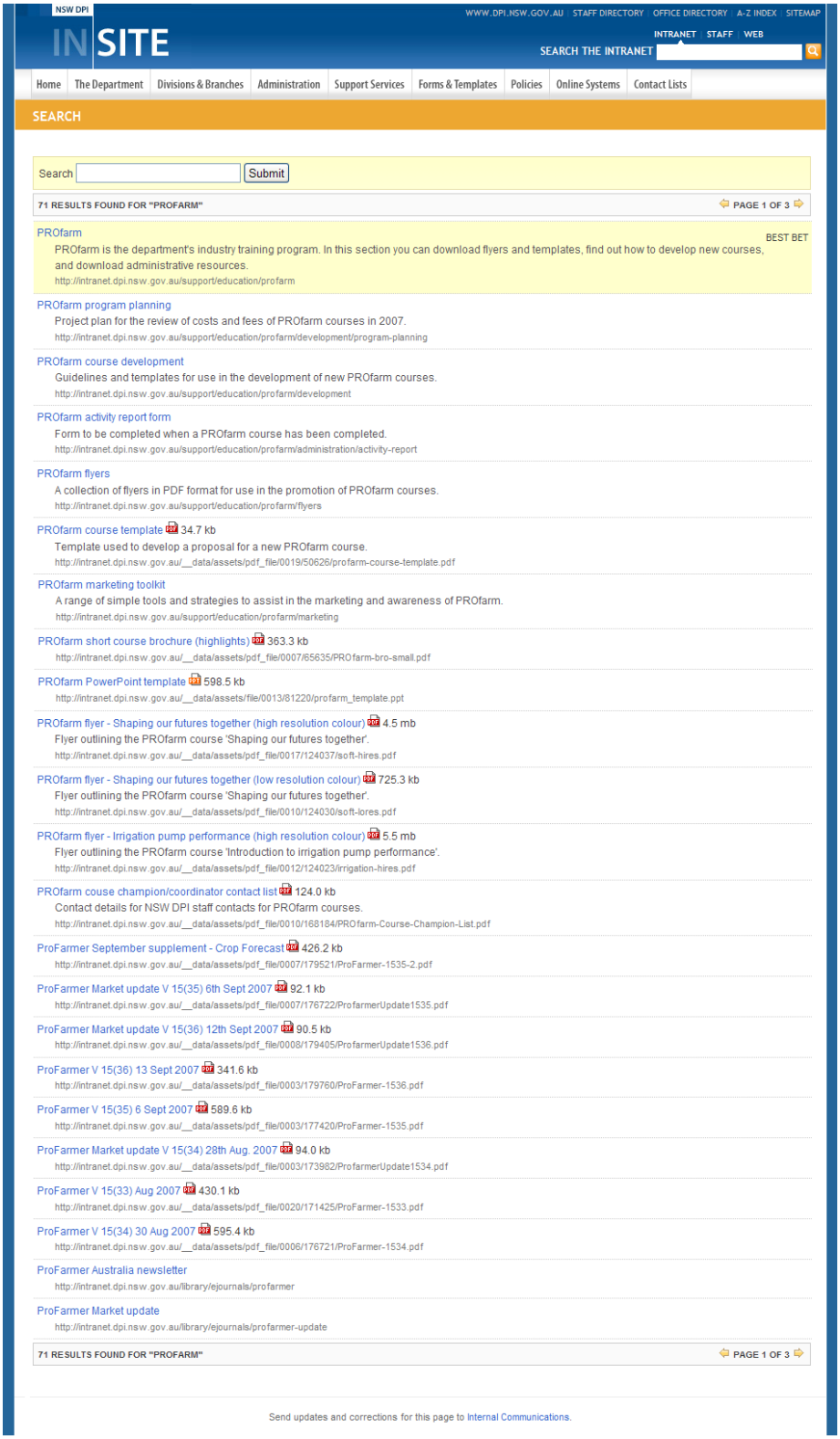
Sample searches	Search term(s)
A specific product or service unique to your company	"PROfarm" (industry training program)
A list of your company's locations	"Office directory"
A list of your company's holidays for 2008	*Not applicable*
A retirement benefit offered by your company	"Superannuation"
A mention of your company in the press in the last month	*Not applicable*



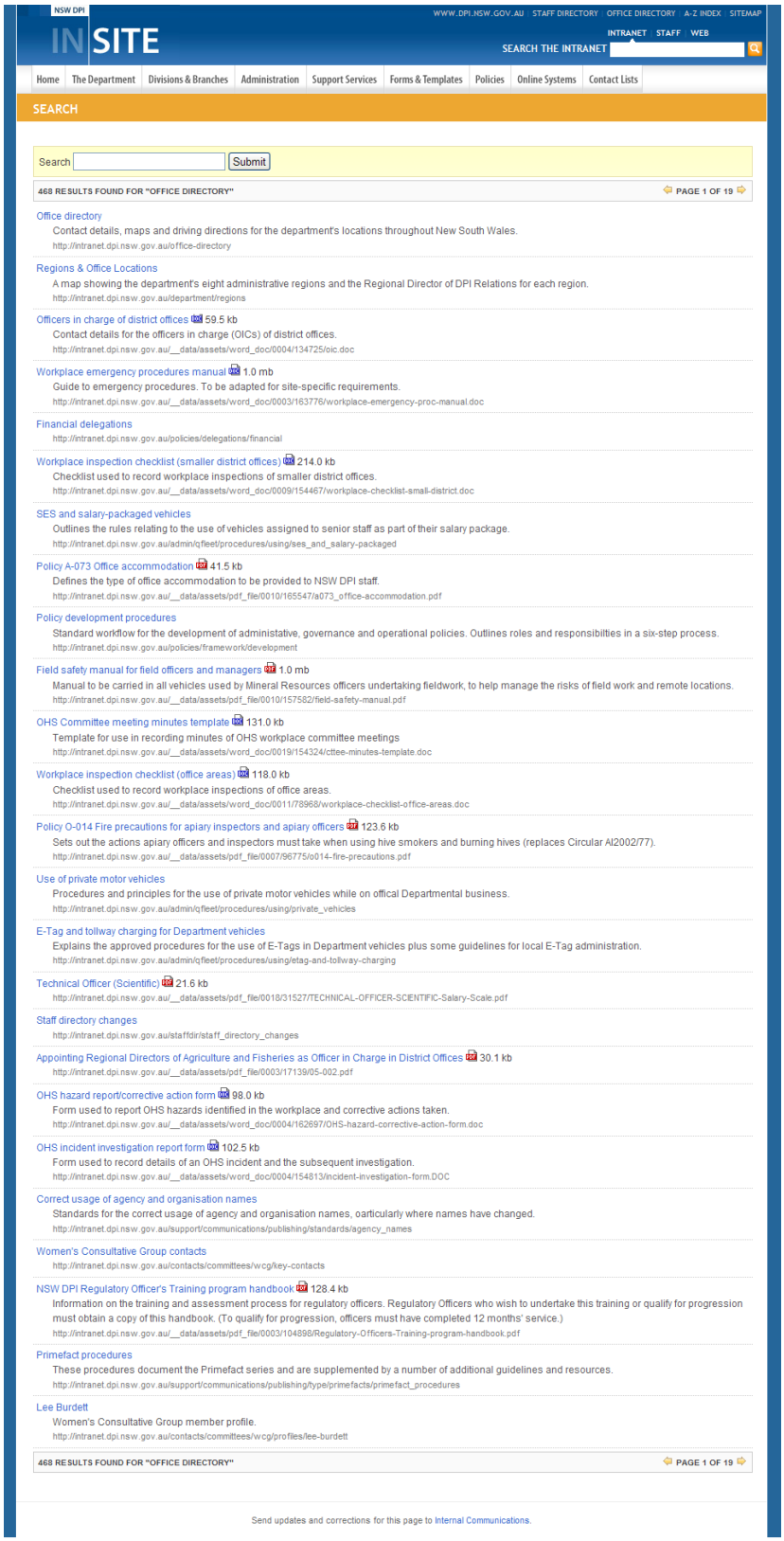
Pictured: Search box available from the top right of every page on the intranet. Users can search the intranet, staff directory, or the Internet (via Google) by simply changing the tab at the top of the search box.



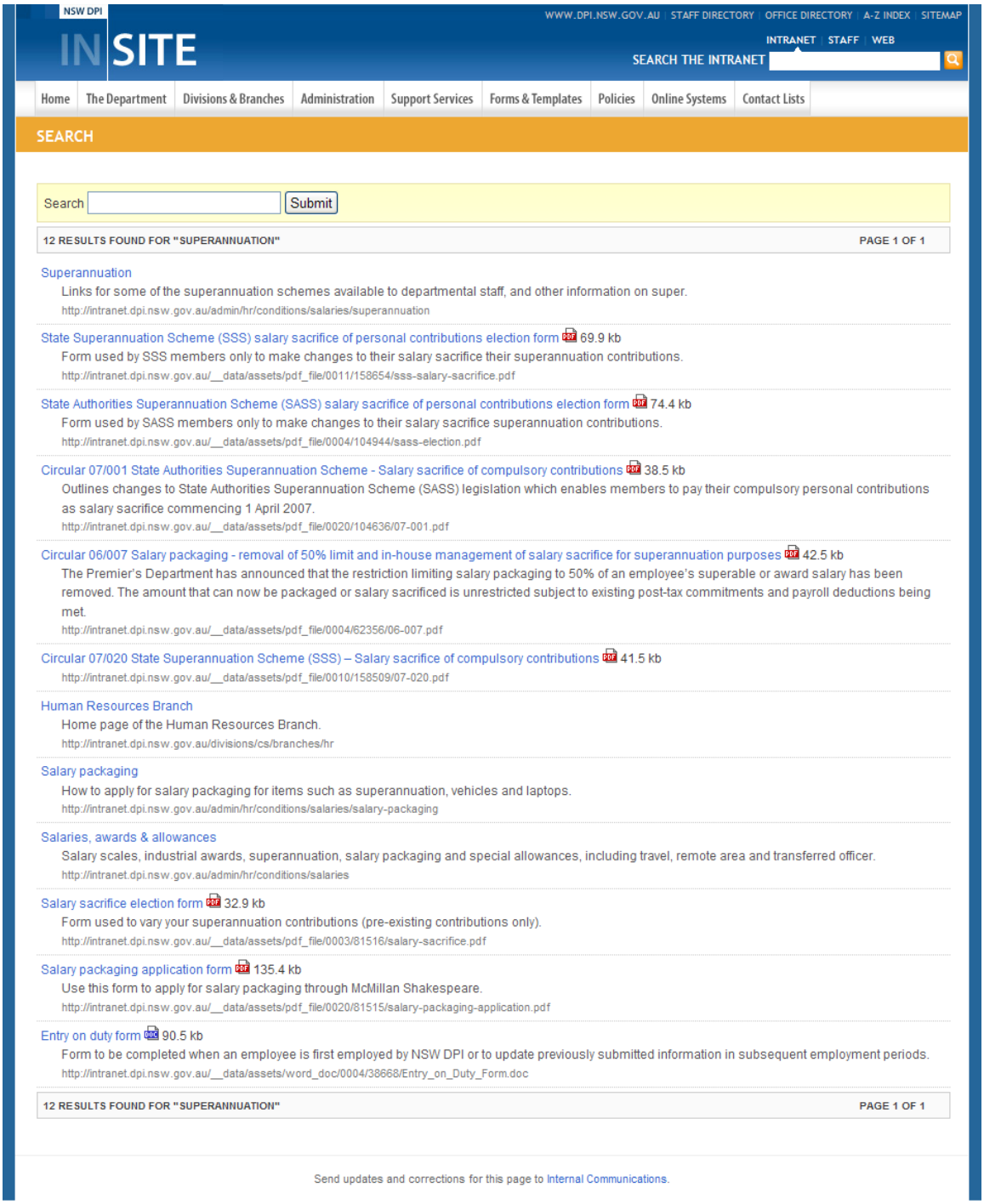
Pictured: Sample search results page. "Best bets" (pages that best match the search query) are highlighted in yellow.



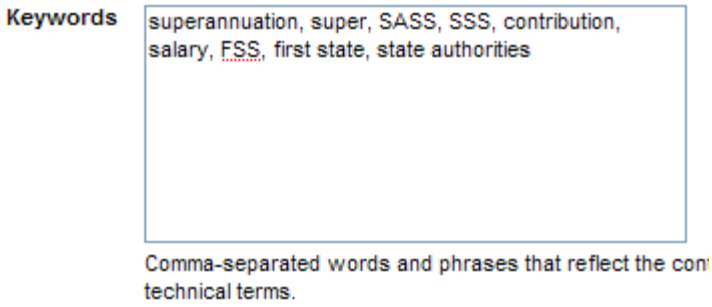
Pictured: Search results for search term “PROfarm.”



Pictured: Search results for search term “office directory.”



Pictured: Search results for search term “superannuation.”



Pictured: Keywords are entered into the CMS to improve search results. Search terms are also monitored in the search logs; popular terms are added to relevant content items in an effort to further improve search results.

DESIGN PROCESS AND USABILITY ACTIVITIES

Redesign goals

The primary redesign goals were to:

- Address fundamental issues with the navigation
- Provide more consistent page layouts
- Provide a flexible IA that will grow with the site
- Improve search
- Improve access to content

Constraints

A Small Team

"The biggest challenge was probably a lack of resources," says Needham. "With only two members in the intranet team we were often stretched for time. Somehow we managed to develop the new intranet, which involved reviewing the existing intranet with the Intranet Reference Group, developing the new IA, developing wireframes and prototypes, building new templates, conducting user testing, migrating content, all while maintaining the existing intranet. It meant we had to focus on the most visible and used content first."

CMS Hurdles

The complexity of the CMS also presented a considerable challenge for the team. "We had trained a handful of people from outside the Communications Branch to use it, but it proved too difficult for people who weren't using it often," she says, adding that this "had a huge impact on the speed of the content migration."

Making a Case for Task-Based Navigation

Moving from an inward facing organizational-based navigation to a user-focused task-based navigation also proved to be a hurdle for the team in working with content owners.

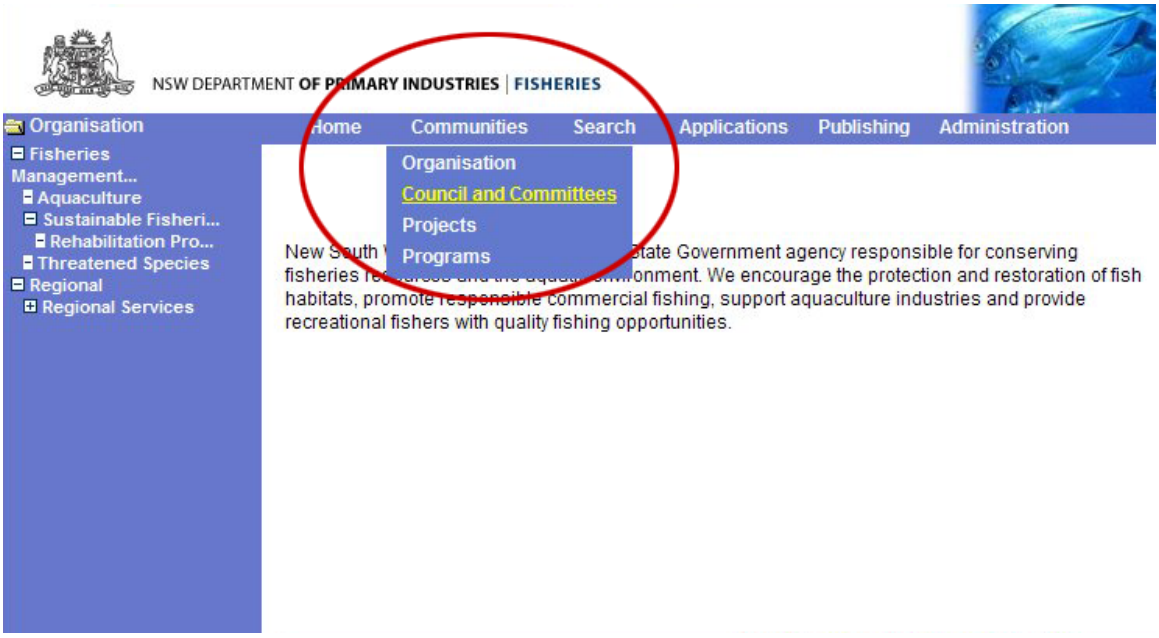
"We consulted heavily with content owners following the navigation review," says Needham. "Convincing them that organizing in a user-oriented way, rather than by who owns it, has been a significant challenge.'

Usability Activities

The design team looked at as many intranets as they could find for ideas and inspiration before embarking on the redesign. "In developing the design of the site, and deciding on how to implement some of the major functions, we looked to other intranets for ideas," says Needham. "Whenever we can, we like to see the intranets of other organizations, and talk to other people who manage intranets about what they are doing, and how they have solved particular business problems. The Nielsen Norman *Intranet Design Annuals* are also a major source of inspiration."

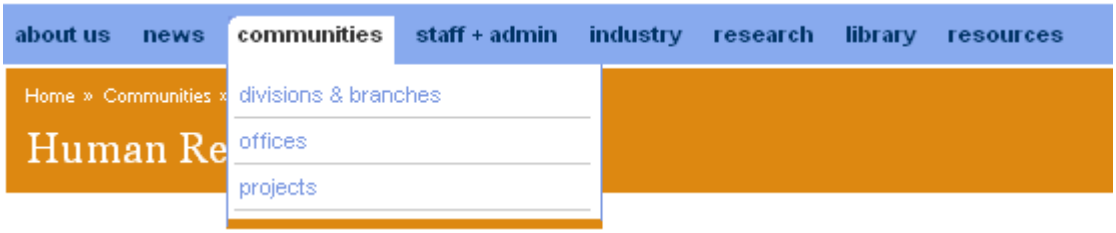
But they also looked inward to review what was and wasn't working on the current site.

The second intranet (v2) was built very quickly and without user input. The team was focused on integrating assets from the four department sites into one difficult CMS.



Pictured: Ideas were borrowed from the intranets of the former agencies for the second intranet (v2).

After about a year, Needham says it became increasingly obvious that people were having trouble finding content. "In particular," she says, "the global navigation labels—*Communities*, *Industry*, and *Resources*—seemed to cause confusion for users. Whilst *Communities*, for example, was well understood by the staff of one of the former agencies, it didn't resonate with staff that had come from the other agencies."



Pictured: *Communities* was well understood by staff from one former agency, but it didn't resonate with staff from the other agencies.

The team was also struggling to find a home for all the content that had been inherited from the four legacy intranets. Although there was much content that was of value to users, as Needham says, "It was just too hard to find." The navigation was the main cause of the confusion.

Engaging Users from across the Organization

The design team reached out to the general user population to research what was wrong with the current site and to find solutions that it could incorporate into the redesign. "We started by conducting a content audit, to get a better idea of the range of content we would be dealing with," she says, "Then, in February 2006, we enlisted the help of 30 volunteers from around the department to help us review the navigation and identify other major issues."

"We made a conscious effort to ensure that the members of the group had a wide range of job roles, were from different branches of the department, were from as many different locations and office sizes as possible," she says, adding that they "included representatives from all four of the former agencies."

Collaboration Tools Bridge the Geographic Divide

By being so inclusive in terms of group diversity, the team introduced one of the main constraints of the project. "Time, distance, and money were huge barriers to physically bringing all 30 members of the group together. You might also be interested to know that the intranet is managed from the department's head office in Orange, a regional centre of about 35,000 people, more than 250km from Sydney."

Intranet Reference Group members were from all over the state, so the design team needed to bridge the geographic separation and keep the group involved.

"We needed a way to not only communicate with them, but for them to be able to communicate with each other, says Needham, "We considered a listserve or an online forum, but thought a blog might be better, especially when we wanted to include screen grabs and downloads."

"The first thing we did was set up a virtual focus group using a blog," she says. "We asked the members of the group to take a look at the intranet and tell us what worked well, what they would change, what causes them the most confusion, and what they felt was in the wrong place, and to post their responses on the blog. The discussion really took off, and provided us with a good sense of the major problems with the intranet."

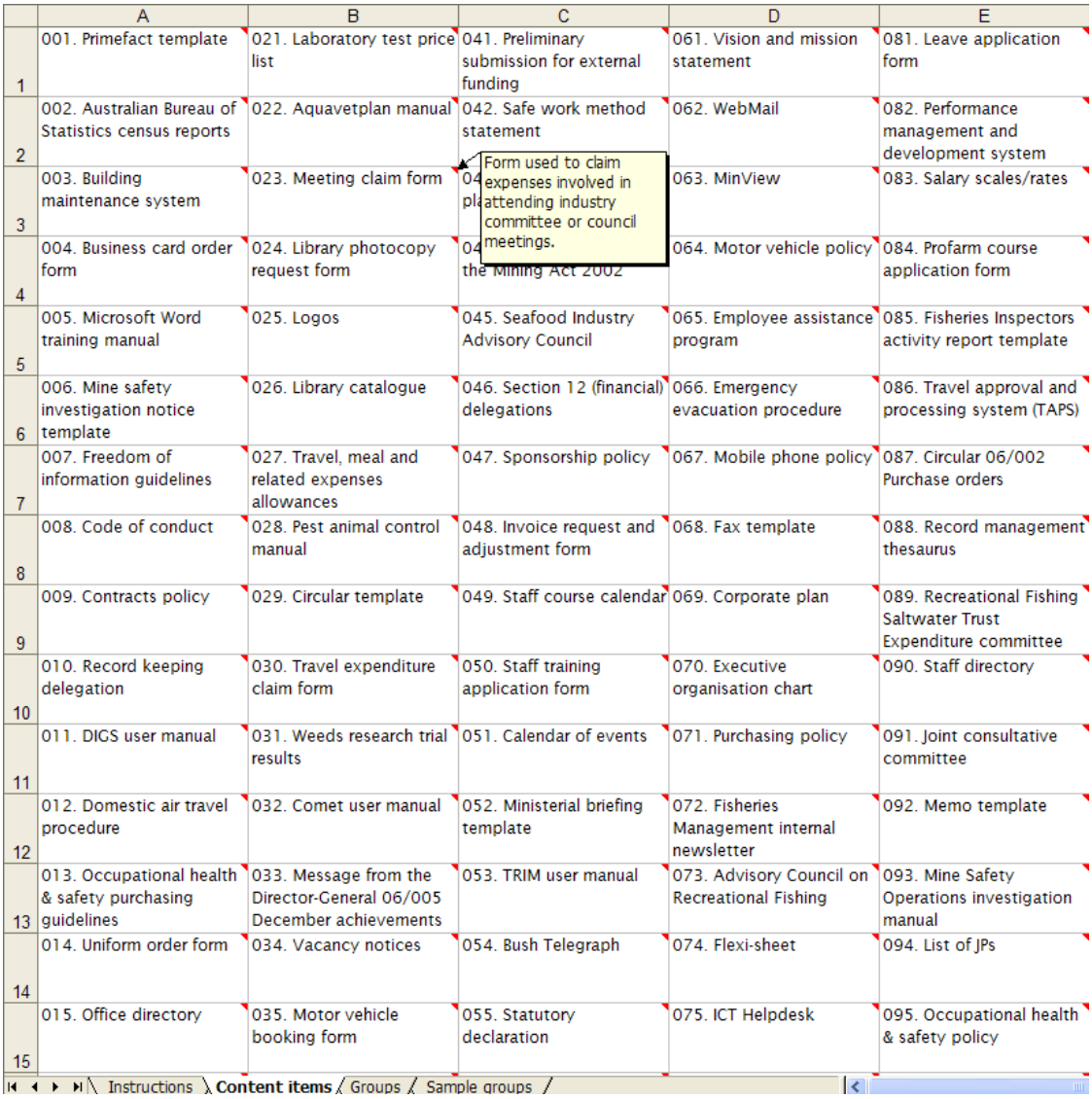
Virtual Card Sorting

An Excel spreadsheet served as an ad hoc card sorting exercise. They put 100 representative content items from the intranet (as well as the legacy intranets) into individual cells on the spreadsheet and sent it out to the group. The users were

asked to take the columns into a new worksheet and regroup them in a way that made sense to them. They were also asked to name the groups.

Participants were allowed to put the items in more than one group or to make sub-groups as needed. There were but two simple rules: there are no right or wrong answers, and ignore the current groupings on the site.

When the users were through, the team analyzed the sheets to determine patterns and trends and then returned the results to the blog and opened it up to feedback from the group. "Again, the discussion on the blog provided a lot of insights, and gave us a great starting place to start to explore options for the navigation," says Needham.



	A	B	C	D	E
1	001. Primefact template	021. Laboratory test price list	041. Preliminary submission for external funding	061. Vision and mission statement	081. Leave application form
2	002. Australian Bureau of Statistics census reports	022. Aquavetplan manual	042. Safe work method statement	062. WebMail	082. Performance management and development system
3	003. Building maintenance system	023. Meeting claim form	04 pl	063. MinView	083. Salary scales/rates
4	004. Business card order form	024. Library photocopy request form	04 the Mining Act 2002	064. Motor vehicle policy	084. Profarm course application form
5	005. Microsoft Word training manual	025. Logos	045. Seafood Industry Advisory Council	065. Employee assistance program	085. Fisheries Inspectors activity report template
6	006. Mine safety investigation notice template	026. Library catalogue	046. Section 12 (financial) delegations	066. Emergency evacuation procedure	086. Travel approval and processing system (TAPS)
7	007. Freedom of information guidelines	027. Travel, meal and related expenses allowances	047. Sponsorship policy	067. Mobile phone policy	087. Circular 06/002 Purchase orders
8	008. Code of conduct	028. Pest animal control manual	048. Invoice request and adjustment form	068. Fax template	088. Record management thesaurus
9	009. Contracts policy	029. Circular template	049. Staff course calendar	069. Corporate plan	089. Recreational Fishing Saltwater Trust Expenditure committee
10	010. Record keeping delegation	030. Travel expenditure claim form	050. Staff training application form	070. Executive organisation chart	090. Staff directory
11	011. DIGS user manual	031. Weeds research trial results	051. Calendar of events	071. Purchasing policy	091. Joint consultative committee
12	012. Domestic air travel procedure	032. Comet user manual	052. Ministerial briefing template	072. Fisheries Management internal newsletter	092. Memo template
13	013. Occupational health & safety purchasing guidelines	033. Message from the Director-General 06/005 December achievements	053. TRIM user manual	073. Advisory Council on Recreational Fishing	093. Mine Safety Operations investigation manual
14	014. Uniform order form	034. Vacancy notices	054. Bush Telegraph	074. Flexi-sheet	094. List of JPs
15	015. Office directory	035. Motor vehicle booking form	055. Statutory declaration	075. ICT Helpdesk	095. Occupational health & safety policy

Form used to claim expenses involved in attending industry committee or council meetings.

Instructions | Content items | Groups | Sample groups

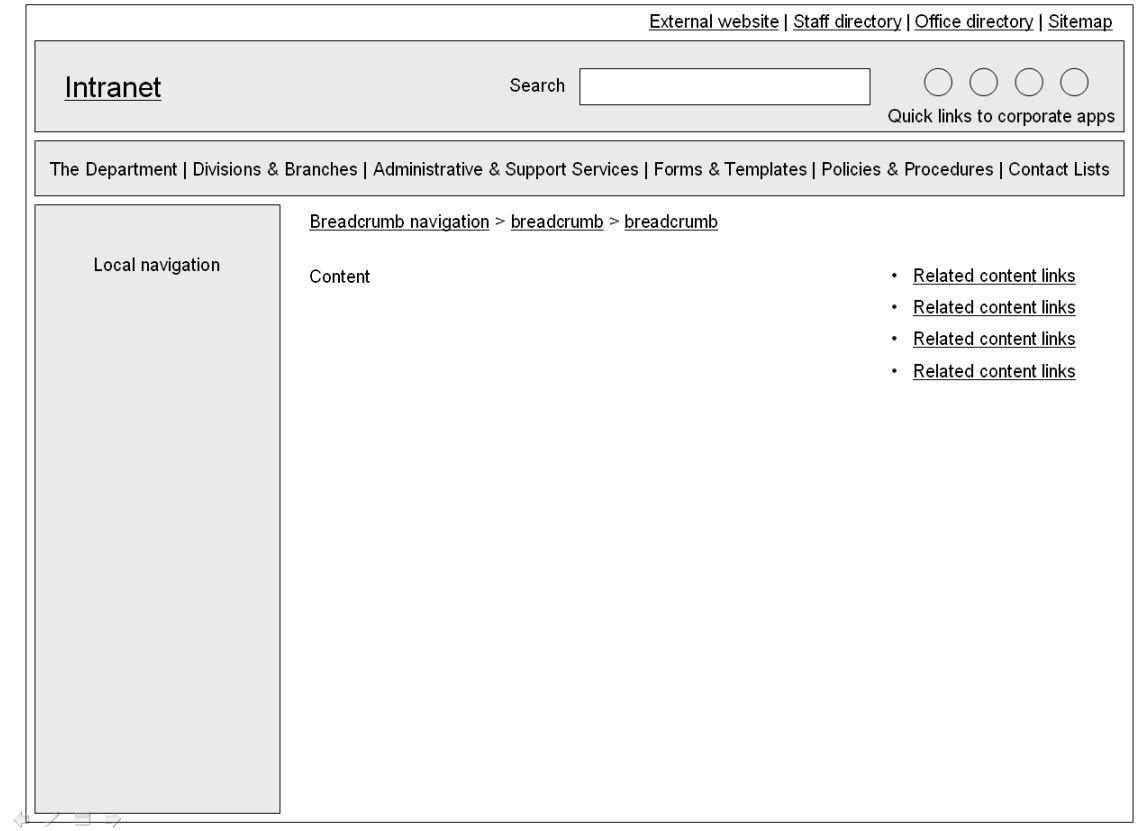
Pictured: The team used Excel spreadsheets to conduct card sorts with a virtual focus group of 30 staff members.

Iterative Design Using Wireframes

The next task for the user group was to review a wireframe of the proposed navigational model. They were encouraged to give feedback (via the blog) and to

suggest alternative models (but to also provide a clear rationale if they did so). Their only direction this time? Avoid the organizational chart as a basis for their model.

"Over the course of two weeks, we did about six design iterations until it felt like the group had reached a consensus," says Needham.

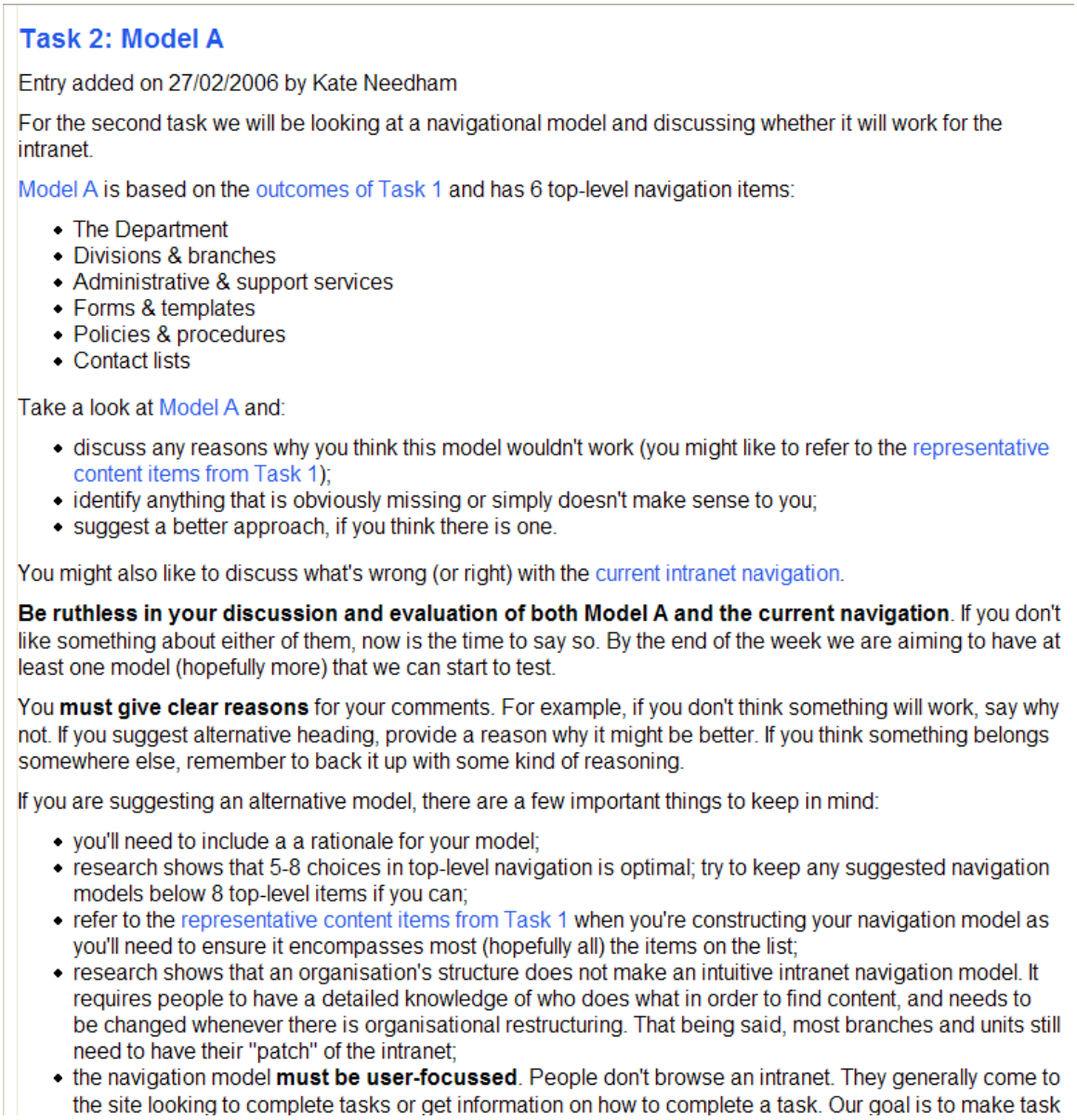


Pictured: A wireframe of a proposed navigational model.

Model A

The Department	Divisions & branches	Administrative & support services	Forms & templates	Policies & procedures	Contact lists
Organisation charts	Agriculture & Fisheries	Online databases & services	(List by topic - default view)	(List by topic - default view)	Staff directory
History	Biosecurity, Compliance & Mine Safety	ICT/Helpdesk	(List by owner/branch)	(List by owner/branch)	Office directory
Mission	Corporate Services	Human resources & employment		Delegations	Justices of the peace
Corporate plan	Forests NSW	Finance & purchasing			First aid officers
News	Mineral Resources	Travel			(List by topic)
Events calendar	Science & Research	Staff training & development			(List by owner/branch)
Trusts & committees	Strategy, Policy & Communications	Occupational health & safety			
Social clubs		Library services			
		Publishing & design			
		Records management			
		Qfleet			
		Assets			
		Legal services			
		Uniforms			
		Executive support			
		Media & public affairs			

Pictured: An early “site map” illustrating the placement of content within the proposed navigational model.



Task 2: Model A

Entry added on 27/02/2006 by Kate Needham

For the second task we will be looking at a navigational model and discussing whether it will work for the intranet.

Model A is based on the outcomes of Task 1 and has 6 top-level navigation items:

- The Department
- Divisions & branches
- Administrative & support services
- Forms & templates
- Policies & procedures
- Contact lists

Take a look at Model A and:

- discuss any reasons why you think this model wouldn't work (you might like to refer to the representative content items from Task 1);
- identify anything that is obviously missing or simply doesn't make sense to you;
- suggest a better approach, if you think there is one.

You might also like to discuss what's wrong (or right) with the current intranet navigation.

Be ruthless in your discussion and evaluation of both Model A and the current navigation. If you don't like something about either of them, now is the time to say so. By the end of the week we are aiming to have at least one model (hopefully more) that we can start to test.

You **must give clear reasons** for your comments. For example, if you don't think something will work, say why not. If you suggest alternative heading, provide a reason why it might be better. If you think something belongs somewhere else, remember to back it up with some kind of reasoning.

If you are suggesting an alternative model, there are a few important things to keep in mind:

- you'll need to include a a rationale for your model;
- research shows that 5-8 choices in top-level navigation is optimal; try to keep any suggested navigation models below 8 top-level items if you can;
- refer to the representative content items from Task 1 when you're constructing your navigation model as you'll need to ensure it encompasses most (hopefully all) the items on the list;
- research shows that an organisation's structure does not make an intuitive intranet navigation model. It requires people to have a detailed knowledge of who does what in order to find content, and needs to be changed whenever there is organisational restructuring. That being said, most branches and units still need to have their "patch" of the intranet;
- the navigation model **must be user-focussed**. People don't browse an intranet. They generally come to the site looking to complete tasks or get information on how to complete a task. Our goal is to make task

Pictured: The Intranet Reference Group participated in a blog-based discussion over several weeks. The design team gave the group members tasks (as shown here) and then asked them to post feedback on the blog.

Test with a Friend (or Two)

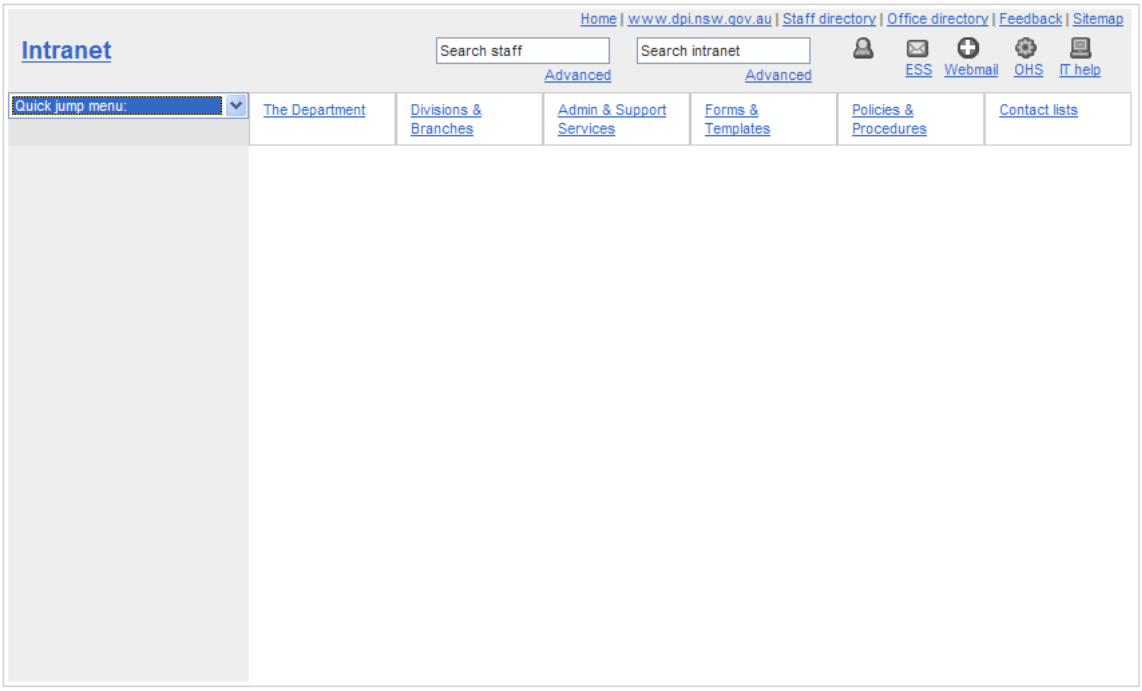
When the intranet team wanted to conduct user testing on an HTML prototype, they solved the distance problem by having each member of the user panel test the prototype with a co-worker. The team gave participants the following guidelines for conducting the tests:

- Don't allow other people to watch the test
- Try not to prompt the tester
- Encourage the user to talk out loud

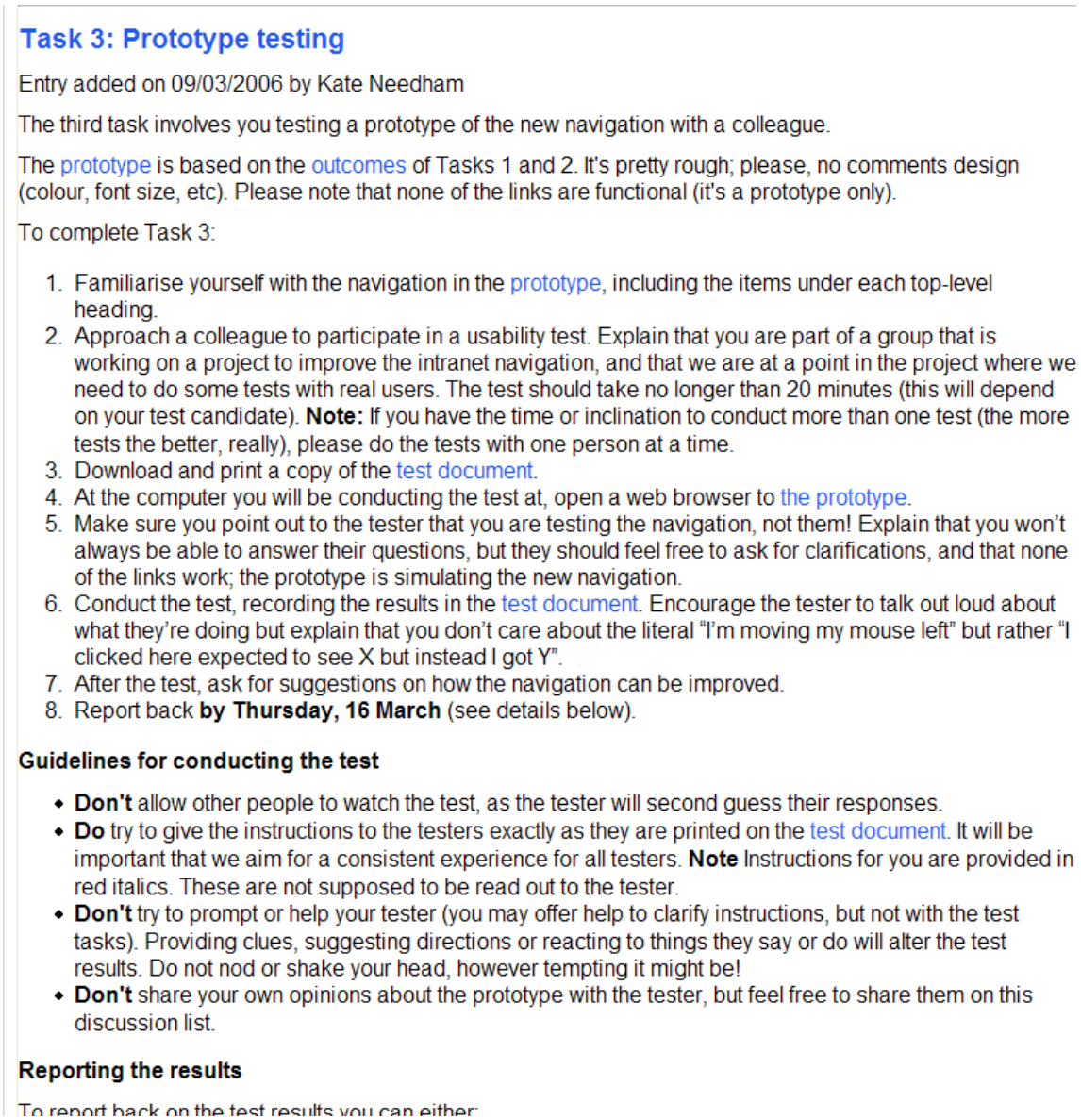
- Avoid sharing your own opinions with the user

The testers were also given a script, which included these tasks:

- Find a staff member's phone number
- Find an office fax number
- Book a vehicle
- Find dates for a project management course
- Find a salary scale for a Clerk/Clerical Officer
- Request a library book
- Apply for a corporate credit card
- Find information belonging to their branch or unit
- Find information about a particular office, such as parking or meeting rooms
- Get help with their computer



Pictured: An HTML prototype was developed for testing.



Task 3: Prototype testing

Entry added on 09/03/2006 by Kate Needham

The third task involves you testing a prototype of the new navigation with a colleague.

The prototype is based on the outcomes of Tasks 1 and 2. It's pretty rough; please, no comments design (colour, font size, etc). Please note that none of the links are functional (it's a prototype only).

To complete Task 3:

1. Familiarise yourself with the navigation in the prototype, including the items under each top-level heading.
2. Approach a colleague to participate in a usability test. Explain that you are part of a group that is working on a project to improve the intranet navigation, and that we are at a point in the project where we need to do some tests with real users. The test should take no longer than 20 minutes (this will depend on your test candidate). **Note:** If you have the time or inclination to conduct more than one test (the more tests the better, really), please do the tests with one person at a time.
3. Download and print a copy of the test document.
4. At the computer you will be conducting the test at, open a web browser to the prototype.
5. Make sure you point out to the tester that you are testing the navigation, not them! Explain that you won't always be able to answer their questions, but they should feel free to ask for clarifications, and that none of the links work; the prototype is simulating the new navigation.
6. Conduct the test, recording the results in the test document. Encourage the tester to talk out loud about what they're doing but explain that you don't care about the literal "I'm moving my mouse left" but rather "I clicked here expected to see X but instead I got Y".
7. After the test, ask for suggestions on how the navigation can be improved.
8. Report back **by Thursday, 16 March** (see details below).

Guidelines for conducting the test

- **Don't** allow other people to watch the test, as the tester will second guess their responses.
- **Do** try to give the instructions to the testers exactly as they are printed on the test document. It will be important that we aim for a consistent experience for all testers. **Note** Instructions for you are provided in red italics. These are not supposed to be read out to the tester.
- **Don't** try to prompt or help your tester (you may offer help to clarify instructions, but not with the test tasks). Providing clues, suggesting directions or reacting to things they say or do will alter the test results. Do not nod or shake your head, however tempting it might be!
- **Don't** share your own opinions about the prototype with the tester, but feel free to share them on this discussion list.

Reporting the results

To report back on the test results you can either:

Pictured: One of the Intranet Reference Group tasks was to test an HTML prototype of the proposed new navigation with another staff member. Group members were given instructions on how to conduct the test, and provided with a script that included a range of user tasks.

The user group members reported their findings on the blog. The designers gained insights, "but nothing that sent us back to the drawing board," says Needham.

The design team made changes based on the test results and sent the user group back into the field. This iterative approach resulted in far fewer issues reported in the second test. The user group and the design team agreed that they should proceed to implement the ideas in the final prototype.

Putting the Research into Action

Based on the findings from the various tests, the design team had a clear direction for revamping the site. The redesigned site was launched in July 2007 and took about 12 months from user testing to launch.

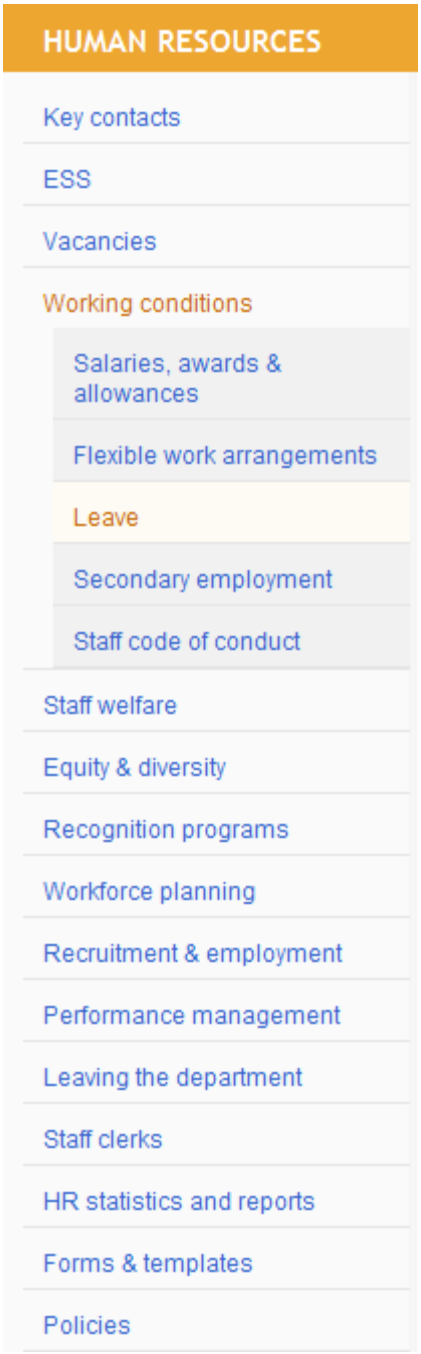
Needham says the team made some "deliberate choices" when designing the new site:

Fixed width. "In version 3, we replaced a fluid design with a fixed-width design to give greater control over the pages, and to limit line length, which was a bit of a usability issue in version 2. We have two widths that are designed to support 800 x 600 and 1024 x 768 screen resolutions; the page changes automatically, depending on the browser width, through CSS and Javascript."

White space. "We made a conscious effort to include plenty of white space when designing the page templates, to ensure that the focus is on the content."

Limit "flyout" navigation. "In version 2, we used flyout navigation on both the global navigation and the local, left-hand navigation. User feedback and observation suggested that the flyouts worked well on the global navigation, but presented a usability problem for the local, left-hand navigation. In version 3, we designed the left-hand navigation to expand, rather than flyout, which has given us the added advantage of having the navigation options visible and more contextual."

Standards. "We have a number of standards that our publishers need to adhere to, to ensure a consistent user experience and to maximize the overall usability of the site. These include standards for images, forms and interactivity, accessibility, and coding."



Pictured: The local (left hand) navigation now expands to one level, rather than using “fly out” menus.

NSW DPI

INSITE

WWW.DPI.NSW.GOV.AU | STAFF DIRECTORY | OFFICE DIRECTORY | A-Z INDEX | SITEMAP

INTRANET | STAFF | WEB

SEARCH THE INTRANET

Home | The Department | Divisions & Branches | Administration | Support Services | Forms & Templates | Policies | Online Systems | Contact Lists

WEB PUBLISHING

- Key contacts
- Becoming a web publisher
- Managing web content
- Creating web pages
- Creating web PDFs/files
- Creating web images
  - Size & placement
- Standards
- Checklists
- Web tips & tricks
- Policies & procedures
- Forms & templates
- Support & resources
- Website migration project

Home » Support Services » Publishing & Communications » Web publishing » Creating web images »

General image guidelines

- **Avoid gratuitous use of images.** Use graphics only when they provide a clear benefit for your users.
- **Avoid presenting text as graphics.**
- **Use an appropriate graphic format.** JPG and GIF use different forms of compression. Use JPG format for photographs, and GIF for images that have large areas of solid colour. This produces the best quality image at the smallest size.
- **Use web resolution - 72 dpi.** Most monitors cannot display images at more than 72 dpi (dots per inch). Using a higher resolution (i.e. more dots per inch) only adds to the file size and not the quality of the image when viewed on a monitor.
- **Use an appropriate size** (outlined below).
- **Optimise - height and width.** Crop and scale images to an appropriate size. Do not manipulate the height and width attributes of the image tag used in HTML markup to make images look smaller than they really are. Users still have to download the large image, and this approach can reduces the crispness and apparent quality of the image.
- **Optimise - file weight.** Reducing colour depth will reduce the weight (size in kilobytes) of graphics. Balance colour depth and associated quality of the image against the need for a fast download time.

Standard image sizes

Choose one of the following standard widths to ensure that an image will fit within the department's site designs. Using these widths will allow maximum reuse for an image and acceptable printing. The standard widths are:

- 190px
- 250px
- 310px
- 510px
- 650px

Exceptions to the standards

There are some situations where conforming to these widths is not feasible. It is allowable for images to be different widths as long as they comply to the maximum image widths section below.

There are also a few special image sizes which need to be followed to ensure consistency for particular page layouts. These exceptions are outlined on the following pages:

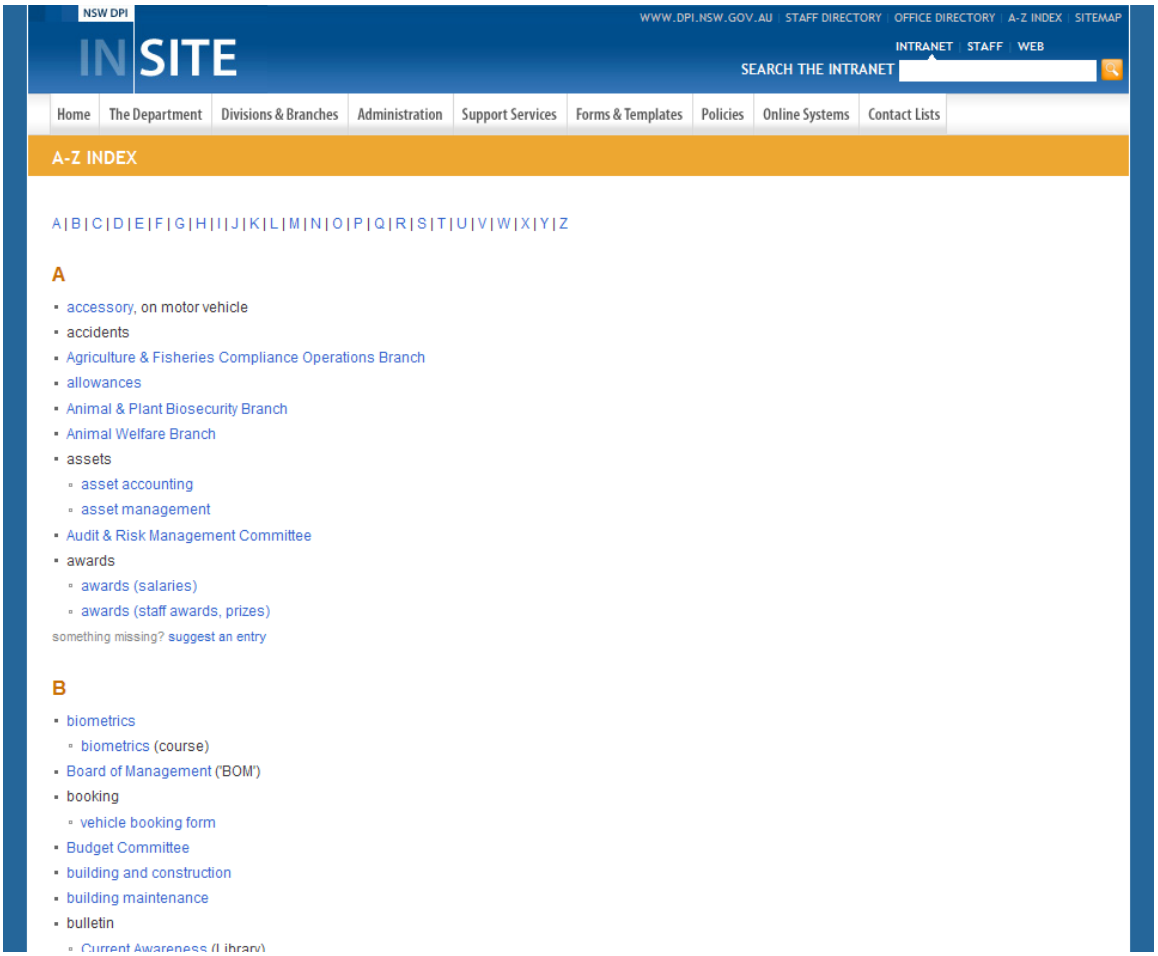
- Book and publication covers
- Spotlight images
- News feature images

Maximum and preferred image widths

Right column image		Maximum width: 190px Preferred width: 190px
Floating images (no rightcol)		Maximum width: 310px Preferred width: 310px or 190px
Centred images (no rightcol)		Maximum width: 510px Preferred width: 510px
Centred with half cols (no rightcol)		Maximum width: 250px Preferred width: 250px
Floating images (nav and right col)		Maximum width: 190px Preferred width: 190px

Pictured: Sample content standards and guidelines for intranet content publishers. The intranet includes comprehensive documentation for publishers including standards, checklists, and a CMS manual, as well as information on becoming an intranet publisher.

Multiple access points for content. "We wanted to ensure that information could be found quickly, and that we supported the variety of ways that users look for content," says Needham. "To this end, we have navigation that supports people looking for types of content (e.g. forms or policies), information on topic (e.g. travel or leave), regardless of who in the organization owns the content. A leave application form, for example, is available under *Forms, Leave*, as well as being able to be found by the branch that owns the form. The *A-Z index*, search 'best bets,' and *Quick Links* also provide quick and easy access to popular content."



Pictured: The *A-Z index* of key content

In version 2, the homepage had news and announcements, a list of vacancies, and some quick links. The designers were constantly being placed under pressure to put links on the homepage by areas of the organization that wanted to promote their services or simply advertise their existence.

"The number of requests to have links on the homepage has really decreased since the redesign," says Needham. "We included a summary of the navigation of the major sections of the site, which not only serves the purpose of providing an information scent, but also has appeased a lot of the content owners who wanted

their content to feature on the homepage. It now has a good mix of news and announcements, navigation, and quick links. In addition to a feature story and headlines, we have 'spotlights,' which are used to feature new tools or content, or promote other projects and initiatives going on in the department."

She has also taken steps to ensure that the site's navigation and homepage are protected by policy, so that it's difficult for people to exert their influence to make changes to the site that are not user-centered.

TIMELINE

July 2004:

- New department formed
- Interim intranet (v1) concept approved
- Interim intranet (v1) launched

September 2004

- New CMS implemented

January 2005

- New intranet (v2) launched

February 2006

- Intranet Reference Group formed

February 2006—April 2006

Intranet (v2) reviewed, including:

- Analysis of usage statistics and search logs
- Content audit
- Card sorting
- Usability testing (using scenarios and task analysis) of proposed navigation and IA
- Development of wireframes
- User testing of prototypes

RESULTS

For Needham, the redesign's most noticeable result is the reduction in user complaints to the helpdesk. "Anecdotally, we have taken this to mean that staff are finding information easier to find, and the changes to the homepage have satisfied the needs of more areas of the department for a 'presence' on the site," she says. "Feedback after the redesign has been overwhelmingly positive. A number of staff have commented that they find the site much easier to navigate, and content much easier to find."

It's probably too soon to tell whether the redesign has had a dramatic affect on usage statistics. Needham says she regrets that the team didn't collect more benchmarking metrics, so they could measure the impact of the changes going forward.

The new navigation is "much more user-centered" as a result of the user research, she says. "Improved supplementary navigation, including the site map and *A-Z index*, provide users with multiple ways to access content quickly."

Examples of the user feedback received:

> "Congratulations on the new intranet. I love the new forms and policies links, and it's so much easier to find what I'm after."
>
> "The new intranet looks fantastic. It's bright and welcoming and easy to get around."

LESSONS LEARNED

Lessons learned from Kate Needham and Penny Wheeler:

Focus on key content. "Identify, and concentrate your efforts on, the most valuable (most used and visible) content first. Doing so will build trust in the intranet, and the redesign team, and provide the momentum and enthusiasm you need to continue to improve the site."

Improve continuously. "A redesign never finishes. There is always something that can be done to improve an intranet."

Look to other intranets. "Look for opportunities to interact with other intranet managers and to see other intranets, as they are an endless source of ideas and inspiration."

Involve users and test with them often. "Involve users as early and often as possible in the design of the site, and ensure that you consult users from as many different areas of the organization as possible. Test your design decisions as often as you can, with as many users as you can."

Communicate with content owners. "Be ready to defend your decisions. We had quite a few content owners who found it difficult to cope with the move to task- and topic-based navigation, rather than the organizational structure style of navigation they were used to. Keep content owners informed of major decisions that might affect their content."

Communicate with sponsors and users. "Manage the expectations of the project sponsors and users. Prepare the users for major changes the site before they happen."

Collect metrics. "Remember to collect some metrics before a redesign, so you can measure the impact of the changes."

For user research, think beyond the box. "The Intranet Reference Group and virtual focus groups conducted via the blog were far more successful than we could have imagined. Think outside the square when it comes to user research, especially if time or money is limited."

Manage your time wisely. "Make sure you allow enough time for the redesign process. Break the redesign into phases—don't try to do everything at once."

Interrogate technology options. "Make sure that the technology used to create the site supports your vision."

SAP AG

Using the intranet:
SAP AG, the world's largest business software company, is using its own portal offering, SAP NetWeaver® Portal, as an intranet (SAP Corporate Portal) to increase efficiency and promote collaboration.

Headquarters: Walldorf, Germany

Number of employees the intranet supports: 45,000

Locations: 67 countries around the world

Sales (2006): EUR 9,402 million

Design team:
In-house, as follows: business requirements and strategy: Portal Business Group (one representative from each line of business); design and layout: SAP IT and SAP Marketing; technical design: SAP IT

Members:
Dirk Dobiéy, Lisa Crockett, Vera Geier, Juergen Houck, David Noonan, Mirko Friedrich, Lothar Zoerkler, Jolanda Golubic, Natalie Hanson, Rebecca McDermott, Kevin Riley, Erik Meyers, Christian Munkelt, Juergen Zimmermann, Torsten Falk, Daphne Salzmann, Daniel Foerderer, Andreas Mohr, and Kathy Lopez

SUMMARY

Probably the best metaphor for what it's like to use the SAP intranet is to have your hand held as you walk along an unfamiliar street. Designers take deliberate steps to ensure that employees know where they are going and that they get their particular information needs met.

The homepage's main section offers organization-related news, as well as regional and local news. The news is separated into three tabs: *SAP News, Regional News,* and *Local News.* The news is updated frequently—daily, weekly, or monthly, depending on the topics and news events—by a small team of online journalists supported by a network of "communicators." *SAP News* has a permanent, albeit small, staff at SAP headquarters; the other communicators are scattered around the company and the world. These 20 or so communicators work in worldwide locations to contribute to news in the portal on a regular basis.

The news headlines link to the full article. The blue and underlined titles make this obvious. The short teasers (descriptions) and images enhance the headlines. The date is written in an international format, but writing out the month rather than using the numeral, and using four digits for the year, rather than two. A visible link at the top, *Deutsche Version,* quickly opens the same article in German.

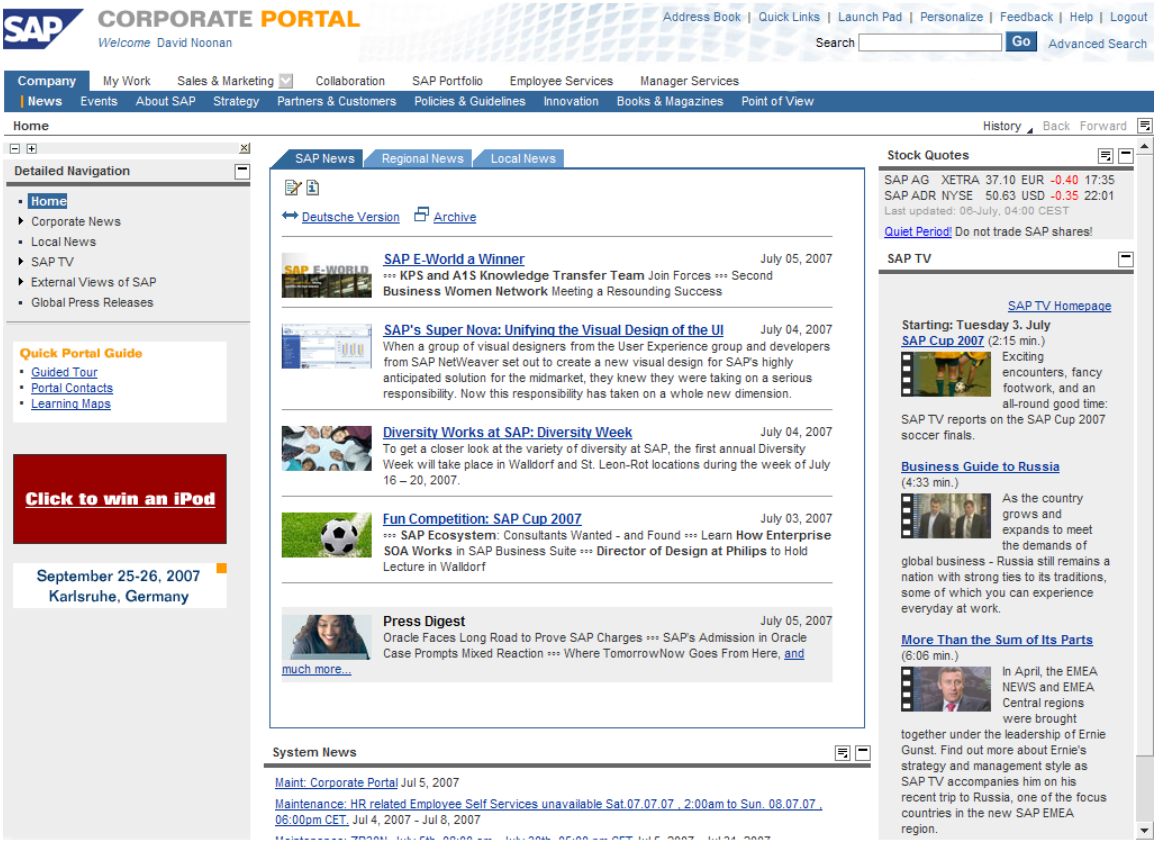
The column on the far right provides an alternative to the usual written news, with links to video clips from the new SAP TV podcast channel. The most recent and important podcasts are showcased on the homepage. The filmstrip border on the images differentiates these news items from those in the text news section in the center of the page. The start date and time for the new podcasts appears with the title, and each podcast's length is also displayed.

A link in the top right, *SAP TV Homepage,* leads to a site on the portal housing all available TV programs. The videos are kept short—the current offerings are six minutes or less—for good online usability for streaming, downloading, and watching. Like the news items, the video titles are blue, bold, underlined links. Designers can get very fancy when presenting links, but the traditional blue, bold, and underlined is still the easiest for users.

A simple search field appears in the best location—in the upper-right section of the page. An *Advanced Search* link is also there for those users who want it, but its placement is unlikely to distract those who don't. The global navigation across the

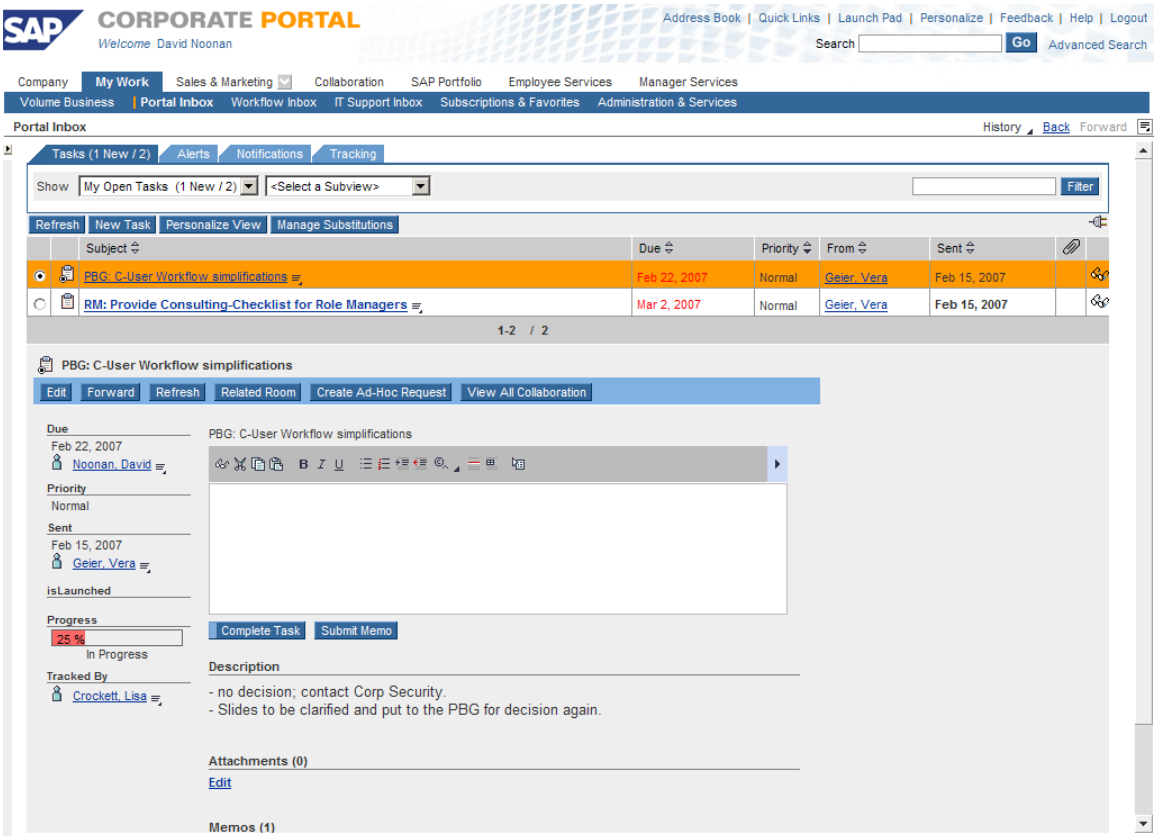
top is straightforward, as is the left-side navigation. The intranet team worked hard to accommodate the needs of each internal line of business (LoB), all of which shared a desire to secure prominent placement in the navigation. These tabs across the top are the solution. They serve as an aggregation place for logically related tools and information and collectively provide a much-improved user environment that can be regionalized and personalized.

The SAP team is no stranger to promoting the intranet. In fact, they regularly use a small banner in the left-side navigation to heighten awareness about new site offerings, often in conjunction with a quiz or a chance to win something. The homepage below, for example, promotes the new podcast channel, SAP TV, which is also distributed via the intranet. The red and white promotion, "*Click to win an iPod,"* is visible but doesn't take up too much room, nor is it distracting. While underlining the text might seem unnecessary, users are often unaware that they can click text that appears in boxes such as this. Therefore, the underlining does increase the click rate.



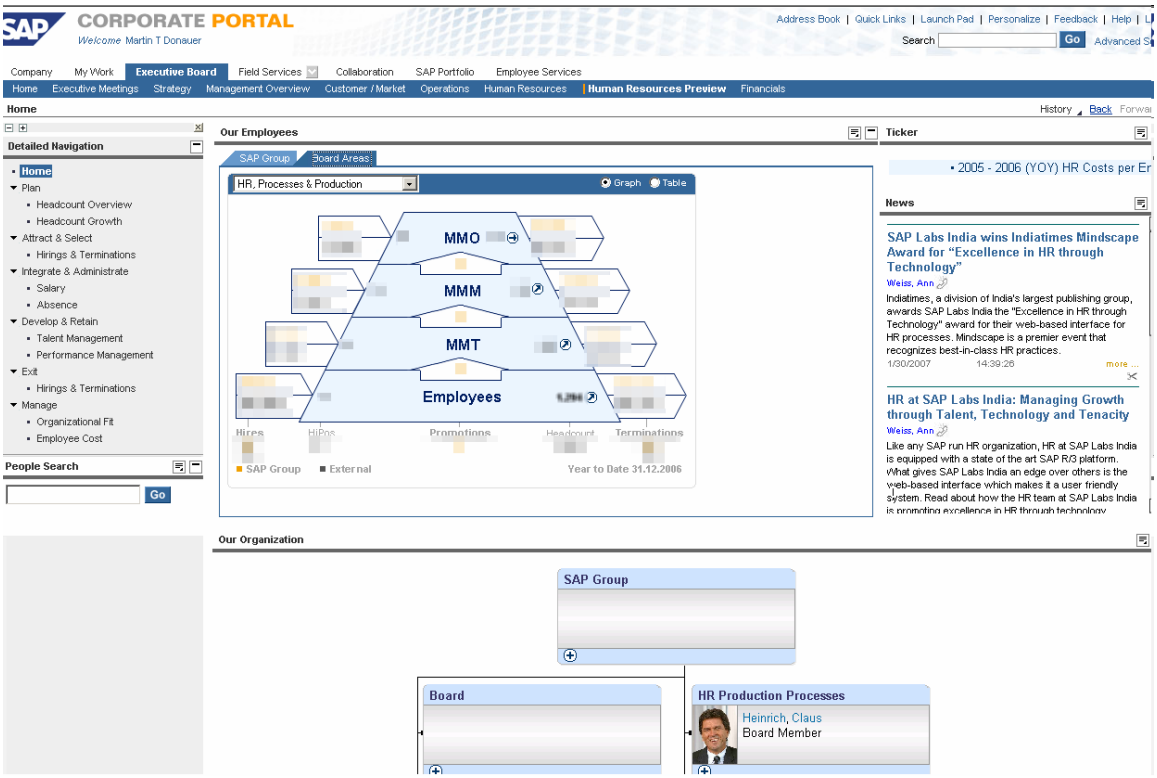
Pictured: The SAP intranet homepage offers news, stock info, podcast links, and simple navigation.

The second tab in the line-up is *My Work.* Designers intended for this tab to serve as a "control center" for all tasks and activities. The tab helps people manage their tasks, with built-in workflow and messages. People can create and manage tasks, noting the priority, due date, and status of each. A red progress bar in the lower left gives a bird's-eye view. Employees can also see who made the assignment and who else has been involved in the task, and can designate when the task has been completed.



Pictured: The *My Work* tab enables people to manage their tasks and embeds a workflow process.

SAP Executive Board members have individual, dashboard-style homepages based on *Board Roles*, which are job function roles. Board members can personalize these homepages, which share supplementary navigation, dashboards, and other content with other Board members' pages. On these pages, Board members can see information about the organization, such as headcount, salaries, retention, executive meetings, and strategy. Having a one-stop shop for executives makes it possible for them to quickly get the information they need. This makes the intranet invaluable, as these individuals (more than anyone) need to spend their workday hours wisely, not fumbling around the intranet. Also, these pages give executives access to information when they have the time and desire to see it, which is not always between 9:00 and 5:00 when their assistants—who probably know the intranet like the back of their hands—are available to help.



Pictured: SAP Executive Board members each have a personalized page that offers the information they need and links them in with the other executives.

In addition to communicating among themselves, the Board communicates with the rest of the organization via the *Executive Corner* feature. This section also provides information about the executives to all employees worldwide.

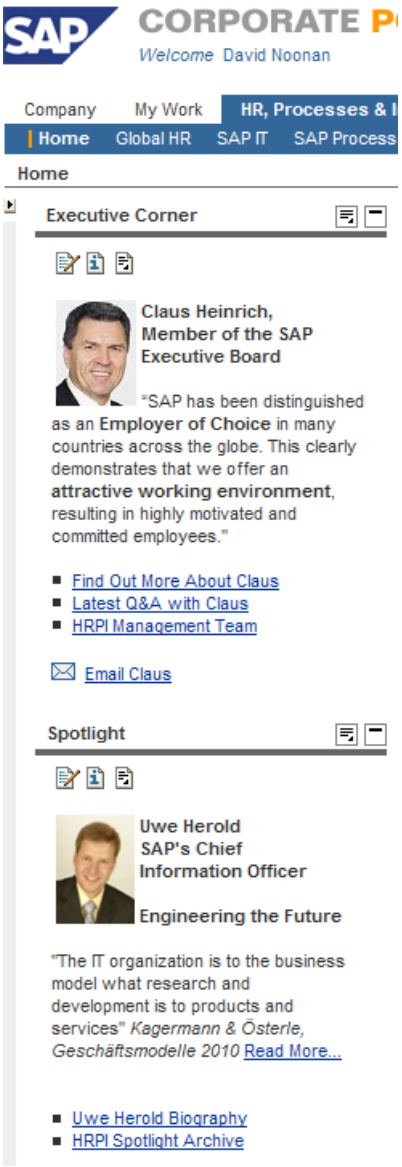
It's also important that information about and from executives is not stale. An organization wants employees to have the impression that executives are always up-to-date. In this case, SAP's Publishing team updates the *Executive Corner* section weekly or biweekly.

Key *Executive Corner* features and sections include:

- The executive's name, title, and picture, which appear at the top and help employees associate the person's name with his or her face.
- *Find Out More About* (the person): The executive's bio, internal and external events, activities, memberships, publications, and media coverage of presentations on SAP strategic topics to a variety of business audiences. The executive's first name is used, making the information more personal.
- *Latest Q&A with* (the person): Answers to questions received from employees, providing an opportunity for the open exchange of ideas.
- *Management Team*: A look at the members of the management team.
- *Email* (the person): Employees are actively encouraged to send their questions to Board members via email.



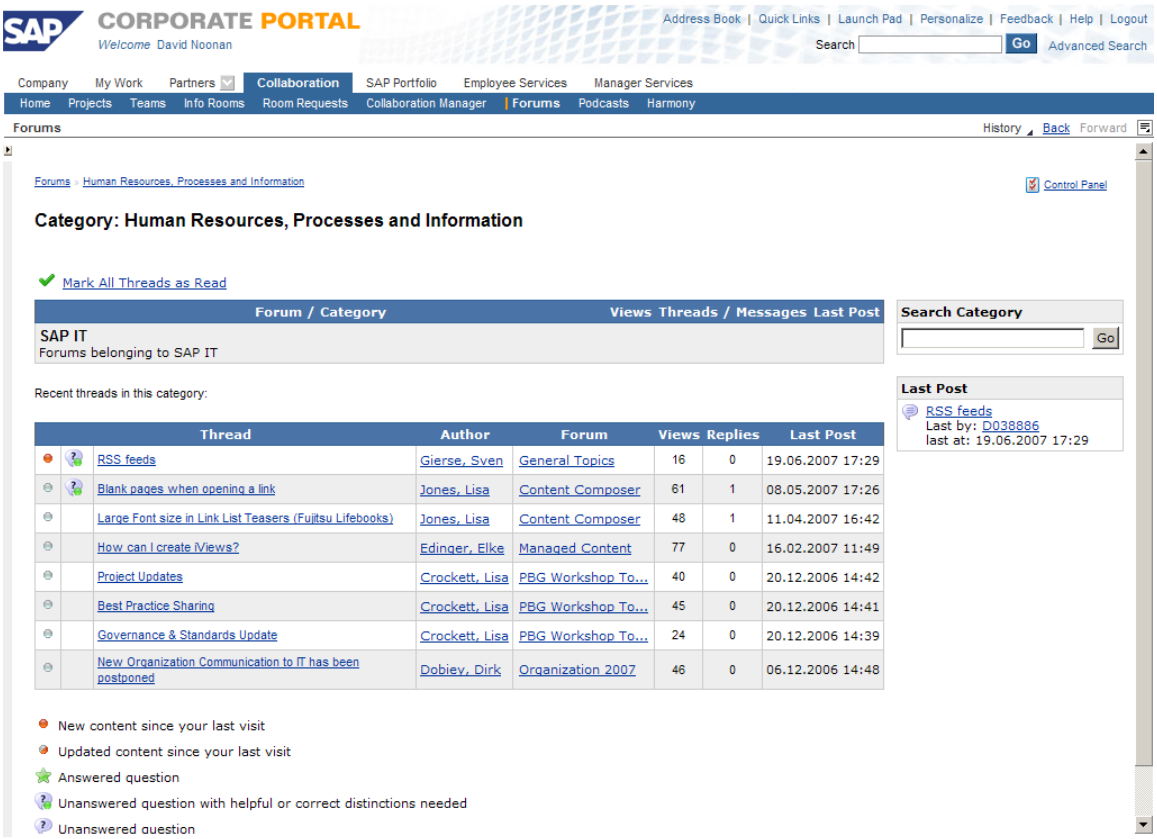
Pictured: This content area was designed to familiarize employees with the Board member responsible for HR, Processes & Information—Claus E. Heinrich—as well as his areas of responsibility. Because the topics Heinrich covers are disparate in nature, one of the objectives of the workspace was to create an identity and brand for the various groups under his leadership.



Pictured: A close-up of the *Executive Corner* that showcases Board members, offering a picture, name, title, short description, and link to more information for each.

There are SAP intranet users worldwide in over 80 locations from all LoBs. With thousands of employees located around the world, forums have become a very popular feature. These help eliminate time and geographical boundaries, enabling colleagues to work together past such limitations.

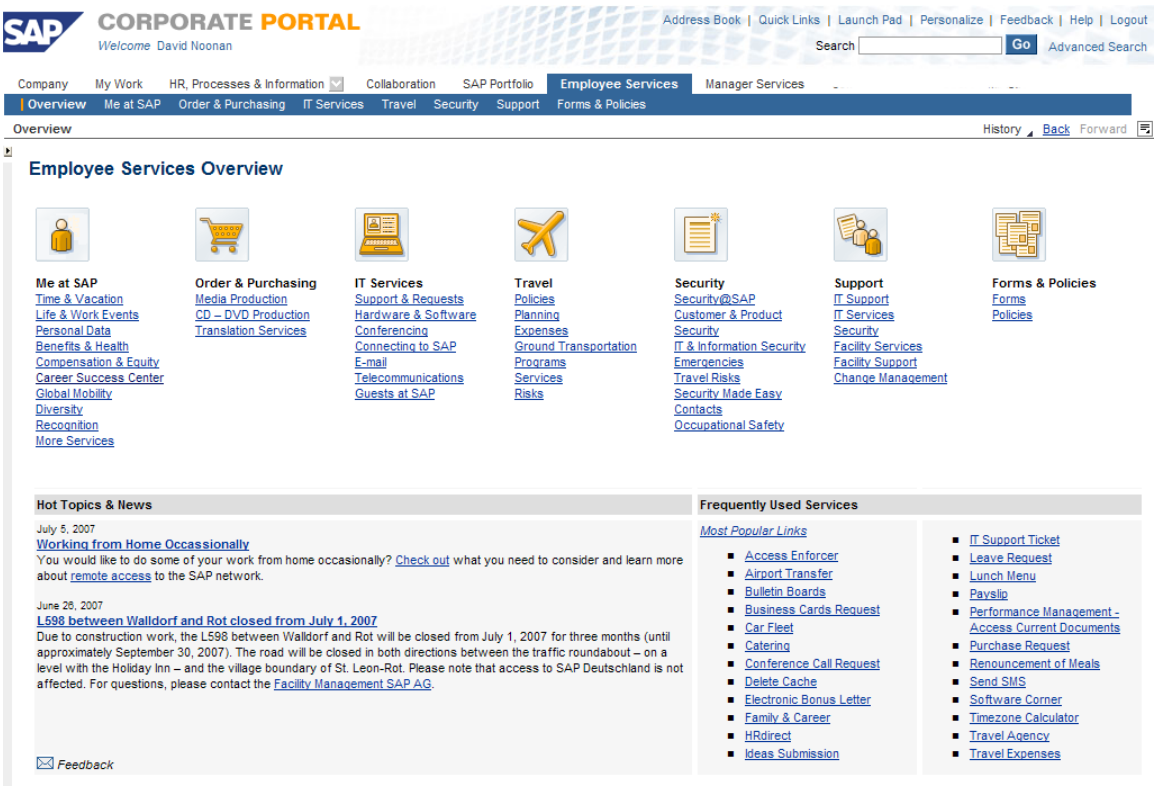
Via the *Collaboration* tab, users can choose the *Forums* link, and then choose from several offerings. Once in a forum, users can add a post, search the forum, and read postings. Entries are flagged as "*New content since your last visit,"* and "*Updated content since your last visit,"* helping employees avoid reading items they're already familiar with. The table also contains information about the post, including the author, how many times an item has been viewed, and the number of replies.



Pictured: *Forums* help users to work together across time zones.

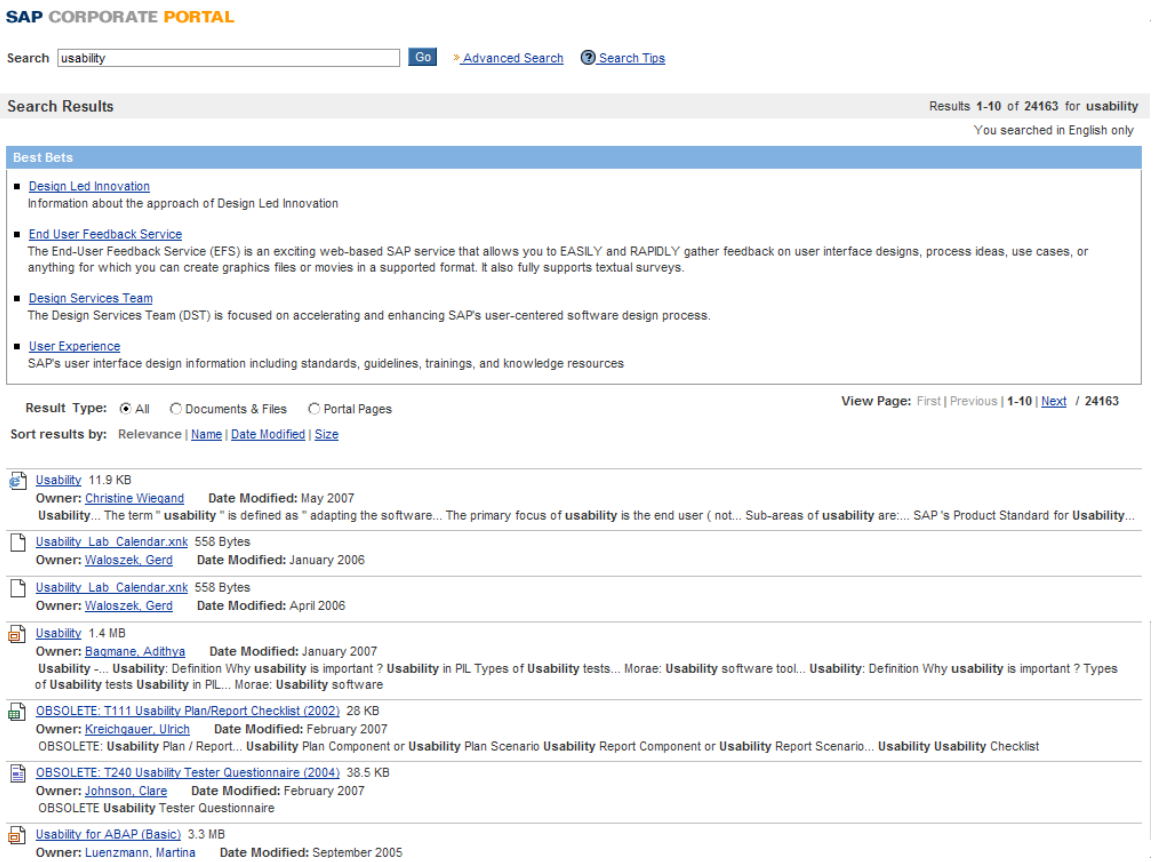
With so much information on the intranet, designers are always trying to come up with more ways to test for the best navigation methods. After noting the areas that are most important to users, and areas they should know about, content providers consolidate content related to a certain topic on one page. In the *Employee Services* tab, users can review topic headings such as *Me at SAP*, *Order & Purchasing*, *IT Services*, and *Travel.* Once users choose a main category, they can choose from popular links within that area.

Also on the page are *Hot Topics & News* and *Frequently Used Services.*



Pictured: Aggregated content from different sources helps employees find all services offered by HR, IT, and Finance & Administration on the *Employee Services* tab.

Another form of support the portal offers is helping people decipher the best search results. Rather than presenting just the prioritized results as the search engine decides, content owners (the best equipped to do this) help the effort. They match keywords entered to content, producing and presenting the five *Best Bets* at the top of the search results.



Pictured: The five *Best Bets* are determined by knowledgeable content owners and help users find the best content via search.

SAP Corporate Portal is used by more than 96% of 45,000 potential users every month. With so many users, the intranet must be able to be personalized. The designers present personalization information in a simple way to users. However, on the back end, determining personalization is anything but simple. Designers created a complex set of more than 200 user roles with many regional flavors.

Within the Europe/Middle East/Africa region (50% of the workforce), some of the larger offices are located in Walldorf, Dublin, and Prague. Within Asia Pacific Japan (20% of workforce), SAP has major facilities in Bangalore, Shanghai, and Singapore. And, within the Americas (30% of workforce), main locations include Philadelphia, Palo Alto, and Sao Paulo.

Each SAP employee is assigned to an organizational unit based on three dimensions: hierarchy, function, and region. The system also considers cross-functional roles; specific functional roles (such as manager or assistant) that are used across the company; and LoB/business unit roles. These organizational units comprise content that is relevant for employees within a particular LoB or business unit.

Research, innovation, and risk-taking, plus an eye toward leading the user, make the SAP intranet one that employees can use to be productive and stay informed.

URL AND ACCESS

The URL for the SAP Corporate Portal is https://portal.wdf.sap.corp. It's bookmarked along with other SAP "Web presences" (public Web, customer, community, and partner portals).

According to David Noonan, head of Intranet Governance at SAP, "The default start page is a lightweight HTML page containing corporate news, stock ticker, and useful links. From here, an employee can click *logon* to access the role-based intranet, or they can simply enter another Web site's URL into the address bar." Users are not forced to log in to the full intranet when they open the browser. Employees working remotely can access the site via a corporate VPN solution and can then access a Citrix desktop from the Web that provides clientless access to all SAP business applications—including the portal.



Pictured: The default start page of the SAP Corporate Portal. From here, users can log in and be directed to the role-based intranet.

TECHNOLOGY

The SAP Corporate Portal is powered by the SAP NetWeaver Portal component of the SAP NetWeaver 7.0 technology platform. The component provides role-based access to information and personalized access to critical business applications and data. SAP NetWeaver technology components are integrated in a single platform, which

reduces complexity and supports IT standardization and consolidation. SAP was able to integrate quickly and effectively its existing business applications, databases, documents, Web content, and collaboration tools, to deliver the correct information to the right people, thus increasing productivity and creating a smarter enterprise.

"Our first challenge was the large number of users," says Ariel Bentolila, VP in the SAP NetWeaver Development Team at SAP Portals Israel Ltd. "More than 25,000 people log on every day, and because we're a global company, there are very few hours of low usage. Despite this heavy workload, the portal runs as a central instance that is globally available and customizable in many regions. Performance is also enhanced by built-in knowledge management functionality that helps streamline the creation, publication, and management of key resources such as documents, status pages, collaboration rooms, and Web content."

Kevin Riley, Portal Lead, Development, says that at SAP, portal performance is the key to the site's success. "Portal infrastructure needs to be planned and built accordingly," he says. "Take a proactive approach to performance tracking and measurement and have a controlled user ramp-up."

CONTENT MANAGEMENT AND GOVERNANCE

Like other organizations, SAP's first intranet was based on unlimited knowledge sharing, enabling anyone to publish. As the organization matured, it became obvious that, to improve the content quality and user experience, tighter information governance should be established.

A governance model was devised to control the content publishing and maintenance process for the SAP Corporate Portal. The central team established processes for both managed and collaborative content, which are fundamentally the same for all LoB. "We achieve continuous success through a strong governance model," says Erik Meyers, Portal Lead, HR, Processes & Information. "This ensures long-term content quality and easy, fast, and reliable information access."

Content Management

In the SAP Corporate Portal, all managed content is organized into content areas, arranged according to the SAP Process Map. The SAP Process Map describes SAP's end-to-end enterprise processes (beyond organizational boundaries), as follows:

- Each content area covers the provisioning of information from a part of the SAP value chain
- The content area managers are empowered by their LoB to organize the structure and processes within their content area
- The content area managers have responsibility for the information quality
- The authors are the owners of the individual content objects and are accountable for accuracy and validity
- Standards and guidelines defined jointly by the central team and the portal business group support the content area managers and authors in fulfilling these requirements

Information Access

Information is organized according to business roles within the individual LoBs.

- Each business role covers access to the relevant information for a group of SAP employees
- The business-role owners are charged with organizing the information access for their audience
- The business-role owners have responsibility for the content relevance and the navigation structures offered to their audience
- The Portal Leads represent their LoBs within the decentralized governance, define the number and range of the business roles, and assign the business-role owners
- Publishers are a specially trained group charged with presenting content to business roles

This site replaced a legacy intranet that had no Web CMS, with only document management and limited content management functionality. For this intranet iteration, SAP chose an in-house, custom-developed solution that extended SAP NetWeaver's knowledge management functionality. The rationale behind this decision was that software support could be provided in-house and that they should integrate support for the custom-developed solution into SAP's standard product portfolio.

Page templates were introduced to give editors more freedom when creating and maintaining their content composer pages. Editors can predefine the page elements during the creation process, which accelerates the process considerably. New page elements are introduced to match the needs of the businesses and editors and to improve page readability.

After the launch, the fragmented distribution of publishers was not optimal in ensuring simplicity, efficiency, and consistency of content quality. The team set out to establish and enforce the informational governance model in the organization.

The team invited the Publishing community to participate in a survey to verify exact resource occupation for publishing tasks. And then, armed with statistics, they engaged each LoB individually with a proposal to reduce their established Publishing community, while providing high-touch training, communication, and consulting support for the core group that remained.

This initiative received strong support from SAP executive management, since a high number of employees engaged in irregular publishing is costly and inefficient compared to a smaller group of highly trained professionals.

The team dramatically reduced the number of site editors: from 3,400 in the beginning to approximately 700 now.

INTRANET TEAM

The central intranet team is comprised of 19 colleagues located in the IT department (Client Engagement, Governance, Services, and Project Delivery teams) and seven colleagues in the Service Delivery Center in India. The Portal Business Group is comprised of 10 Portal Leads from the internal LoBs.

Additional colleagues responsible for audience management and content management functions are distributed in the LoBs. Within each LoB, there is one Portal Lead who is responsible for portal governance within the business. Portal

Leads nominate business-role owners and content area managers, who are responsible for information access and content management, respectively. In addition, a number of collaboration managers are responsible for information development and exchange within groups and teams.

Work on the site was done primarily in-house. "Agencies were involved in some lines of business to help with end-user experience tests, improvement suggestions, and such," says Noonan.

"We worked together with an agency to help us with the creation of an intranet style guide based on our brand," he says. "However, we do not outsource to agencies as such. Outsourcing is more to professional service providers, for example in India, when it comes to standard tasks such as publishing, navigation changes, user management, etc."

Ownership

Within SAP, IT owns the intranet and provides the general framework in close collaboration with the various LoBs, who have decision-making authority.

The central team is responsible for:

- Standards definition and conformance
- Standards publishing and reviews
- Information consulting
- Training and certification
- Reporting and quality assurance

The LoB is responsible for:

- Information strategy definition
- Information ownership (organized in content areas)
- Information accountability
- Business-role ownership (target audiences)
- Information accessibility
- Requirements gathering for continuous improvement

Staffing

Preparation Phase:

- Small team of approximately five people to build the business case, perform initial planning, blueprint development, and so on.

First Pilots:

- Core SAP IT Portal team of approximately 20 people
- Approximately five full- or part-time SAP consultants (topic experts)
- Approximately three external consultants (full-time equivalents)
- Smaller project teams within the various LoBs to cater to LoB-specific requirements (with dedicated counterparts to Corporate Portal team)

General Availability:

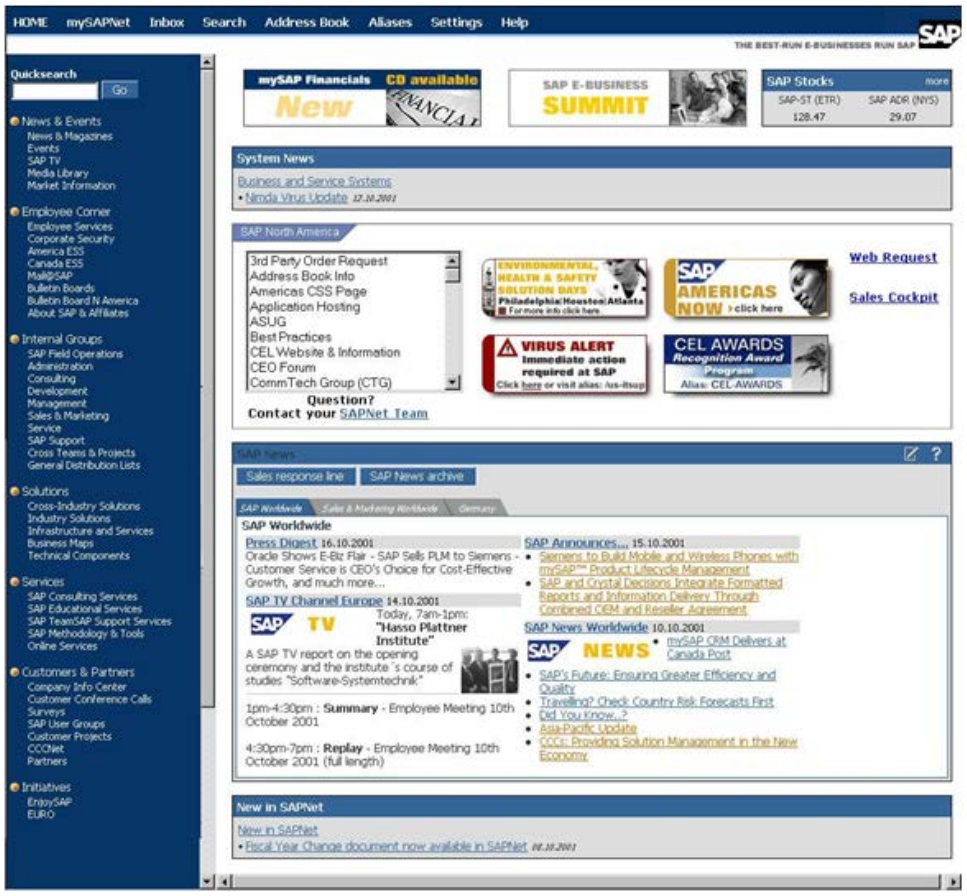
- Core SAP IT Portal team of approximately 30 people (including maintenance and support of old intranet, which is being phased out)
- Approximately 10 full- or part-time SAP consultants (topic experts)
- Approximately five external consultants (full-time equivalents)
- Smaller project teams within the various LoBs to cater to LoB-specific requirements (with dedicated counterparts to Corporate Portal team)

Operations

- Core Corporate Portal team of 25 people, including information governance; project coordination; business consulting and engagement; services/support; governance enforcement; and workflow/application integration
- Dedicated project teams within the various LoBs to cater to LoB-specific requirements (with dedicated counterparts to the Corporate Portal team—Role Management)

BACKGROUND

SAPNet, SAP's legacy intranet (1995 to 2005) was a proprietary, custom-developed site. The original purpose of SAPNet was to be a communication tool for internal SAP groups to post and share information. However, SAPNet had become much more than a simple communication tool, and had outgrown its effectiveness as a corporate intranet. It was used for applications, information sharing, collaboration, and workflows.



Pictured: SAP's legacy intranet, SAPNet.

"Employees spent far too much time hunting for information," says Dirk Dobiéy, Director of the Corporate Portal team. "Unless you knew exactly where to look, you'd have to search laboriously across the entire site."

Andreas Starke, who at the time of the implementation was Program Director for the SAP Corporate Portal project, points out that the legacy intranet was also unable to take full advantage of advances in process integration. "We wanted to leverage employee self services, manager self services, and the use of business intelligence reports for senior managers," he says, "but these things simply couldn't be integrated into the old platform."

A sampling of user comments gathered during end user interviews prior to the rollout of the SAP Corporate Portal shows that users were concerned about the company's ability to meet its objectives with the new site:

> "They are never going to make it in switching intranet to SAP Corporate Portal just like that"
>
> "Are you going to be able to ensure portal performance for 40,000 end users on a common platform?"
>
> "I used to be an editor in SAPNet, now I have to learn a new technology"
>
> "So we are getting a new intranet, but why do we have to do it so fast?"

Christian Munkelt, Portal Lead, HR, addresses the company's approach to winning over these objections with what he calls "quick-win management."

"Increase acceptance through noticeable improvements for end users," says Munkelt. "Create 'lock-in' effects with end-user scenarios like employee services, collaboration, and personalization."

TIMELINE

Portal Program (2003-2004):

- Evaluation phase
- Pilot for two specific user communities
- Global Consulting Portal
- Sales & Marketing Intranet

EP6@SAP Program (2004-2005):

- After successful pilot implementation, expansion to the entire SAP organization
- Business engagement
- Governance definition
- Migration of content from SAPNet to SAP Corporate Portal

SAP Corporate Portal (2006-present)

- Successful launch in October 2005
- SAP Corporate Portal as the intranet for all SAP employees

GOALS AND CONSTRAINTS

Corporate Portal Goals

SAP Corporate Portal uses SAP technology to provide employees worldwide with a role-based, value-added workspace on a common infrastructure. The intranet enables key activities, such as knowledge management and collaboration; provides

HR and other services to employees and managers; and serves as the focal point for integrated business processes.

In addition to fast login times, navigation, and document downloads, employees like the intranet's design. Using a virtual workspace based on specific functions and duties, they can access role-based content and applications. Collaboration rooms—which contain project-specific documents, assignments, and schedules—have also proven popular, allowing people to work together no matter where they are located.

Noonan says, "The team worked hard to accommodate the needs of all the internal business groups, each of which shared an understandable desire to secure prominent placement in the portal navigation hierarchy. The solution: a series of harmonized tabs that run across the top of the portal screen. The tabs serve as an aggregation place for logically related tools and information and collectively provide a much-improved user environment that can be regionalized and personalized."

SAP Corporate Portal is the central communication channel within SAP. From the homepage, users can access corporate and regional news, events information, general company information (such as organizational charts), as well as corporate facts, figures, standards, and guidelines.

The specific goals of SAP Corporate Portal are to:

- Give employees unified access to SAP applications
- Consolidate and streamline relevant content and information
- Create an environment that promotes user adoption and enthusiasm
- Establish a governance process to improve content publication and management

Constraints

The team continues to face the challenge of linking intranet objectives to corporate objectives and maintaining executive sponsorship over time. For example, statistics on unused content is available (called the "deadwood" report) and the team must link these measurements to tangible value propositions for the business going forward.

Developing new ideas on improving efficiency has also become challenging as the intranet matures.

Matching the consumer Web experience demanded by users is an area where the team invests much effort. They often participate in testing beta functionality to contribute to the development of the standard SAP NetWeaver Portal component.

Despite the challenges and constraints inherent in building and maintaining a robust intranet, at SAP, the site receives support from the company's very top echelon. "An enterprise portal reaches more users and business units than any other application; strong executive commitment is required," says Juergen Zimmermann, Portal Lead, Office of the CEO. "To succeed with a centralized portal in a decentralized company, this is even more important."

Redesign Goals

After the SAP Corporate Portal launched, an external agency was engaged to conduct a usability review. The purpose was for the agency to provide the internal team with the following information to help guide the redesign effort:

- Provide a benchmark based on portal and intranet design best practices

- Identify likely trouble spots
- Recommend directions and concepts for improved design (both tactical and strategic)
- Evaluate and rate multiple criteria relative to "best practice" implementations

"When SAP Corporate Portal was created during 2005, the focus was on technical and content migration," says Noonan. "Throughout 2006, we optimized the platform performance, centralized publishing for some LoBs, and introduced content quality assurance processes. In 2007, we are now focused on user orientation, introducing personalization, and preparing for new collaborative functionality. We have recently commenced a design and navigation re-launch!"

The goals of the redesign are to:

- Implement new brand and ensure brand consistency
- Improve user experience based on research findings
- Increase content quality
- Deliver key performance indicators and make increased user productivity measurable

The team conducted user research that contributed to the redesign effort. "Our guiding principles are completely covered by the NN/g methodology," says Noonan.

The team gave users 10 tasks during these test sessions:

- Submit a leave request
- Order a keyboard/monitor
- Find information about telephone conferencing
- Apply for another job in *SAP CareerPortal*
- Learn about SAP solutions by clicking on the appropriate page
- Change personal data in the address book
- Click on the *Oil & Gas Industry* page
- Search for information pertaining to new product introduction
- Send an SMS through SAP Corporate Portal
- Click on the archive of the *SAP World* employee magazine

In addition to these 10 tasks scenarios, all users were asked the following general question: "How satisfied have you been with the overall handling of SAP Corporate Portal during this testing?"

USERS

"More than 96% of all potential users access SAP Corporate Portal every month," says Dobiéy. "The fact that we've achieved such a high adoption rate shows that the platform is making a big difference in the way our people do their jobs."

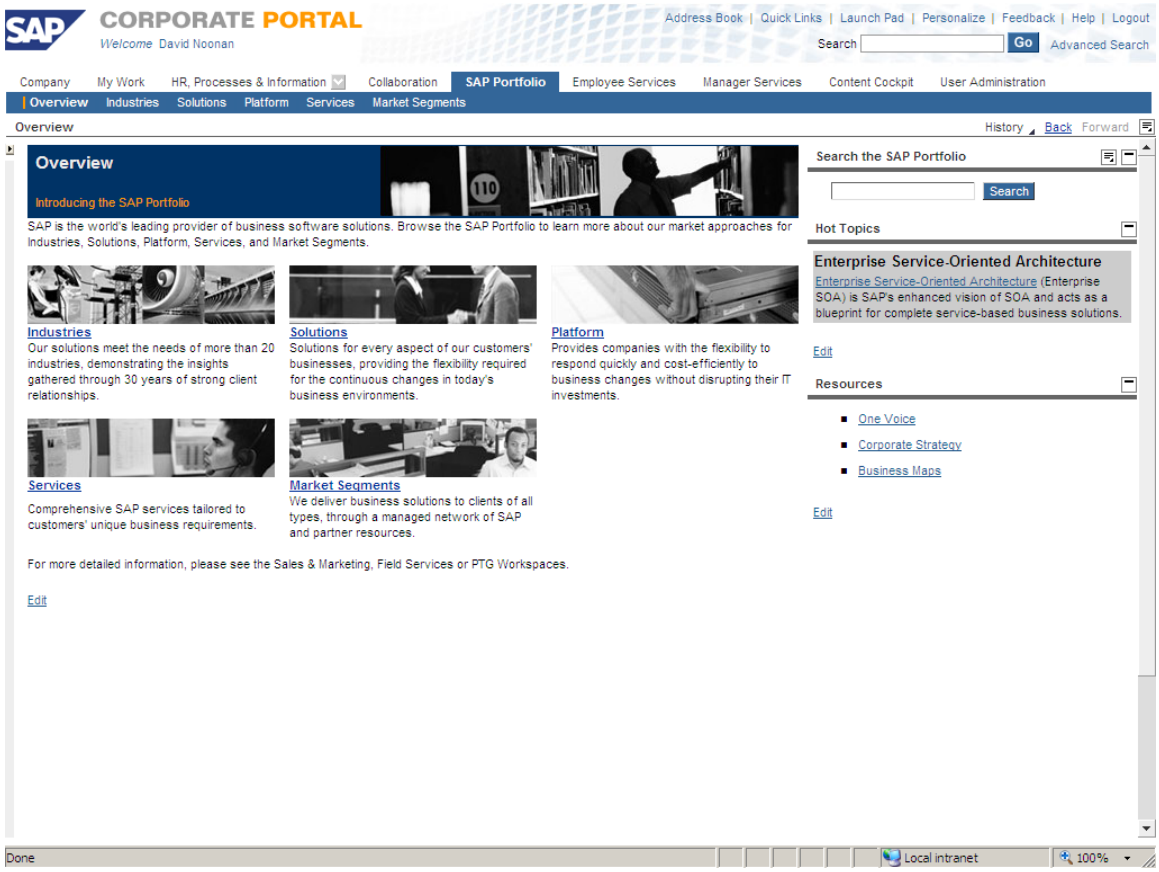
There are 45,000 users worldwide in over 80 locations from all LoBs.

"The various LoBs and regional entities need to be strongly involved to ensure usability," says Natalie Hanson, Portal Lead, Sales & Marketing. "This also helps to drive acceptance of the portal."

USER TASKS

SAP Portfolio

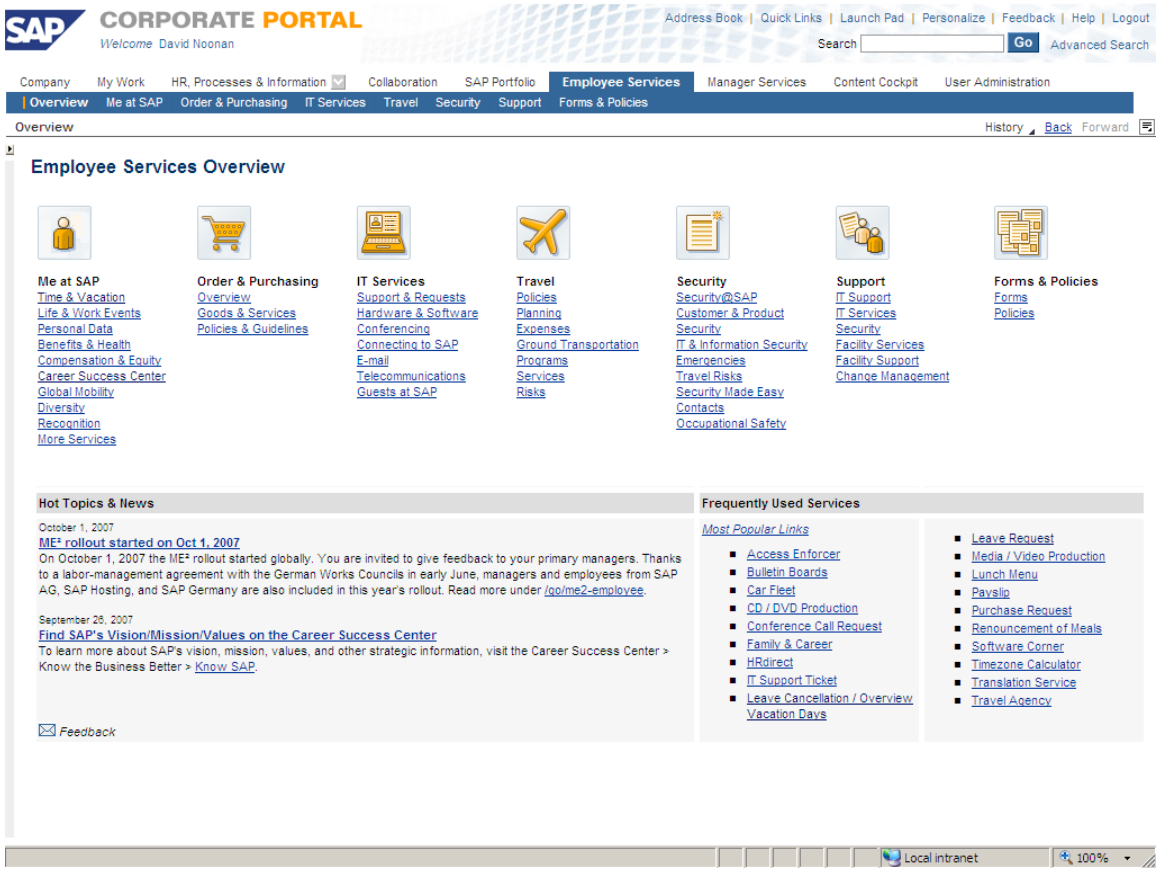
From the *SAP Portfolio* tab, users can access information on SAP's products, services, and solutions on generic landing pages. For role-specific details about products and services, users are guided to the respective workspace or job-specific role area.



Pictured: The *SAP Portfolio* tab provides users with access to information on SAP products, services, and solutions.

Employee Services

Employees can find all services offered by HR, IT, and Finance & Administration from the *Employee Services* tab. Some of the most common tasks include managing work and vacation times, completing business and travel expenses, accessing personal data, and maintaining performance management and individual career development plans.



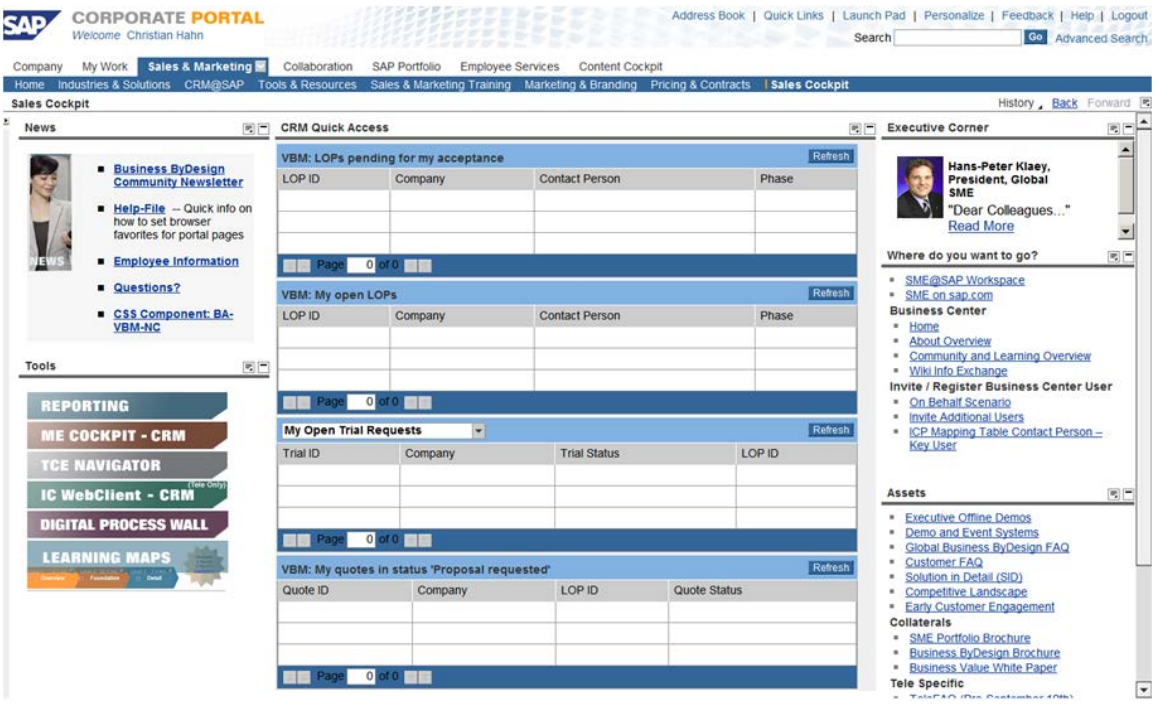
Pictured: The *Employee Services* section of the SAP site.

Developer Dashboard

Because 30% of SAP employees work in the Development organization, the *Developer Dashboard* offers all SAP software developers a platform where they can find personalized work-related information covering relevant areas. By assisting developers in their daily work, the dashboard increases their efficiency and quality consciousness.

Task-Based Workplaces

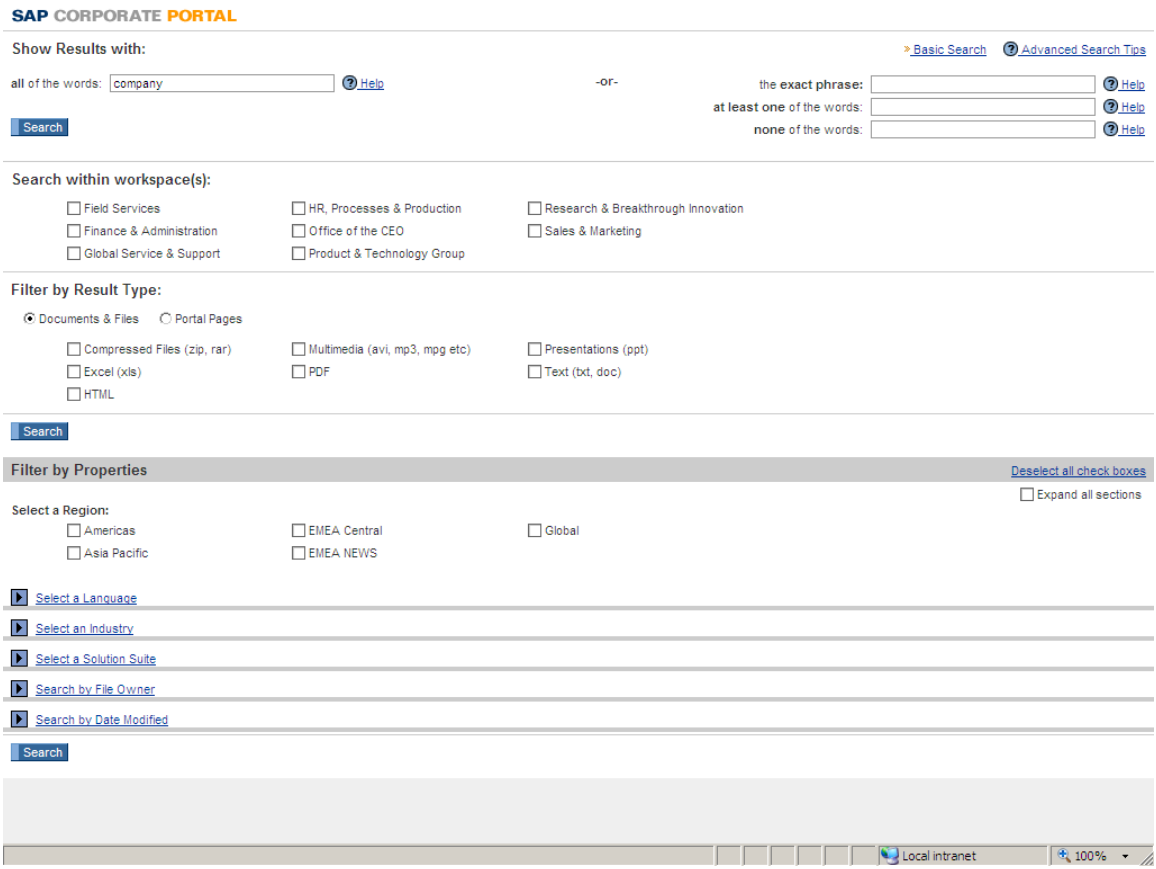
Sales, consulting, and marketing employees represent approximately 50% of the workforce, while the service and support organization makes up 11%. The company has integrated customer relationship, customer support, and business intelligence systems to provide task-based workplaces for these employees. Examples of sales roles already deployed are “Sales Manager,” “Sales Representative,” and “Partner Manager,” which support processes such as opportunity, account management, and contact management.



Pictured: Task-based workplaces for sales, consulting, and marketing employees.

Search

The team realized that the site would need powerful search and classification features. To enable a simple yet powerful text and properties search, the group used SAP NetWeaver's search and classification engine (TREX). This was a natural choice, as it supports federated searches and allows links to other repositories.



Pictured: The advanced search screen includes entry fields for Boolean searches; users can also filter by additional metadata properties.

To provide users with search results most likely to match their queries, this intranet's *Best Bets* are created manually. The *Best Bets*, which are similar to Google's *Sponsored Links*, contain a description with several related keywords. A maximum of five *Best Bets* is shown in any given search result.

The team learned several lessons in the process of developing search:

- Train editors to improve metadata settings
- Enable easier and aligned metadata tagging for pages and documents
- Report on metadata, and address those editors not maintaining it
- Use language detection only for documents/pages without metadata

Collaboration Tools

Available through the *Collaboration* tab, collaboration tools and services offer a complete, seamless, and flexible work environment for virtual project groups and teams working together around the globe.

Collaboration rooms offer a structured, easy-to-use collaboration environment that lets users create work groups to share documents and ideas.

The *Room Directory* is the starting page of the *Collaboration* tab and provides an overview of all available collaboration rooms in SAP Corporate Portal. The *My Rooms*

tab lists all collaboration rooms in which the user is already a member. The *Restricted Rooms* tab lists work and project rooms for which the user can request membership. *Info Rooms* are used to present a certain team, project, or organization.

The *Collaboration* tab's second-level entries—*Projects*, *Teams*, and *Info Rooms*—provide a filtered view of the room directory corresponding to the room type the user has chosen.

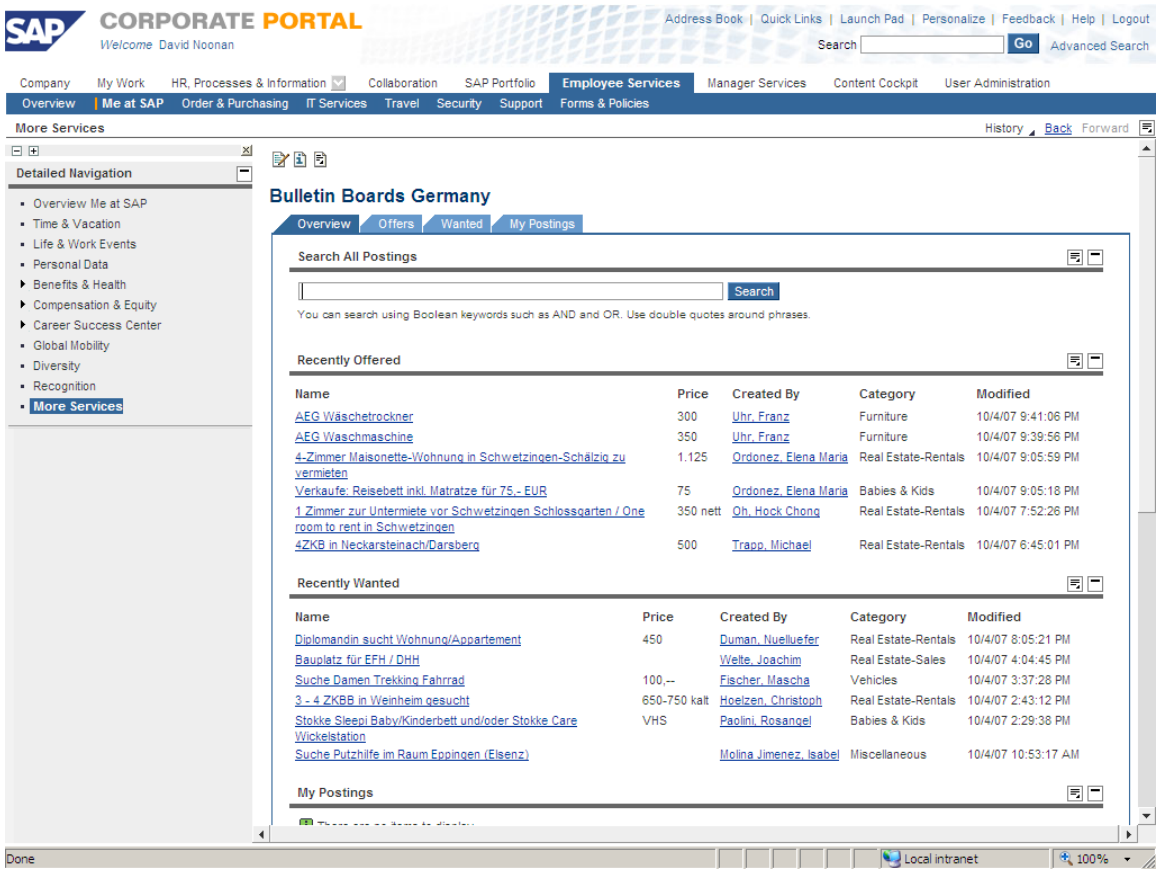
To request a collaboration room, employees use a room request form. In it, users enter a room title and short description, specify information about the access type and room type, enter the name of the future room lead and member administrator, and supply a start and anticipated end date.

In each LoB, it's the duty of the collaboration manager to screen all room requests and set up and coordinate all collaboration rooms within a business unit.

Bulletin Boards

User feedback the SAP Corporate Portal's launch reflected an ongoing demand for a *Bulletin Boards* area, so the team implemented the standard bulletin board functionality in SAP NetWeaver. This permits postings by employees that are filtered by location; postings are activated for 30 days and deleted automatically after 60 days if the owner doesn't reactivate them.

Bulletin Board categories include: *Real Estate for Rent*, *Real Estate for Sale*, *Babies & Kids*, *Furniture*, *Electronics*, *Vehicles*, and *Miscellaneous*.

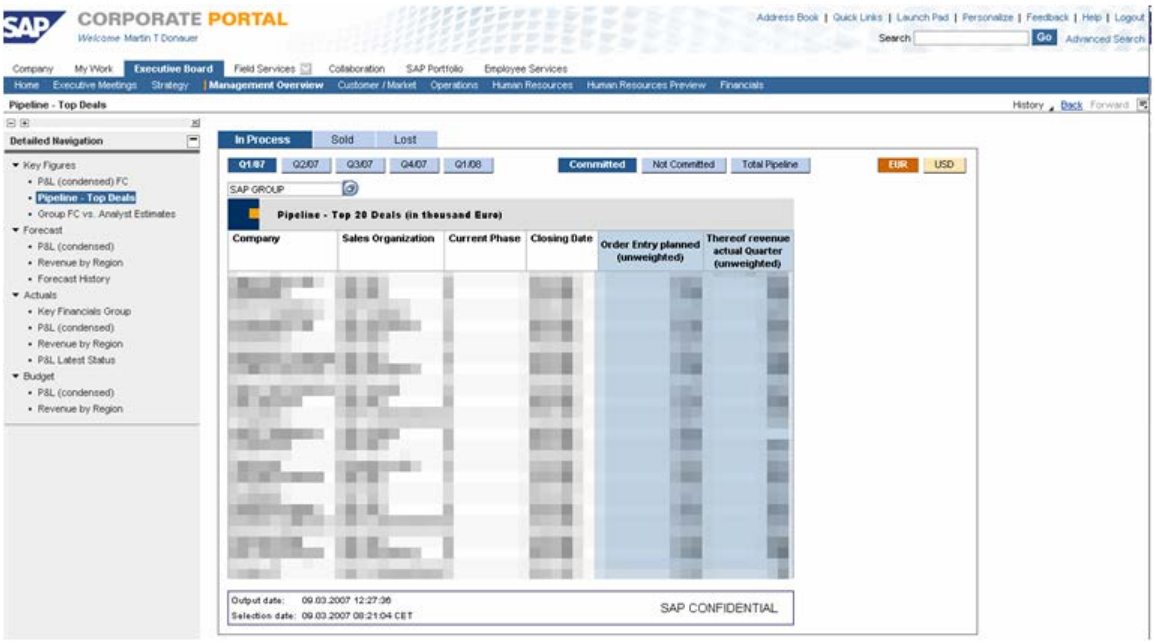


Pictured: Popular with users, the *Bulletin Boards* on SAP Corporate Portal feature listings in *Real Estate*, *Babies & Kids*, *Furniture*, *Electronics*, *Vehicles*, and *Miscellaneous* categories, filtered by location.

Data Visualization

There are about 100 different reports available in different roles to fulfill the information needs of SAP's top management.

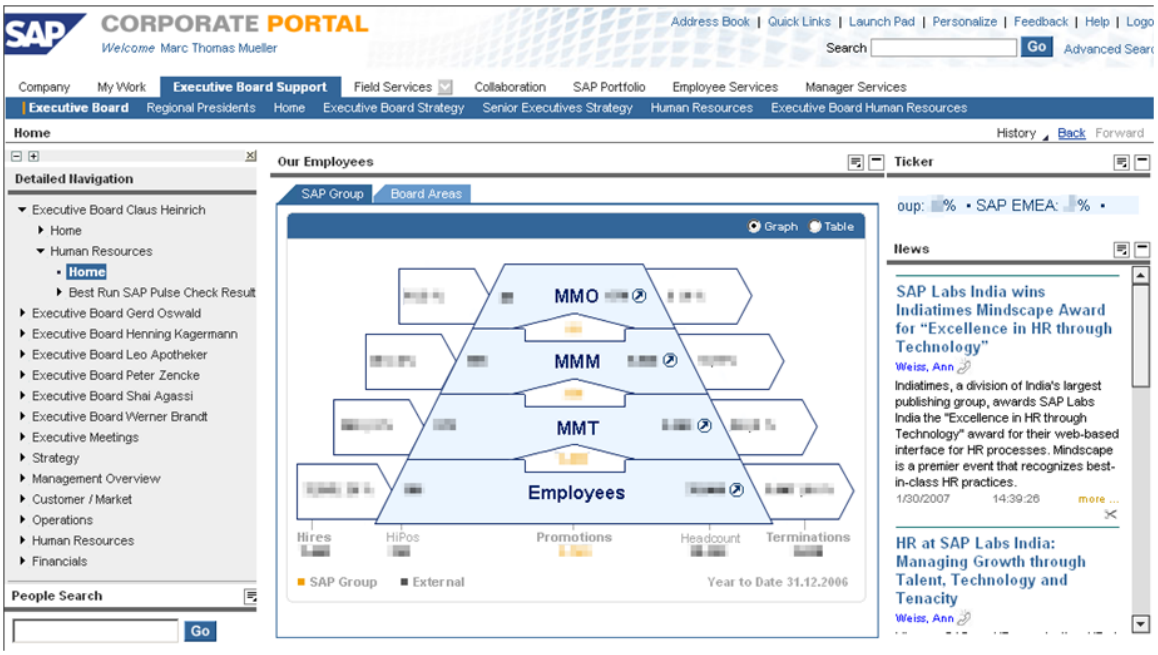
Starting with SAP Supervisory Board and SAP Executive Board, the roles go down the organizational levels from regional CEOs and CFOs to senior and global executives. "In total, we address more than 100 top managers, plus their assistants and secretaries," says Noonan. "The reports are structured into categories, such as strategy, customer/market, and HR. In contrast to operational reports, these management reports show only high-level data with dedicated possibilities of navigation, like drill-down to country level, change of period, and currency. Therefore, the reports are quick to launch (high performance) and clear to understand (easy to use)."



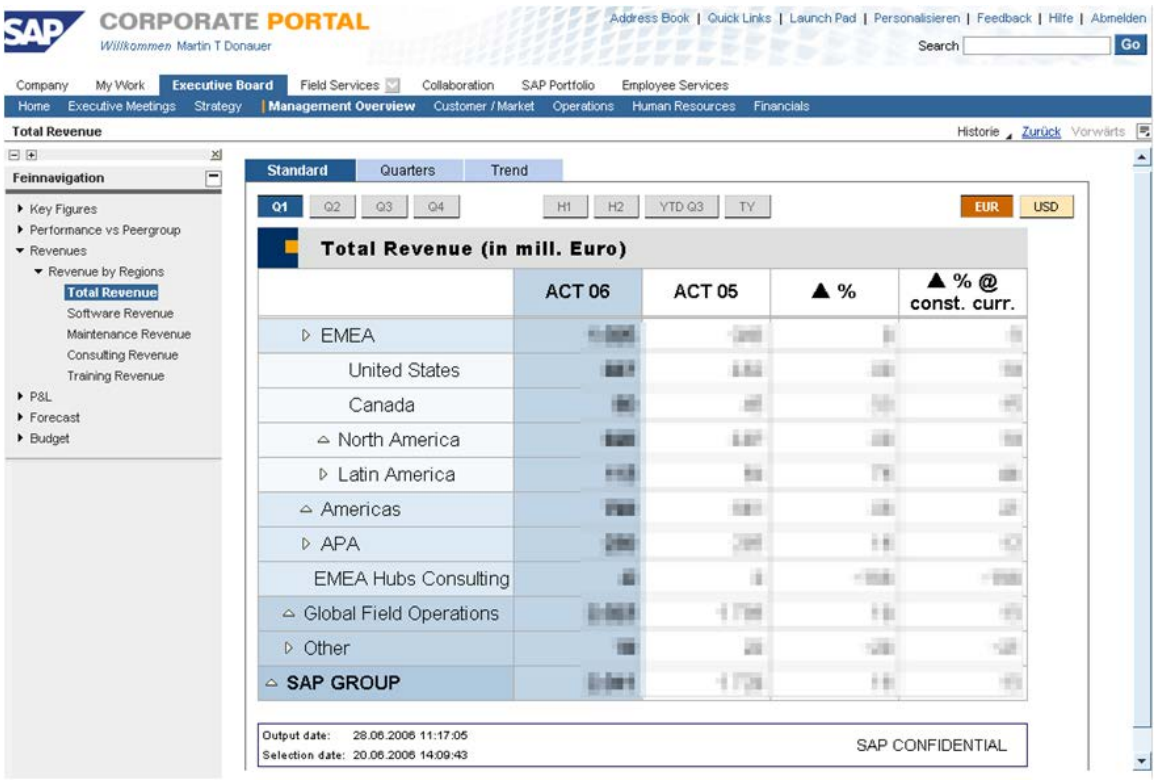
Pictured: A *Pipeline—Top Deals* report. Data Source: CRM and Business Intelligence (BI). Technology: BI Web template.



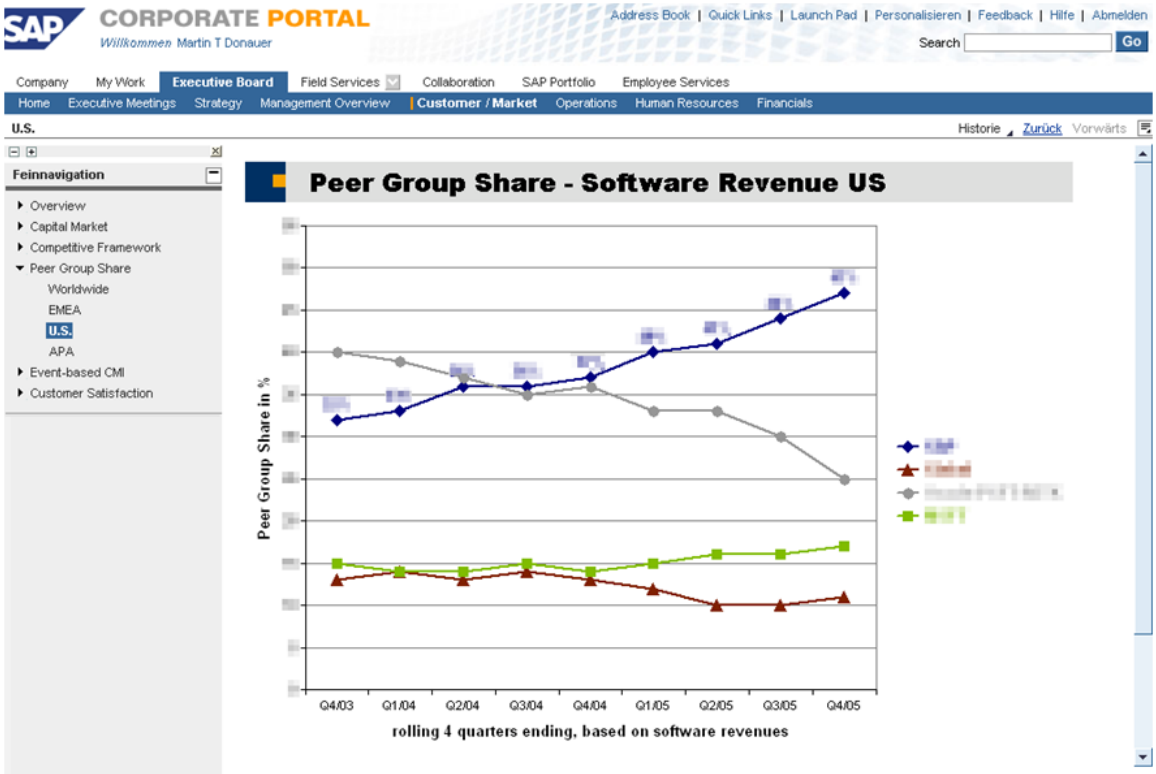
Pictured: A *Win/Loss Analysis* report. Data Source: BI. Technology: SAP NetWeaver Visual Composer and Adobe Flash.



Pictured: *Our Employees* report. Data Source: BI. Technology: BI Web template.



Pictured: A *Total Revenue by Region* report. Data Source: BI. Technology: BI Web template.



Pictured: A *Peer Group Share* report. Data Source: BI. Technology: BI Web template and Internet Graphics Server.

REPRESENTING THE USERS

When presented with the challenge of replacing the outdated intranet, the central team established a formal cross-functional body (the Portal Business Group) to guarantee representation and participation from all SAP LoBs. The Portal Leads are evangelists for the user experience from all the target audiences they represent, as well as target audiences that are served by content that their LoBs provide. Portal Leads actively participate in formulating strategy by communicating and driving requirements at Portal Business Group meetings.

The Portal Leads are also accountable for the successful establishment and preservation of governance for their LoBs. Additional roles are defined within each LoB to guarantee governance and contribute to a holistic approach to target-audience-oriented content provision.

Usability tests and surveys are conducted on a regular basis, and after analyzing the results, the Portal Leads—and/or the central team—present improvement proposals during the meetings. Each Portal Lead has decision-making authority for his or her LoB. When a project's impact crosses LoBs, decisions made by this group are enforced throughout the organization; when the impact is to a specific LoB only, the flexibility is greater.

Such a successful cross-functional engagement model ensures continuous improvement of user experience in the SAP Corporate Portal.

LESSONS LEARNED

Communicating information about the intranet migration was paramount to the project's success, so many of the team's lessons learned focus on guidelines for good communication.

Lessons learned from the project team:

- Communicate "inside-out" with one voice
- Cooperate closely with your company's Communications team (in this case, SAP Global Communications)
- Use local teams to support LoB-specific and regional communications, with support and guidelines from the intranet team
- Use various communication tools, including email newsletters and surveys for pilot users
- Update content regularly (in this case, *Executive Corner and SAP News*, for example)
- Depending on your schedule constraints, consider limiting involvement to smaller user groups; in any case, avoid launching too early

The following list details Dobiéy's advice on how to ensure that a single corporate portal can serve as "a global and individual access point to information, collaboration, and application services."

Lessons learned from Dirk Dobiéy:

- Establish clear content accountability and mechanisms to monitor ownership
- Define ownership for all elements of the corporate portal (design, navigation, roles, content, collaboration rooms, community)
- Implement a tangible, binding, and reliable content life cycle with automated notifications (expiry date and automated deletion)
- Measure usage (= success) using statistics and providing reports and analytics, Web statistics on pages/documents, interviews, and feedback analysis
- Set clear policies, standards, and guidelines for the portal environment that are well known throughout the organization
- Offer tools (Web CMS, reporting, and so on) that all parties need in order to perform their tasks
- Establish charging models that encourage self-maintenance (such as rooms, discussion forums, and so on)
- Define and execute best-practice portal operations processes and establish a reliable quality gate

Recommendations for the Intranet Design Process

Understanding the lessons learned from these great intranets will help you design a better intranet for your organization or your client's organization. You can also do other, more process-related things to improve intranet usability. Based on the above cases, the 2001–2008 winning intranets, and our other experiences testing intranets, here are a few of the most important recommendations for designing a usable intranet. Note that these recommendations have changed very little in the last few years.

WATCH PEOPLE WORK

When designing intranets, don't forget that you already know who the end users are. They're the people you pass in the hallways, the employees sitting next to you in the cafeteria, and the staff who park next to you in the garage. Use these interactions to your advantage and get yourself invited to watch how your colleagues work. See how they're using and not using the intranet, and where design opportunities exist for making the intranet a more useful part of their day-to-day jobs.

CONDUCT USABILITY EVALUATIONS

Remember that you don't need a complete, finished design before you can garner useful usability feedback. In fact, it's better to get early feedback on incomplete designs. Just test with prototypes and paper mockups. Or, if you want to introduce design elements similar to those you see on a particular website, then use that website to test the features. You can watch people using any current system, even if it's not an intranet per se, to determine which features are already well designed.

Looking through all of this year's design submissions, we once again observed a lack of consistently applied usability processes. In particular, many companies skimped on regular usability testing, heuristic evaluations, and field studies. Yet even the busiest development teams, or those with the craziest deadlines, should take time to watch people attempt basic tasks using the design. It doesn't take long to do a quick test. We also encourage design teams to get a group of designers and developers together—even for just 20 minutes—to review a site's design, then identify, discuss, and agree on the top usability issues.

HELP CONTENT CONTRIBUTORS SUCCEED

The most well-received intranets are those with fresh information that people need and want. One way to keep information updated and interesting is to provide methods for employees to add and edit information. Letting users—or designated content providers—contribute content gives them a stake in the intranet's success. Such efforts invariably produce compounded returns: fostering excellent content providers results in better content, which invariably leads to an intranet with more varied and useful information, which drives more employees to visit the intranet more often, and thus ensures that the intranet remains a business-critical tool.

CONSIDER ACCESSIBILITY

Many companies employ—or will at some point hire—people who use assistive technology. Yet, almost all of the intranets submitted for consideration this year posed accessibility problems for users with low vision, no vision, or motor-skill challenges. The chief accessibility offenders: using too many graphics, tiny text, poor

contrast, limited space between links and text, and small targets. Unfortunately, at many sites, introducing these exact features seems to be a new trend. On the positive side, while many submissions do overuse graphics, many others use graphics sparingly, and when they do use them, they are well labeled for users with low vision or no vision.

MEASURE ROI

Most of the winning intranets made obvious strides, fostered great usability improvements, and no doubt created productivity and efficiency gains for their companies. Yet few intranet teams formally (or even informally) measure any ROI. Often such measurements are not a priority because of tight schedules and the way in which organizations allocate money. For example, the money to design and maintain the intranet might be allocated to the vice president of IT, while the actual productivity gains are found in the HR department.

Regardless, do pause to measure the time users require to accomplish a task, both before and after a redesign. Take this decreased task time and factor the resulting, increased financial savings across your organization. Then, make the gains known to the different departments involved and also at higher levels, so that even the most upper-level managers understand the importance of well-designed internal systems.

Intranets Not Selected: Common Issues

Each year that we conduct the *Intranet Design Annual* it gets more and more difficult to choose only 10 winners; we inevitably find more than 10 truly excellent designs. Still, there are some designs that seem to be stuck in the early 1990s. While we won't name or show examples from intranets that didn't make this year's top 10, the following are some of the major problems we saw across submissions that are not among the winners and that are not included in this report.

UNIMAGINATIVE DESIGNS

Some submissions seemed to say the intranet was just there because it had to be—witness its insipid design and lackluster content. Users today are accustomed to exciting and attractive websites. Who would want to turn to a dull intranet?

Intranets need to keep up with, or even set the direction for, websites of today. In any case, the knowledge transference users carry from their Web usage makes them far less forgiving of bad intranet designs.

POOR USE OF AESTHETICS

Using images to make a page more interesting is a good idea. But slapping stock art pictures of happy-looking workers all over pages is downright lazy. Filling pages with images of people and items that could be on any intranet or website defeats the purpose of making the page more engaging. Better to use a few, select, fabulous images that really make a statement. And why not personalize them to the actual business?

Also, some intranet pages still boast a rainbow of garish colors. One intranet had very bright permutations of purple, aqua, green, and blue—all on one page. Who can see the content through all this paint?

HARNESSED TO THE PORTAL SKELETON

Using technology to do some of the work for you is resourceful. But following a default portal design to the letter doesn't present an intranet that is helpful to your organization's users. Break the mold a little. It won't completely shatter.

NO SET PAGE LAYOUT TEMPLATES

We still see designs that have untamed page looks across the intranet. As users move around, they might hit a page with a look and layout completely differently than the previous page. This makes it hard and time-consuming to find information.

Also, in the vein, some intranet landing pages are so long, there's no way users would scroll to the end. (They just might for a particular news story, though.) Better is to slice up the information on separate pages.

INCONSISTENT NAVIGATION

While templates, standards, and a strong IA are becoming more common in intranet and Web design, we still saw many entries with very inconsistent intranet-wide navigation. Menus changed erratically or sometimes disappeared completely. This issue is usually due to politics, scheduling, and technology. Another common factor is

that combining many smaller intranets into one main intranet menu schema can be extremely difficult, even for the most talented designers.

CLUTTERED PAGES

This year we saw several pages that were far too cluttered and featured completely different types of information. This hurts the information scent because users don't think to explore a cluttered page looking for very different types of information. Designers must not only design good, scalable pages, but also monitor those pages to ensure that the design continues to support the current information. Pages can easily get out-of-hand as more people and teams get involved and add information. Defining a main point for each page can help ensure that its information remains related and limited.

Selection Criteria and Process

This year marks the eighth annual Nielsen Norman Group intranet usability competition, which seeks the best examples of intranets that are easy to use and meet users' needs. In July 2007, we posted the call for submissions on http://www.useit.com. In response, we received submissions from organizations of different sizes, from various countries and industries. These submissions included intranet screenshots, explicit descriptions of the intranet's design and how it works, notes about the design process (including usability methods employed), detailed information about users and potential users, and the intranet's goals.

To judge the entries, we followed a four-step process: 1) initial design reviews and numeric rankings; 2) follow-up questions with the top submissions (when necessary); 3) design sorting, followed by thorough design reviews to choose the top 10; and 4) follow-up interviews with the top 10.

INITIAL DESIGN REVIEWS AND NUMERIC RANKINGS

Based on the initial submission information, the three judges (see *About the Authors*) conducted simple design reviews and whittled down the entries to the tier-one submissions. In addition to written commentary, we rated each site numerically. We based these ratings on criteria typically viewed as key to intranet usability, including some criteria that emerged from submissions and trends in our previous contests. We rated the following criteria in each submission on a 0 to 3 scale (with 3 being the best rating):

Navigation:

- Main navigation on every page
- Consistent/easy navigation
- Consistent style across the intranet
- No horizontal scrolling
- Minimal vertical scrolling

Design:

- Pleasing aesthetics
- Engaging homepage design
- Good contrast between text and background
- Easy-to-read text
- Easy-to-read links
- Good use of graphics
- The right amount of text
- The right number of links
- Clean design

Search:

- Consistently available search
- Relationship to employee search

- Good search design (ideally, a simple open field at the top of pages)

Personalization and News Delivery

- Personalization/catering to different offices or cultures
- Organization-related news
- Information about internal groups

Content

- Well-written text
- Employee directory or directory search
- Content posting and editing capabilities

Overall

- Simple forms
- Support for the main corporate functions
- Encapsulation of the organization's spirit
- Use of innovative, fun, or original features
- Accessibility features

FOLLOW-UP QUESTIONS WITH TOP TIER (WHEN NECESSARY)

After collecting this extensive information from site designers, along with information about their users, goals, and internal usability evaluations, we thoroughly reviewed the intranet designs. We evaluated them based on usability, look and feel, and elegance. We also considered the target users, their tasks, and how well the site's applications might help them complete these tasks. We didn't conduct usability evaluations with test participants. We do believe, however, that intranet usability studies reveal what about the designs are working and not working. A we have completed some large-scale intranet usability research studies in which intranet users tested various intranet designs.[1]

DESIGN SORTING AND THOROUGH DESIGN REVIEW

Next, we reviewed the intranets and sorted the top 25 designs based on numeric ratings. We then conducted more thorough design reviews of the top 25 sites, and from this selected the 10 best intranets.

FOLLOW-UP INTERVIEWS WITH TOP 10

After choosing the top 10 submissions, we asked the site designers general and specific questions about the site and their design decisions, usability evaluation methods, and lessons learned. We then followed up with more specific questions—some exclusive to their intranet, and some more generic. For example, the generic questions included:

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[1] *Intranet Usability Guidelines, 2nd Edition,* 10 reports covering intranet usability are available for purchase at http://www.nngroup.com/reports/intranet/guidelines

- What was the business reason for setting up the intranet?
- What does it do and what kind of information does it contain?
- Who had the idea for the intranet (or the revision), and what goals did he or she want to achieve?
- What were the constraints? (For example: Were there time or budget constraints? Did content have to be published in multiple languages?)
- Describe the development process and usability findings.
- Who was involved in the project and what were their roles in the organization? Describe the intranet team.

About the Authors

Kara Pernice is the director of research at Nielsen Norman Group and heads the company's East Coast operations. Since joining NN/g, Pernice has led several intercontinental research studies and wrote associated reports about topics such as intranets, the Web and accessibility, senior citizens, public relations, and site maps. She has developed and taught numerous seminars about these topics and about a variety of usability methods, such as the product life cycle, field studies, emotion and design, usability testing, and eyetracking. Additionally, Pernice has worked with clients in many industries. Before joining NN/g, she established successful usability programs at Lotus Development; Iris Associates, an IBM subsidiary; and Interleaf. She managed the first usability program for Lotus Notes and the Domino server, and after her team's work, *PC Magazine* wrote, "If this were summer camp, Lotus Notes would walk away with the Most Improved Camper award." Pernice chaired the Usability Professionals' Association conferences in 2000 and 2001, was presentations chair for UPA 1999, and was conference advisor for UPA 2002. She is on the editorial board for a new intranet magazine, *The Journal of Intranet Strategy and Management*. She has an MBA from Northeastern University and a BA from Simmons College.

Patty Caya (www.pattycaya.com) is a freelance journalist, editor, and photographer who specializes in topics relating to usability and the business and technology of the Web. For the last nine years, she has split her time between journalism projects and Web consulting. She is an award-winning interactive producer who has consulted for many of Boston's leading interactive agencies, leading Web and intranet projects as well as usability research and design initiatives. Her client roster spans a wide range of industries and includes leading national brands alongside mission-driven non-profits. She currently leads project teams at RDVO in Somerville, MA. She has a BFA from New York University's Tisch School of the Arts and has pursued advanced coursework in the Information Design Program at Bentley College.

Dr. Jakob Nielsen (www.useit.com) is a principal of Nielsen Norman Group. He is the founder of the "discount usability engineering" movement, which emphasizes fast and efficient methods for improving the quality of user interfaces. Nielsen, noted as "the world's leading expert on Web usability" by *U.S. News and World Report* and "the next best thing to a true time machine" by *USA Today*, is the author of the best-selling book *Designing Web Usability: The Practice of Simplicity* (2000), which has sold more than a quarter of a million copies in 22 languages. His other books include *Usability Engineering* (1993), *Usability Inspection Methods* (1994), *International User Interfaces* (1996), *Homepage Usability: 50 Websites Deconstructed* (2001), and *Prioritizing Web Usability* (2006). Nielsen's Alertbox column on Web usability has been published on the Internet since 1995 and currently has about 200,000 readers. From 1994 to 1998, Nielsen was a Sun Microsystems Distinguished Engineer. His previous affiliations include Bell Communications Research, the Technical University of Denmark, and the IBM User Interface Institute. He holds 79 US patents, mainly on ways of making the Internet easier to use.

Acknowledgements

Thank you to the designers and organizations associated with the 10 intranets in this report. We appreciate them for submitting their work, cooperating in interviews, reviewing the report, and mostly for their intranet designs.

A special thank you to all of the organizations who entered their intranets in our competition.

Finally, thanks to Keri Schreiner for copyediting this report.

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